

Oregon Main Street 2020 Program Handbook



ge,
Oregon Parks and Recreation Department



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MAIN STREET PROGRAM OVERVIEW

Oregon Main Street (OMS) is part of Heritage Programs in Oregon Parks and Recreation Department. OMS is designed to assist with the revitalization of traditional downtowns and historic commercial districts, promote economic development, and encourage historic preservation. The program uses an approach that advocates a return to community self-reliance, local empowerment, and the rebuilding of central business districts based on their assets, unique architecture, personal service, local ownership and entrepreneurship, and sense of community.

OMS coordinates resources and provides technical assistance based on the Main Street Approach® (Organization, Promotion, Economic Vitality, and Design) to communities that are working in historically relevant business district settings and that meet certain threshold criteria. Oregon Main Street requires all potential candidates to submit an application.

NATIONAL MAIN STREET HISTORY

Concerned about continuing threats to Main Streets' commercial architecture and aware of the need to stimulate economic activity in small-city downtowns, the National Trust for Historic Preservation launched a community demonstration project (1977-1980) that resulted in the creation of the Main Street Four-Point Approach® and establishment of the National Main Street Center (NMSC). NMSC was spun off into its own non-profit subsidiary of the National Trust in 2013 and undertook an intensive review of the Main Street model and a re-branding effort leading to the creation of the Main Street America™ brand.

Main Street America™ is a program of the National Main Street Center. What sets Main Street America™ apart is the powerful network: the unique combination of grassroots dedication to comprehensively improving quality of life at the local level; integral support and expertise provided by Coordinating Programs at the city, county, and state level; and leadership and direction from the NMSC. Main Street America™ is also a special mark of distinction. It is a seal, recognizing that participating programs, organizations, and communities are part of a national movement with a proven track record for celebrating community character, preserving local history, and generating impressive economic returns.

OREGON MAIN STREET HISTORY

Oregon Main Street (OMS) was established by the legislature in 2007 and opened up applications for communities to participate in 2008. Originally housed in Oregon Business Development Department (then known as Oregon Economic and Community Development), the program was jointly administered by OBDD and the State Historic Preservation Office through June 2011. Oregon Parks and Recreation Department accepted OMS into Heritage Programs when OBDD's focus switched to traded sector economic development beginning in July 2011.

Prior to the current OMS, the Oregon Downtown Development Association was the original iteration of the main street program in Oregon becoming the seventh state main street program in the country in 1981 and accepting the first five main street cities in 1983 (La Grande, The Dalles, Klamath Falls, Hillsboro, and Bend). In 1994, ODDA became Livable Oregon with downtown revitalization as one area of focus. Livable Oregon spun Oregon Downtown Development Association off as an independent non-profit again in 1999. ODDA eventually severed the relationship with the National Main Street Center in 2002 and focused on consulting and planning efforts. ODDA eventually dissolved in 2012 and gave their remaining financial assets to OMS.

MAIN STREET APPROACH®

The Main Street Approach® is centered around Transformation Strategies. A Transformation Strategy articulates a focused, deliberate path to revitalizing or strengthening a downtown or commercial district's economy. A program's work on Transformation Strategies should be organized around the Four Points: Economic Vitality, Design, Promotion, and Organization. A revitalization program's work – and its Transformation Strategies – need to be informed by a solid understanding of local and regional market data, and sustained and inclusive community engagement. With a set of strategies in place, the organization will then assess what kinds of activities, resources, people-power across the Four Points will be necessary to bring the strategy to life. Progress will be measured by economic metrics and quality outcomes.

PROCESS

COMMUNITY VISIONING

Visioning should be a community driven process that brings stakeholders from all sectors together, inviting them to be proactive participants in the downtown revitalization process. This can provide a foundation for outlining the community's own identity, expectations, and ideals while confirming real and perceived perceptions, needs, and opportunities.

DOWNTOWN TRANSFORMATION STRATEGY

Typically, communities will find two or three Transformation Strategies are needed to help reach a community's vision for downtown. A short term strategy could be to develop a public program like murals or engage local students for public projects. A long term strategy could be to develop new zoning codes which promote types of buildings such as tiny homes without requiring special permits. The work within any strategy would integrate the Four Points.

IMPLEMENTATION AND MEASURE

To succeed, a Main Street program must show visible results that can only come from completing projects. Short term and long term activities should add up to meaningful change. A Main Street program should be able to demonstrate wise use of resources, which translate to real change on the ground: new jobs added, new businesses open, and buildings being rehabilitated as examples of metrics of success. Any strategy should be thought of as a way to support the community's vision with meaningful, measurable outcomes.

MAIN STREET FOUR POINTS®

Transformation Strategies are implemented through comprehensive work in four broad areas, known as the Four Points.

Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a Main Street revitalization program. A governing board and volunteers or specific project committees make up the fundamental organizational structure of the volunteer-driven program. Volunteers are coordinated and supported by a paid executive director as well. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

Promotion sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play, and invest in the Main Street district. By marketing a district’s unique characteristics to residents, investors, business owners and visitors, an effective promotional strategy forges a positive image through advertising, media relations, retail promotional activity, special events and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area by identifying and appealing to the district’s market niches.

Design means getting Main Street into top physical shape. Capitalizing on its best assets — such as historic buildings and pedestrian-oriented streets — is just part of the story. An inviting atmosphere, created through attractive window displays, well-managed parking areas, building improvements, street furniture, signs, sidewalks, lights and landscaping, conveys a positive visual message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices, as well as enhancing the physical appearance of the district and creating new productive commercial or residential space by rehabilitating historic buildings, encouraging appropriate new construction, developing sensible design management systems, and long-term planning.

Economic Vitality strengthens a community’s existing economic assets while expanding and diversifying its economic base. The Main Street program helps sharpen the competitiveness of existing business owners, helps to foster entrepreneurial start-ups and expansions, and recruits compatible new businesses and new economic uses to build a commercial district to create jobs and to respond to today’s consumers’ needs. Converting unused or underused commercial space into economically productive property also helps boost the profitability and sales tax revenue of the district.

EIGHT GUIDING PRINCIPLES

The National Main Street Center's experience in helping communities bring their downtowns back to life has shown time and time again that the Main Street Four Point Approach succeeds only when combined with the following eight principles:

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

Incremental: Small projects make a big difference. They demonstrate that “things are happening” and hone the skills and confidence the program will need to tackle more complex problems.

Self-Help: Only local leadership can initiate long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.

Public/Private Partnerships: The support and expertise of both the public and private sector is necessary for an effective partnership.

Capitalizing on Existing Assets: A key goal is to help communities recognize and make the best use of their unique offerings. Local assets provide the solid foundation for a successful program.

Quality: From storefront design to special events, quality must always be the main goal.

Change: Changing community attitudes and habits is essential for success. A carefully planned Main Street program will shift public perceptions and practices to support and sustain the revitalization process.

Action-Oriented: Frequent, visible changes in the look and activities of the downtown will reinforce the perception of positive change. Small but dramatic improvements show that the revitalization effort is underway.

BENEFITS OF THE MAIN STREET PROGRAM

There are many benefits to a local revitalization effort. Some of the key benefits beyond creating a healthy and vibrant district include:

Local Jobs: Frequently, downtown as a whole is the second or third largest employment center in the community.

