



COLORADO
MAIN★STREET

PROGRAM MANUAL

UPDATED MARCH 2015

COLORADO DEPARTMENT OF LOCAL AFFAIRS
DIVISION OF LOCAL GOVERNMENT
COMMUNITY DEVELOPMENT OFFICE



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**Special thanks to History Colorado, the State Historical Fund,
for generous support of the Colorado Main Street program.**



Thanks to all of our statewide program partners!

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PROGRAM OVERVIEW

The Colorado Main Street® program is designed to assist with the revitalization of traditional downtowns and historic commercial districts, promote economic development and 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 a sense of community.

The Colorado Main Street program provides technical assistance in the Main Street Four-Point Approach® (Organization, Promotion, Economic Restructuring, and Design) to competitively selected communities that are working in historically relevant business district settings and that meet certain threshold criteria. Main Street's Eight Guiding Principles provide a comprehensive approach to district and downtown revitalization.

The Department of Local Affairs (DOLA) manages the Colorado Main Street program, which is partially funded by a grant from History Colorado, the State Historical Fund. The mission of the Colorado Main Street program is to coordinate resources and technical assistance for communities seeking to revitalize their historic downtown commercial districts based on their individual needs. The Department of Local Affairs requires all potential candidates to submit an application. The Main Street Advisory Board reviews the applications and the Executive Director of the Department of Local Affairs considers feedback from the Advisory Board and Colorado Main Street staff to select new Candidate Main Street communities.

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 in Washington, D.C.

Main Street is a national program that has spanned three decades and taken root in more than 2,000 communities - a movement that has spurred \$49 billion in reinvestment in traditional commercial districts, generated an average of \$27 locally for each public dollar invested, led to a net gain of 94,176 new businesses, 417,919 new jobs, and 214,263 building rehabilitations, galvanized thousands of volunteers, and changed the way governments, planners, and developers view preservation.

COLORADO MAIN STREET HISTORY

Colorado was selected by the National Main Street Center for a state pilot Main Street project in 1982 – 1985. Delta