Protection of Natural Resources and Energy Conservation: 30% of solid waste in landfills is from demolition of old buildings, while new construction requires many resources. It is often said that the greenest building is the one that doesn't have to be built. Rehabilitating and re-using old buildings is an environmentally sound strategy. Additionally, more resources are required to develop in greenfield sites on the edge of town than to develop in infill spaces, where existing utilities may be used.

Efficient Use of Public Infrastructure: Large investments have been made over time in downtown infrastructure, so it is often more efficient to keep downtown vibrant than extend infrastructure to new development. Local government can support strategic development and capitalize on the value and potential investment that commercial districts can attract.

Property Taxes: The healthier the downtown businesses are, the higher the rents building owners can collect, resulting in higher property values and a higher tax base for the community. Because of its compact nature, a healthy downtown generally pays more in property taxes per acre than anywhere else in your jurisdiction.

Public Health Safety: A vacant and deteriorated downtown breeds crime. Keeping your downtown and commercial districts active and alive helps citizens to feel safe and want to take part in the community.

Strategic Decision-Making: The city's decisions on zoning, land use and commercial sprawl impacts the health of downtown. In addition, local government is the keeper of public lands, buildings, streetscape, and infrastructure, so community consensus is important.

Downtown Development & Industrial Development are Linked: Industrial development prospects expect to tour downtown and assess for themselves your community's values with respect to maintaining and supporting a healthy central business district. If downtown is vacant and deteriorated, potential industry tenants may question the community's respect for the industrial park in a few years.

Quality of Life for Your Community: Downtown was historically the cultural, educational, commercial, recreational and governmental center of your community. Residents expect these amenities to exist in your community to enhance their quality of life. Downtown will continue to be this quality of life center, if given the opportunity.

Pride in a Healthy & Vibrant Community: Big towns, small towns, all towns started around a commercial district or downtown. It is the heart and soul of your community and should reflect the pride of local leadership and community. It is the face you project to visitors, investors and to yourselves. The reputation of your community is based on the condition of your downtown.

DOWNTOWN REVITALIZATION PARTNERS

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

most effective and have the most to contribute. Groups typically represented and involved in successful local downtown revitalization programs include:

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

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

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

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

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

City and County Government: Without the support and involvement of local government, it is doubtful that a downtown revitalization program will achieve long-lasting success. Local government can help provide the financial and information resources, technical skills, and leadership to the revitalization effort. Because local government plays a major role in directing the community's economic growth, it must be an active participant in restructuring the downtown's economic base and developing innovative solutions to downtown issues. In addition, specific committees or commissions are key partners working on activities that have an impact on downtown such as Urban Renewal Boards, Arts Councils and Commissions, Historic Preservation Commissions, Bicycle and Pedestrian Committees, and Tree City Committees.

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

Regional Planning Commissions and Councils of Government: These groups can provide the local downtown program with market data and other technical information about the downtown’s market area. They can also help the program identify resources and establish relationships with regional, state, and national economic development agencies.

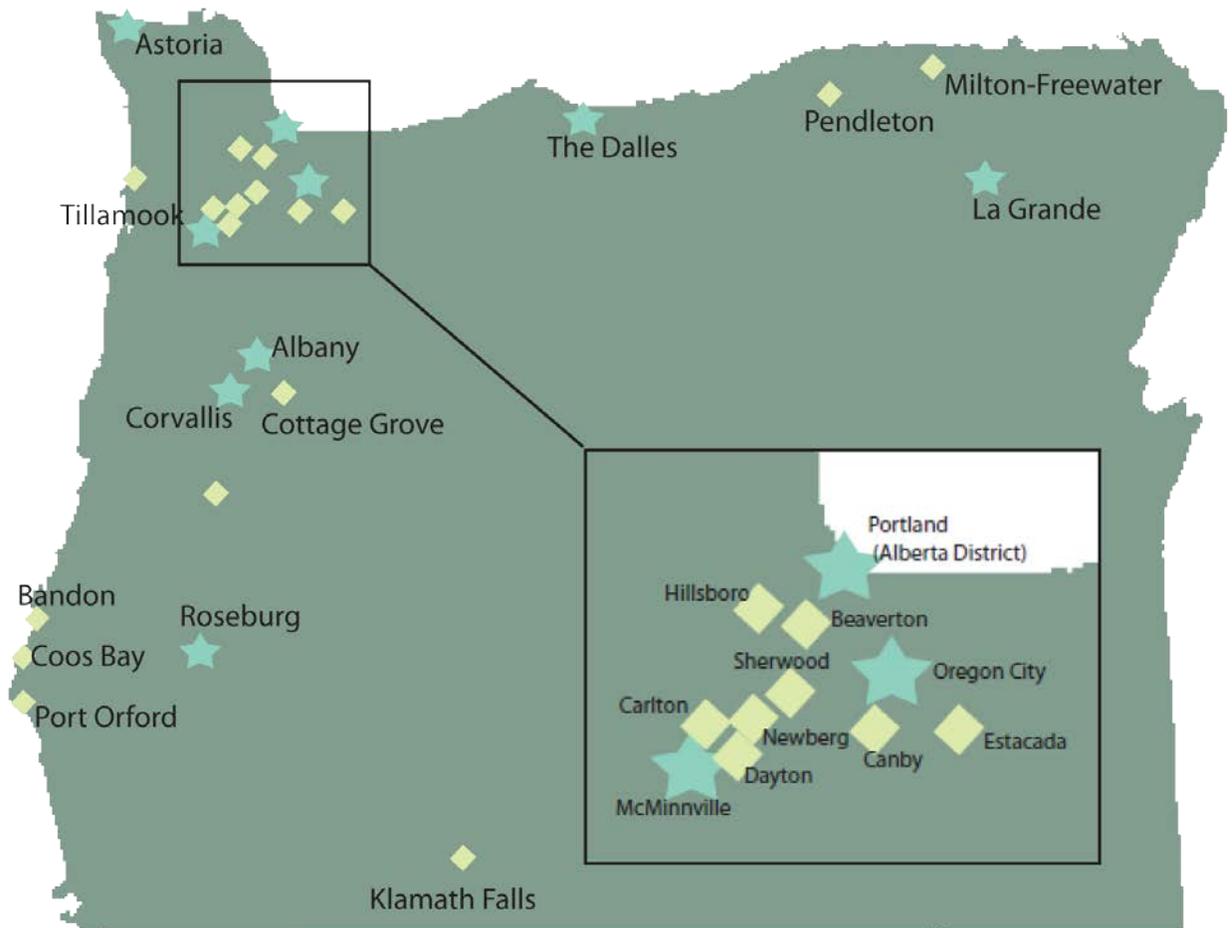
Schools and Universities: Schools can contribute to successful downtown revitalization in several ways. First, by involving young people in the revitalization process, the downtown program can reach a segment of the community that may not be familiar with downtown. Second, they can help students become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

Historic Societies and Historic Preservation Organizations: These groups can contribute expertise in local history, preservation technology, preservation technology, and related fields to the downtown program.

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

Hospitals: As major employers and service providers in the community, hospitals often have a big stake in a healthy and vibrant downtown especially in terms of attracting and maintaining employees.

TOP TIER OREGON MAIN STREET COMMUNITIES MAP



Key

- ★ Performing Main Street community
- ◆ Transforming Downtown community

PROGRAM PREREQUISITES AND REQUIREMENTS

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. The Main Street Track is for communities who wish to use the Main Street model to organize their downtown revitalization efforts in a traditional downtown setting. The Associate level is for communities who are interested in downtown revitalization but aren't ready to implement the Main Street model at this time or don't fit the traditional downtown model. The Main Street Track and Associate tiers are described in detail below with instructions on how to apply, requirements, and prerequisites.

MAIN STREET TRACK



For communities participating in the Main Street Track, the boundaries or primary focus area of the organization 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.”

PERFORMING MAIN STREET

Performing Main Street is the most prestigious of the three levels of the Main Street Track and is for organizations that are successfully using the Main Street Approach® as the basis for their downtown revitalization efforts. Communities at this level are recognized by Main Street America™ and are eligible for National Accreditation.



PREREQUISITES

To become a Performing Main Street level community, the community must first meet all of the following prerequisites and then submit an application. All communities must submit the application unless they are currently participating at the Transforming Downtown level. Current Transforming Downtown level communities may complete the National Accreditation Self-Evaluation form rather than the full application.

- Have a formal local program organizational structure. It is highly recommended that this is an independent, nonprofit 501c3 or 501c6 organization. Other organizational structures must have the approval of Oregon Main Street staff.
- Have an active board of directors. The board of directors is a diverse and representative group who are selected for their skills, connections, and knowledge. They should have enough time to commit and be passionate about Main Street and its mission. The board of directors will be the main advocates for the program, help with strategic visioning, maintain public relations, and sustain revenue.
- Has broad-based community support for the commercial district revitalization process, with strong support from both the public and private sectors.
- Has developed vision and mission statements relevant to community conditions and to the local Main Street program's organizational stage.
- Has a comprehensive Main Street work plan.
- Possesses an historic preservation ethic.
- Has an active board of directors and committees.
- Has an adequate operating budget.
- Has a paid, professional executive director (minimum requirement is part-time for communities under 5,000, full-time for communities over 5,000).
- Conducts program of ongoing training for staff and volunteers.
- Reports key revitalization statistics.
- Current member of the Main Street America™ Network.

HOW TO APPLY

Applications for the Performing Main Street level are open once per year in January. Communities currently participating at the Transforming Downtown level aren't required to submit an application. Instead, current Transforming Downtown members may complete the National Accreditation Self-Evaluation form and schedule time to meet with Oregon Main Street staff to determine readiness to participate at the Performing Main Street level.

REQUIREMENTS

In addition to meeting the prerequisites, the following requirements must be met to maintain status as a Performing Main Street level community. Oregon Main Street staff will provide services to meet some of these requirements. These requirements are incorporated in the biennial Participation Agreements.

- Follow the Main Street Approach®.
- Have support and participation of the local government.
- Attend quarterly Main Street trainings and Network meetings.
- Attend additional trainings.
- Host an annual visit by Oregon Main Street staff.
- Sign a biennial Participation Agreement with Oregon Main Street.
- Sign an annual Sublicense Agreement to use the Main Street America™ brand.
- Submit quarterly reports and reinvestment statistics.
- Submit an annual work plan demonstrating activity in each of the Four Points of Main Street.
- Present an annual report to the local elected body.
- Host an annual board retreat.
- Meet National Accreditation criteria at least once every three years (see Attachments).
- Provide mentorship to Transforming Downtown and Exploring Downtown level communities.

TRANSFORMING DOWNTOWN

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



PREREQUISITES

To become a Transforming Downtown level community, the community must first meet all of the following prerequisites and then submit an application.

- Formalize your local program structure. This is typically a 501c3 or 501c6 independent nonprofit organization focused solely on downtown revitalization efforts. Talk to Oregon Main Street staff if you are considering an alternate organizational structure.
- Have an active board of directors. The board of directors is a diverse and representative group who are selected for their skills, connections, and knowledge. They should have enough time to commit and be passionate about Main Street and its mission.
- Establish a mission statement. The mission should be created by the board of directors. It should be clear, concise, and explain who the local Main Street program is and what they do.
- Have a paid executive director that provides staff support to the local Main Street program for a minimum of sixteen hours per week. Initially, this can be a volunteer position for communities under 5,000 in population.
- Identify and have approved by OMS staff a map of your district boundary or primary focus area.
- Develop a basic business inventory of your Main Street district – including business types, contact information, etc.

- Develop a basic building/property inventory of your Main Street district – including ownership patterns, building conditions, vacancies, building square footage, use, average rents, etc.
- Work on developing historic building inventories and identifying historic assets.

HOW TO APPLY

Applications for the Transforming Downtown level are open once per year in January.

REQUIREMENTS

In addition to meeting the prerequisites, the following requirements must be met to maintain status as a Transforming Downtown level community. Oregon Main Street staff will provide technical assistance to meet some of these requirements. These requirements are incorporated in the biennial Participation Agreements.

- Follow the Main Street Approach®.
- Have support and participation of the local government.
- Attend quarterly Main Street trainings and Network meetings.
- Host an annual visit by Oregon Main Street staff.
- Sign a biennial Participation Agreement with Oregon Main Street.
- Sign an annual Sublicense Agreement to use the Main Street America™ brand.
- Submit quarterly reports and reinvestment statistics.
- Submit an annual work plan demonstrating activity in each of the Four Points of Main Street.
- Present an annual report to the local elected body.
- Host an annual board retreat.

EXPLORING DOWNTOWN

Exploring Downtown is for communities just starting out and who want to use the Main Street Approach® to downtown revitalization. Emphasis at this level is building a strong organizational base to support long-term efforts.



PREREQUISITES

- Host a community meeting to share an overview of the Main Street Approach® to get the city, local partners, and community members to support establishing a main street effort.
- Encourage staff, steering committee, and other volunteers to attend Main Street trainings, read information, and watch introductory webinars as provided by Oregon Main Street.
- Establish a steering committee or Board of Directors. This is either an informal or formal group of community members including local professionals, business owners, city/town staff, etc.

HOW TO APPLY

Exploring Downtown applications are accepted throughout the year.

REQUIREMENTS

The following requirements must be met to maintain status as an Exploring Downtown level community. Oregon Main Street staff will provide or organize some of these requirements. These requirements are incorporated in acceptance letter to participate at the Exploring Downtown level.

- Provide a local contact person to serve as the primary point of communication between the local organization and OMS.
- Form a local main street group within the first year of participation in the OMS Network if one is not already formed.
- Attend at least one of the OMS sponsored Network training, conference, webinar, or workshop each year.
- Have an approved main street district boundary and map.

ASSOCIATE

The **Associate** level (formerly Affiliate) is for communities that do not wish to become a designated Main Street community or wish to apply the Main Street Approach® in a non-traditional commercial setting. Communities participating at this level receive notification of workshops and conferences sponsored by Oregon Main Street and are invited to participate in the list serve.

HOW TO APPLY

Associate level applications are accepted throughout the year. Interested communities may join at any time by completing a brief application form.

REQUIREMENTS

- Designate a local contact.
- Attend an OMS offered training or workshop at least once every two years.
- Have an approved main street district boundary and map.

OREGON MAIN STREET DESCRIPTION OF SERVICES

The following is a list of services provided by Oregon Main Street. This list is not comprehensive, but should provide a general understanding of the basic services provided based on the level a community or organization is participating in the Oregon Main Street Network. Services are available to communities upon request and availability of the Oregon Main Street staff and other resources.

TRAINING AND PROFESSIONAL DEVELOPMENT

AVAILABLE TO ANY OREGON COMMUNITY

MAIN STREET 101

Oregon Main Street can visit your community and provide a brief overview of Oregon Main Street and the overall approach to downtown revitalization. Ideally, various community organizations and community members will attend the meeting. In preparation, attendees should review information available on the Oregon Main Street website.

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.

AVAILABLE TO OREGON MAIN STREET NETWORK PARTICIPANTS

QUARTERLY WORKSHOPS

Oregon Main Street offers up to four quarterly trainings 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.

AVAILABLE TO MAIN STREET TRACK PROGRAMS

BOARD ROLES AND RESPONSIBILITIES TRAINING

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

COMMITTEE TRAINING

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

AVAILABLE TO PERFORMING MAIN STREET AND TRANSFORMING DOWNTOWN PROGRAMS

EXECUTIVE DIRECTOR MEETINGS (REQUIRED)

Three mandatory meetings are held for Main Street Executive Directors and Program Managers annually. These meetings involve sharing of ideas, discussion of problems, and additional training in such areas as creative financing, planning effective promotions, and Board development. Meetings are rotated throughout the state. Board members are welcome to attend.

NEW EXECUTIVE DIRECTOR ORIENTATION (REQUIRED)

The Executive Directors/Program 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.

MAIN STREET NOW SCHOLARSHIPS

Scholarship assistance is made available to each new or Accredited Main Street Community to use toward a volunteer or staff attending the National Main Street Conference. The Oregon Main Street Program expects that the local program will budget for the Executive Director or Program Manager to attend the Main Street Now Conference annually.

MAIN STREET AMERICA™ MEMBERSHIP

If your program is not currently a member, the Oregon Main Street Program will pay this membership fee for the first year that a community is designated a Performing Main Street or Transforming Downtown program. In the second year, the local program is required to pay these membership dues. Communities receive access to “Members Only” area of the Main Street America™ website, discounts to attend the Main Street Now Conference, and weekly e-newsletters.

SPECIALIST SERVICES AND TECHNICAL ASSISTANCE

AVAILABLE TO OREGON MAIN STREET NETWORK MEMBERS

TELEPHONE CONSULTATION

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

AVAILABLE TO MAIN STREET TRACK PROGRAMS

DEVELOPING MISSION AND VISION STATEMENTS

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

GOAL SETTING AND WORK PLAN DEVELOPMENT FOR DOWNTOWN REVITALIZATION EFFORTS

Oregon Main Street staff will facilitate community work plan sessions to identify goals and objectives, projects, tasks, budgets and timelines for each of the Main Street Four Points.

ASSISTANCE IN HIRING A DOWNTOWN EXECUTIVE DIRECTOR

While it is totally a local decision as to who is hired to serve as the Executive Director or Program Manager of the local Main Street organization, the Oregon Main Street Program can assist the community by helping outline a hiring process, developing a job description, providing information to free job listing services, and participating in interviews.

ACCESS TO THE OREGON MAIN STREET RESOURCE LIBRARY

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

RECONNAISSANCE LEVEL HISTORIC SURVEY

Reconnaissance level historic surveys are offered by Heritage Program summer staff as time and resources permit. The purpose of the RLS is to help communities identify what historic resources they might have in the downtown and whether there are buildings or districts that might be eligible for the National Register of Historic Places.

AVAILABLE TO EXPLORING DOWNTOWN AND TRANSFORMING DOWNTOWN PROGRAMS

START-UP VISITS

Start-up visits are scheduled shortly after a community has been selected for the Transforming Downtown level, to work with the Board of Directors in establishing a nonprofit organization, set up of their local Main Street office, and review the organization's by-laws. We also review the requirements of the Oregon Main Street Program and training schedule for the year.

AVAILABLE TO PERFORMING MAIN STREET AND TRANSFORMING DOWNTOWN PROGRAMS

PROGRESS VISITS

At the end of their first year in the program, and every three years thereafter, Oregon Main Street will conduct a one or two day Progress Visit with Oregon Main Street staff or independent consultants. The team reviews the work plan and meets with the Board and Committees to celebrate successes of the program and give recommendations for future programmatic work.

TECHNICAL ASSISTANCE

Technical assistance provided beginning in year two of the local program will vary depending on the community's needs. Experts are contracted to work in the community for 1 to 2 days, accompanied by an Oregon Main Street staff person. The local Board of Directors and staff will work with Oregon Main Street to help define the focus for the visit. Oregon Main Street establishes attendance requirements to ensure broad information exchange at the local level. Programs must be in compliance with Participation Agreement requirements to be eligible for this assistance.

MAIN STREET REFRESH

The Main Street Refresh is an intensive 4-month process to help organizations focus their downtown revitalization efforts. Communities will be selected for the service based on a competitive application process. The Refresh will include developing a vision for downtown, webinar of the Main Street Refresh

for board and committee members, pre-site visit surveys and market analysis, on-site workshop to identify transformation strategies, and follow-up assistance to develop work plans.

COMMUNICATIONS

AVAILABLE TO OREGON MAIN STREET NETWORK MEMBERS

ACCESS TO THE OREGON MAIN STREET LIST SERVE (REQUIRED)

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

AVAILABLE TO MAIN STREET TRACK PROGRAMS

PUBLIC RELATIONS

Regular coverage and exposure about each community's program and progress will be included in Oregon Main Street's media releases, blog posts, social media, website, and other marketing materials.

EXCELLENCE IN DOWNTOWN REVITALIZATION AWARDS

All "Main Street Track" level communities are eligible to submit nominations for outstanding achievements in each of the four areas of the Main Street Approach®. Awards will be presented during a special celebration either in conjunction with the state conference or fall workshop.

AVAILABLE TO PERFORMING MAIN STREET AND TRANSFORMING DOWNTOWN PROGRAMS

USE OF MAIN STREET AMERICA™ LOGO

The Main Street America™ logo is available for use only by nationally accredited, or Oregon Main Street designated, Transforming Downtown and Performing Main Street level organizations.

OREGON MAIN STREET AT-A-GLANCE

	Associate (formerly Affiliate)	Exploring Downtown	Transforming Downtown	Performing Main Street
Requirements				
Traditional Main Street District		X	X	X
Use Main Street Approach®		X	X	X
MS Organization Structure		work toward	X	X
Adequate Operating Budget		work toward	work toward	X
Employ Executive Director			PT	X
Attend Network Meetings (3/yr)			X	X
Attend Workshops/Trainings (3/yr)	1 req./2 yrs.	1 req./yr.	X	X
Serve as Mentors to Other Towns			X	X
Meet National Accreditation Standards			Work toward	X
Current Main Street America member			X	X
Provide Annual/Qtrly. Report(s)	annual	annual	quarterly	quarterly
Comply with state and/or national policies	X	X	X	X
Approved boundary (primary focus area)	X	X	X	X
Services*				
<i>Training and Professional Development</i>				
Main Street 101	X	X	X	X
Quarterly Workshops (3/yr)	X	X	X	X
X				
X				
X	X			
Executive Director Meetings (3/yr)		By invitation	X	X
X	X			
Board Roles & Responsibilities Training		X	X	X
Committee Training		X	X	X
New Exec. Director Orientation		X	X	X
State Conference	X	X	X	X
Main Street Now Conference Scholarships			X	X
Main Street America Membership (1st yr.)			X	X
<i>Specialist and Technical Assistance</i>				
Start-up Visits		X	X	
Developing Mission & Vision Statements		X	X	X
New Exec. Director Hiring Assistance		as needed	X	X
Work Plan Assistance		X	X	X
Progress Visits			X	X
Technical Assistance			X	X
Main Street Refresh			X	X

Telephone Consultation	X	X	X	X
Resource Lending Library		X	X	X
Reconnaissance Level Historic Survey		X	X	X
Communications				
List Serve Access	X	X	X	X
Public Relations		X	X	X
Eligible for Excellence in DT Revit. Awards		X	X	X
Use of Main Street America Logo			X	X

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

ORGANIZING YOUR MAIN STREET PROGRAM

ORGANIZATIONAL TYPES

The exact type of organization chosen for each Main Street program varies from community to community and may change after a few years. Some typical organizing structures include:

INDEPENDENT NON-PROFIT ORGANIZATION

The local Main Street program may be a 501c3, 501c4, or 501c6 organization depending on its exact mission and the findings of the IRS. Each designation varies somewhat in what activities the organization is permitted to undertake. A 501c3 offers tax benefits for some, but not all, donors. All nonprofits are governed by a board of directors, must adopt bylaws, and must comply with financial reporting requirements. The majority of new organizations in Oregon have 501c3 status.

MAIN STREET PROGRAM EMBEDDED IN ANOTHER ORGANIZATION

A Main Street Program may be embedded in another organization, such as an economic development corporation or local government. In this case, the Main Street program should have its own advisory board that oversees Main Street activities, and should have its own budget and sources of revenue. In some cases the board may serve as the Main Street board, and working groups can be developed under the board.

A CHAMBER-MAIN STREET ORGANIZATION

In smaller towns, or in towns with strong downtown business districts, it may make sense to combine a Chamber of Commerce and a Main Street program. This can be done by either unifying both programs under one board, or by having a Main Street governing board and program housed within the larger organization. Keep in mind that there may be conflicts between the two organizations' missions and philosophies.

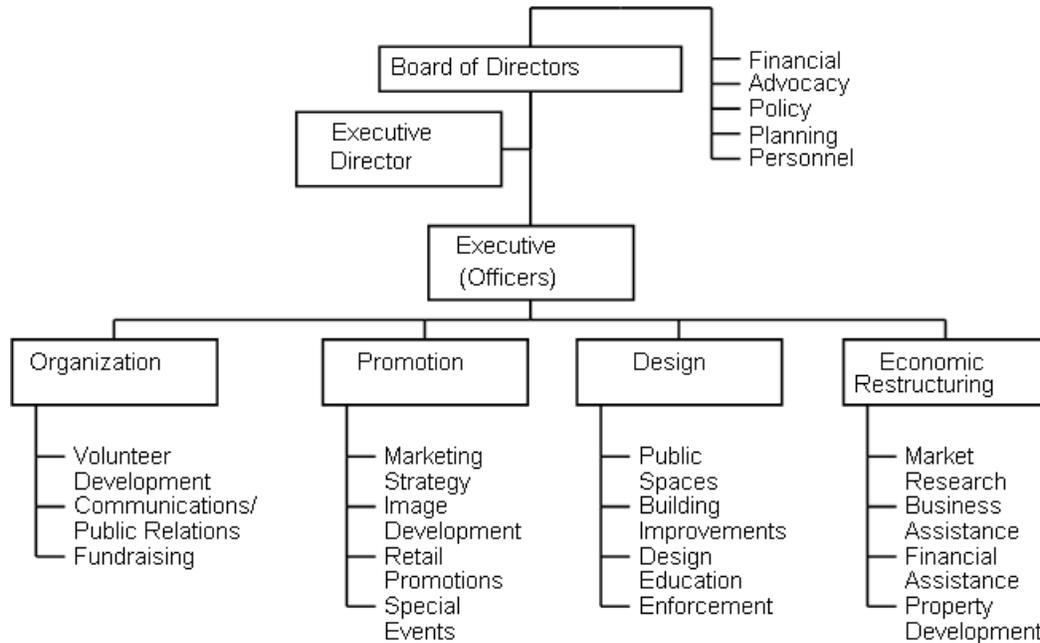
A COALITION OF TWO ORGANIZATIONS

In some cases, a Main Street program may be a coalition of more than one organization. One example of this is an existing merchants' group serving as the Promotion point for a Main Street organization. In

these cases, it is important to clearly define responsibilities, clarify funding and fundraising, and keep strong communication between the entities and staff.

PROGRAM STRUCTURE

Regardless of the organizing structure chosen above, there is one recommended organizational model. This includes having a board who serves as main stakeholder group and individual project-based sub-committees, task forces, or existing organizations. This structure can be developed further to reflect community needs. A Main Street executive director is only required at the Performing Main Street and Transforming Downtown levels and may be full- or part-time depending on the size of the community.



BOARD OF DIRECTORS OVERVIEW

The board is the governing body of the local Main Street program, providing strategic direction, making decisions on budget and staff, and serving as ambassadors for the program. If the program is an independent non-profit organization, Board Members will have fiduciary responsibilities. Main Street boards are generally considered working boards, and members' commitments of time (generally 5-10 hours monthly beyond attending meetings) should be outlined in a position description (see Attachments for a sample).

Board procedures, including electing of the president and vice-president, should be outlined in the adopted by-laws (see Attachments for a sample). It is also helpful to have a system for succession so someone is knowledgeable and ready to step in if the President leaves the organization.

The board president, not staff, runs meetings. It is important that the board make clear decisions and give clear direction to staff, although it is generally the president who works most closely with staff. Likewise, it is helpful for staff to deliver a written report prior to each meeting. The board treasurer will track finances and deliver a financial report at each meeting, and the board secretary will take minutes.

Some boards select an executive committee (generally the officers – president, vice-president, secretary, and treasurer) to make certain decisions, such as regarding staffing, but this is not necessary for many smaller organizations.

It is also desirable to strive for diversity (e.g., depending on the make-up of your district, you may strive to include a retailer, employer, property owner, restaurateur, and community resident). The board may contain ex-officio members representing certain organizations (such as the local government, Chamber of Commerce, etc.) and these may be voting or non-voting members. It is generally recommended that boards are kept to a manageable size (no more than 9 to 13 members) so not every partner need be represented on the board. All in all, remember that this is a working board and should include those who want to roll up their sleeves – not necessarily those who are prominent in town and have many other responsibilities.

Board members, not staff, should take the lead in fundraising as they are the ambassadors of the organization.

MAIN STREET BOARDS SHOULD REPRESENT THESE FIVE IMPORTANT GROUPS:

- Workers who will be willing to roll up their sleeves and actively participate in the implementation of the program.
- Wisdom which will be used to further the mission of the local program.
- At least one worrier who will act as the reality check for the rest of the Board.
- Every Main Street board needs to have wealth and needs to know where to get it.
- Every Main Street Board should be representative and inclusive of the community.

THE MAIN STREET BOARD, AS A GROUP, IS RESPONSIBLE FOR:

- **Raising funds** needed to operate the local program (this is not a responsibility of staff);
- Being walking, talking **advocates** for the program;
- Being **accountable** to the community for success of the local program and for using its human and financial resources wisely;
- Setting **strategic direction** – both long and short term, including approving annual work plans;
- Establishing **policies** for the program; and
- Making **personnel** decisions including hiring, evaluation, and dismissal of staff.

INDIVIDUAL BOARD MEMBERS' ROLES ARE TO:

- **Participate** with knowledge, labor, and money;
- **Attend** monthly board meetings and complete assigned tasks;
- **Understand** the mission of the local program and actively promote its goals;
- **Support** the decisions of the board; and
- Devote time necessary to attend **educational** opportunities relating to the program and downtown development.

HOW THE FOUR POINTS RELATE TO BOARD AND VOLUNTEER ACTIVITIES

The point of **Organization** plays a key role in keeping the board, staff, volunteers, and program of work in good shape by attracting people and money to the organization. Organization focuses on:

- Fundraising – for projects and administration from donations, sponsorships and grants.
- Managing staff and volunteers – by maintaining a volunteer list, recruiting people, supervising them, and rewarding good work.
- Promoting and communicating about the program – to downtown interests and the public.
- Creating partnerships – with other community organization.
- Managing finances – by developing good accounting principles.

The point of **Promotion** is geared toward promoting the downtown as the center of commerce, culture, and community life for residents and visitors alike. Promotion focuses on:

- Understanding the changing market –both potential shoppers and your competition.
- Building on downtown assets – including people, buildings, location, heritage, and institutions.
- Defining Main Street’s market niche – its unique position in the regional marketplace.
- Creating new image campaigns, retail promotions, and special events – to lure people back to downtown.
- Marketing the downtown through branding, print materials, and on-line.

The point of **Design** plays a key role in shaping the physical image of Main Street as a place attractive to shoppers, investors, business owners, visitors, and residents. This is done by focusing on:

- Providing good design education and advice, through professional resources where available, to encourage quality improvements to private buildings and public spaces.
- Planning Main Street’s development – guiding future growth and shaping regulations through engagement with stakeholders and local government.
- Motivating business and property owners to make changes – linking business and building owners to available incentives, creating new incentives, and targeting key projects.
- Being a steward of public spaces within the district.
- Facilitating the rehabilitation of existing private buildings and the creation of new buildings compatible with the district.
- Enhancing walkability and ambience of the district – beautification, building facades, streetscape, parking, and signage.

The point of **Economic Vitality** is to understand the market, identify new market opportunities for the district, link business owners with available business assistance, find new uses for historic commercial or residential buildings, and stimulate investment in private property. This point focuses on:

- Learning about the district’s current economic condition and identifying opportunities for market growth.
- Strengthening existing businesses and attracting new ones.
- Finding new economically viable uses for traditional Main Street buildings.
- Developing financial incentives and capital for business development and possibly for building rehabilitations.
- Monitoring the economic performance of the district.

POTENTIAL FUNDING SOURCES

CITY GOVERNMENT:

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

MEMBERSHIPS

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

CORPORATE DONATIONS

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

ECONOMIC IMPROVEMENT DISTRICTS/BUSINESS IMPROVEMENT DISTRICTS

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

LOCAL TRANSIENT LODGING TAX

A Local Transient Lodging Tax (an addition to the State Lodging Tax) is a local self-help mechanism authorized by Oregon State Statute ORS 320:345-350, which allows Local Governments to collect revenues from lodging within their jurisdiction to be used for tourism promotion, tourism related

facilities, local services, or to refinance the debt of tourism-related facilities. Your City Staff and the League of Oregon Cities (LOC) can provide you with information on eligibility and procedures.

FUNDRAISING EVENTS

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

PRODUCT SALES

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

SPONSORSHIPS

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

RETAIL FEES

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

FOUNDATIONS

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

VOLUNTEERS

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

SERVICE FEES

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

SUBSIDY FROM PROFITABLE BUSINESS

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

CHECKLIST FOR STARTING A DOWNTOWN REVITALIZATION PROGRAM

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

THEN, IF YOU DECIDE TO MOVE AHEAD...

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

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

ATTACHMENTS

1. National Main Street Accreditation Criteria
2. Sample Bylaws
3. Job Descriptions for Board Members and Officers
4. Board of Director Categories
5. Board Member Orientation Checklist
6. Example Agenda for a Board Meeting
7. Meeting Tips
8. Committee Members and Chairperson Responsibilities
9. Sample Main Street Executive Director's Job Description
10. Tips for Main Street Executive Directors
11. Elements of Action Plans
12. Board Goal Setting Session

NATIONAL MAIN STREET ACCREDITATION CRITERIA

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

THE 10 STANDARDS OF PERFORMANCE

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

Listed below is an elaboration of the basics of each point.

1. Has broad-based community support for the commercial district revitalization process, with strong support from both the public and private sectors.

- The Main Street organization should have the active participation of various stakeholders at the committee and board levels, including such constituents as:

local government	neighborhood resident
civic groups	
regional planning groups	
community development organizations	
realtors	
consumers	
property owners	
churches, temples, religious institutions	
business owners	

historic preservation organizations

local industries

school groups and students

financial institutions

architects and building contractors

transportation authorities

parking authorities

developers

- Participants should contribute financial, in-kind, and volunteer support for the revitalization program.
 - Participants should also look for, and act on, opportunities to make connections between other programs with which they are involved and the Main Street revitalization effort so that, by doing their own work a little smarter, or in a more integrated way, other programs help further the revitalization process.
 - The program should include an ongoing process for volunteer recruitment, orientation, and recognition, constantly refreshing its pool of volunteers and involving new volunteers each year.
 - The downtown revitalization program has broad-based philosophical support from the community.
 - Municipal government demonstrates a philosophical commitment to downtown revitalization.
2. Has developed vision and mission statements relevant to community conditions and to the local Main Street program's organizational stage.

A **mission statement** communicates the Main Street organization's sense of purpose and overall direction. A **vision statement** communicates the organization's long-term hopes and intentions for the commercial district. Both should be developed with broad participation by the board, committees, program volunteers, and community input.

- The organization has an appropriate written mission statement.
 - The mission statement is reviewed on annually and updated as appropriate.
 - The organization has an appropriate written vision statement.
3. Has a comprehensive Main Street work plan.
- A comprehensive annual work plan provides a detailed blueprint for the Main Street program's activities; reinforces the program's accountability both within the organization and also in the broader community; and provides measurable objectives by which the program can track its progress.
- The work plan should contain a balance of activities in each of the four broad program areas that comprise the Main Street approach — design, organization, promotion, and economic restructuring.
 - The work plan should contain measurable objectives, including timelines, budgets, desired outcomes, and specific responsibilities.
 - The work plan should be reviewed, and a new one should be developed annually.
 - Ideally, the full board and committees will be involved in developing the annual work plan. At a minimum, though, the full board should adopt/approve the annual work plan.
 - The work plan should distribute work activities and tasks to a broad range of volunteers and program participants.
 - There has been significant progress in each of the four points based on the work plan submitted last year.
4. Possesses an historic preservation ethic:

- The program has, or is working toward putting in place, an active and effective design management program (which may include financial incentives, design assistance, regulatory relief, design review, education, and other forms of management).
- The program encourages appropriate building renovation, restoration, and rehabilitation projects.
- When faced with a potential demolition or substantial structural alteration of a significant, historic, or traditional building in the Main Street district, the program actively works to prevent the demolition or alteration, including working with appropriate partners at the state, local, or national level to attempt to stay or alter the proposed activity; developing alternative strategies for the property's use; and/or educating local leaders about the importance of retaining existing buildings and maintaining their architectural integrity.
- The program works to find creative adaptive use, financing, and physical rehabilitation solutions for preserving old buildings.
- The program recognizes the importance of planning and land use policies that support the revitalization of existing commercial centers and works toward putting planning and land use policies in place that make it as easy (if not easier) to develop property within the commercial district as it is outside the commercial district. Similarly, it ensures that financing, technical assistance, and other incentives are available to facilitate the process of attracting investment to the historic commercial district.
- The program builds public awareness for the commercial district's historic buildings and for good design.

5. Has an active board of directors and committees.

- The board is a working, functional board that understands its roles and responsibilities and is willing to put forth the effort to make the program succeed.
- Volunteers assume responsibility for the implementation of the work plan.
- The program has a dedicated governing body, its own rules of operation, its own budget, and its own bylaws, and is empowered to carry out Main Street's mission, even if the Main Street program is a part of a larger organization.
- The board has well-managed, regular monthly meetings, with an advance agenda and regular distribution of minutes.
- Volunteers have regularly scheduled monthly meetings with an advance agenda that addresses the committee work plan.

6. Has an adequate operating budget.

- The Main Street program's budget should be adequate to achieve the program's goals.
- The budget should be specifically dedicated for the purpose of revitalizing the commercial district.
- The Main Street program's budget should contain funds adequate to cover the salary and fringe benefits of staff; office expenses; travel; professional development; and committee activities.
- The dollar amount that is "adequate" for a program budget may vary from region to region, depending on local costs of living, and may be different for small town, midsize,

and urban Main Street programs. General guidelines for minimum operating budgets are:

- small town programs: \$30,000+ annually
- midsize community programs: \$45,000+ annually
- urban neighborhood programs: \$80,000+ annually
- Revenue sources are varied and broad-based, including appropriate support from municipal government.
- There is a strategy in place to help maintain stable funding.
- There is a process in place for financial oversight and management.
- Regular monthly financial reports are made by the treasurer to the board.

7. Has a paid, professional executive director.

- The Main Street executive director should be paid a salary consistent with those of other community development professionals within the city, state, or region in which the program operates.
- The minimum amount of time the Main Street executive director works each week should be consistent with comparable Main Street programs in the city, state, or region.
- The executive director should be adequately trained — and should continue learning about revitalization techniques and about issues affecting traditional commercial districts.
- The executive director has a written job description that correlates with the roles and responsibilities of a Main Street director.
- There is a formal system in place for evaluating the performance of the executive director on an annual basis.
- Adequate staff management policies and procedures are in place.

8. Conducts program of ongoing training for staff and volunteers.

The local Main Street program develops local leadership capacity through such mechanisms as:

- taking advantage of citywide, state, regional, and national training opportunities;
- making reference and training materials available locally — and using them; and
- providing/conducting training when appropriate, including annual Main Street 101 training, annual orientation for board members, and annual committee training.

9. Reports key statistics.

- The program collects and tallies statistics related to the revitalization movement, using the baseline criteria listed below. It should keep this data from year to year, providing an economic record of the program's impact over the course of its history. This information is distributed regularly to constituents and in the annual report.
- The program submits regular reports to the statewide, countywide, or citywide Main Street coordinating program (either monthly or quarterly, as specified by the coordinating program).
- Baseline data should include:

- Community population
- Net of all gains and losses in jobs
- Net of all gains and losses in new businesses
- Number of building rehabilitation projects
- Number of public improvement projects
- Number of new construction projects
- Number of housing units created: upper floor or other
- Monetary value of private investment spent in above projects: i.e., individuals or private sources of money spent on building rehabs, public improvements, or new construction.
- Monetary value of public investment spent in above projects: i.e., city, county, state, or federal money spent on building rehabs, public improvements, or new construction.
- Monetary value total of all investment and public and private investment
- Ground-floor vacancy rate when your program started
- Ground-floor vacancy rate now
- Rental rate per square foot when program started
- Rental rate per square foot now
- Your program's annual operating budget

10. Current member of the National Trust National Main Street Network.

The organization is a current member of the National Trust Main Street Network Membership program.

ANYTOWN DOWNTOWN ASSOCIATION BYLAWS

ARTICLE I Name and Term

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

ARTICLE II Offices

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

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

ARTICLE III Corporate Seal

ADA will have no corporate seal.

ARTICLE IV Purposes

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

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

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

5. a newsletter

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

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

ARTICLE V

Powers

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

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

ARTICLE VI

Boundaries and Membership

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

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

Executive Director of the Association. Members who resign from membership will not be entitled to vote or receive refund of dues therefore paid.

ARTICLE VII
Membership Meetings

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

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

ARTICLE VIII
Directors

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

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

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

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

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

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

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

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

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

ARTICLE IX

Officers

A. Number of Officers: ADA will have a President, Vice President, Secretary, Treasurer, and such additional officers as the Board of Directors may from time to time designate. Each officer will

serve a one year term. Officers will be elected by the Board of Directors at the first Board meeting following the Annual meeting of membership.

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

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

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

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

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

ARTICLE X Committees

ADA will have the following standing committees:

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

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

ARTICLE XI Finances and General Provisions

A. The Fiscal Year Of The Association Will Begin On The First Day Of January, And End On The Last Day Of The December In Each Year. On The First Year Of Incorporation, The Fiscal Year Will Begin Upon Incorporation And End On The Last Day Of December.

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

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

ARTICLE XII

Books and Records

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

ARTICLE XIII

Indemnification

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

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

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

ARTICLE XIV
Conflict of Interest

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

ARTICLE XV
Amendments

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

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

Rick Jones, Secretary
Anytown Downtown Association

Date

JOB DESCRIPTIONS FOR BOARD MEMBERS AND OFFICERS

BOARD OF DIRECTORS

REQUIREMENTS:

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

BOARD RESPONSIBILITIES:

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

INDIVIDUAL RESPONSIBILITIES:

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

OFFICER: BOARD PRESIDENT

TIME REQUIRED:

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

GENERAL DESCRIPTION:

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

MAJOR JOB ELEMENTS:

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

OTHER JOB ELEMENTS:

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

REPORTS TO:

The board of directors

AREA OF MAJOR TIME COMMITMENT:

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

AREA OF GREATEST EXPECTED IMPACT:

Monitoring accountability

ANTICIPATED RESULTS:

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

BASIC SKILL AND VALUE REQUIREMENTS:

The president should have:

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

OFFICER: VICE PRESIDENT

TIME REQUIRED:

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

GENERAL DESCRIPTION:

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

MAJOR JOB ELEMENTS:

Determined each year

OTHER JOB ELEMENTS:

Determined each year

REPORTS TO:

The president

BASIC SKILL AND VALUE REQUIREMENT:

The vice-president should have:

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

OFFICER: SECRETARY

TIME REQUIRED:

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

GENERAL DESCRIPTION:

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

MAJOR JOB ELEMENTS:

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

OTHER JOB ELEMENTS:

Determined each year

REPORTS TO:

The board president

AREA OF MAJOR TIME COMMITMENT:

Record keeping

BASIC SKILL AND VALUE REQUIREMENT:

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

OFFICER: TREASURER

TIME REQUIRED:

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

GENERAL DESCRIPTION:

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

MAJOR JOB ELEMENTS:

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

OTHER JOB ELEMENTS:

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

REPORTS TO:

The board of directors through the executive board

AREA OF MAJOR TIME COMMITMENT:

Preparing monthly financial statements

AREA OF GREATEST EXPECTED IMPACT:

Keeping the board informed of the organization's financial status

ANTICIPATED RESULTS:

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

BASIC SKILL AND VALUE REQUIREMENT:

- A good understanding of accounting principles and financial management

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

BOARD OF DIRECTOR CATEGORIES

The Board should be a decisive, action-oriented group, small enough to easily establish a quorum and large enough to include broad community representation. Ideally, the board should have between 7 and 9 members for smaller communities (population under 5,000) or between 9 and 13 for larger communities chosen from the following groups (note that every group does not need to have representation on the board—this list is meant to help you think through potential candidates):

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

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

BOARD MEMBER ORIENTATION CHECKLIST

DESCRIBE THE ORGANIZATION TO THE BOARD MEMBER:

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

EXPLAIN AND DISCUSS WITH BOARD MEMBER:

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

CONDUCT TOURS:

- Downtown program office and board room
- Downtown area

DELIVER IMPORTANT INFORMATION TO BOARD MEMBER:

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

INTRODUCE BOARD MEMBER TO:

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

COLLECT DATA:

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

EXAMPLE AGENDA FOR A BOARD MEETING

Anytown Downtown Association Board of Directors Meeting

Tuesday, March 9, 2018, 5:30 – 7:00 P.M., ADA Office

AGENDA

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

MEETING TIPS

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

COMMITTEE MEMBERS AND CHAIRPERSON:

ROLES AND RESPONSIBILITIES

RESPONSIBILITIES OF COMMITTEE MEMBERS:

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

ROLES OF A COMMITTEE CHAIR:

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

QUALITIES OF AN EFFECTIVE CHAIRPERSON:

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

SAMPLE EXECUTIVE DIRECTOR JOB DESCRIPTION

1. Work Objectives

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

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

2. Full Range of Duties to be Performed

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

store hours, special events, business recruitment, parking management and so on. Provides advice and information on successful downtown management.

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

3. Resource Management Responsibilities

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

4. Job Knowledge and Skills Required

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

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

President / Date

Employee / Date

TIPS FOR MAIN STREET EXECUTIVE DIRECTORS

Tip #1: It is not the program director's program. Main Street is successful because it is all-inclusive and teaches local empowerment.

The executive director is the **coordinator, facilitator, instigator, and communicator**, not the sole **implementer** for the local program.

Tip #2: Successful main street programs are **volunteer-driven**. They are not staff driven, rather staff managed, like the coach on a football team, the band leader in an orchestra.

Main Street Program Directors: are professionals hired to:

- **coordinate** all activities of committee volunteers;
- **facilitate** work planning;
- **coordinate** communication;
- **support** and uphold board decisions;
- **handle** public awareness and **public relations** for the program;
- **work** closely with **building** and **business** owners;
- **walk** the district;
- **handle** administrative details: records, reporting, files, etc. (possibly with admin support);
- **become** the local downtown technical assistance provider - if you don't know it, you need to know where to find out;
- **establish** strong relationships with the city, chamber, county, etc.
- **become** part of the team;
- **educate** the community on main street, economic development, & historic preservation
- **become a leader** in the community...especially in smaller towns;
- **motivate** volunteers to do the work of the program;
- **report** to and work at the pleasure of the board of directors;
- **be accountable** to and report directly to the board president, meeting weekly;
- **attend** all board & committee meetings;
- **teach** self-help, thereby **empowering** volunteers to turn downtown vision into reality
- **give** credit away for the success of the program to volunteers and leaders

Tip #3: The executive 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 organization.

The Program Director does not:

- Become the **fund raiser** for main street – this is a board responsibility. An executive director fundraising his or her own salary diminishes his or her credibility.
- **Take the minutes** at board meetings...this is the secretary's responsibility.
- **Chair**, lead, or preside over the 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 position of the board.
- **Keep the books** for the organization – this is the treasurer's responsibility.
- **Write** their own paychecks.
- **Implement** all the activities of the program.

Tip #4: Executive Directors come and go, as do board presidents and volunteers. When this occurs, the program must have a plan for **continuity** or **succession** and written records of how things are done. If a program is overly staff-driven, the program might go with the executive director and the community is left to put together the pieces.

Tip #5: Maintain communications with your Board, volunteers, and business and property owners, as well as partners such as city staff, economic development agencies, and non-profit groups.

- Gain the trust of those who hired you for the job. Let them propose your ideas, then support them during discussions. Make your ideas their own.
- Go to lunch weekly with a different board member;
- Always work through the board president - it's too difficult answering to 9 -13 bosses.
- Use work plans to stay on target at meetings and to ensure new activities/projects/tasks support the overall vision Remind board and volunteers of the work plans whenever it is appropriate. Work plans are approved by the board.
- Walk the streets and listen and learn from the downtown business community.
- In general, business owners will be more visible than property owners in your district, but be cognizant to keep in touch with both.
- Find someone not involved with the program or related to you to become your confidant or someone to vent with. Another executive director in a nearby community may be a good choice!
- Respect is earned, not expected.

Tip #6: A typical full-time program director works more than full time (or half-time) schedule. Balance volunteer time with private and family life.

Tip #7: Volunteers are the lifeblood of a successful Main Street program. Respect them, find suitable roles that match their skills, train them, thank them and thank them again. Be careful not to burn volunteers out.

- Successful volunteers are **educated** about your program. Most volunteers should understand the four points and how they work together.
- Successful volunteers understand the **mission** and goals of your Main Street organization.
- Successful volunteers take **ownership** in and responsibility for their commitments.

- Successful Main Street organizations **match** volunteers to their skills, interest, and time – some want to provide strategic direction while others may just want to pour beer at Oktoberfest.
- Successful volunteers are provided with clear **expected** outcomes.
- Successful volunteers want to be **recognized** for their accomplishments.

Tip #8: Use **sub-committees** or temporary **task forces** to do the work – get more people involved for defined period of time.

ELEMENTS OF ACTION PLANS

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

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

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

Examples:

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

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

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

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

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

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

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

EXAMPLE – DIRECTOR’S GOAL SETTING SESSION

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

Organization Committee

Goal: Ensure an adequately funded, expertly managed organization.

Objectives:

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

Promotion Committee

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

Objectives:

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

Design Committee

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

Objectives:

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

Economic Vitality Committee

Goal: Strengthen and broaden the economic base of downtown.

Objectives:

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

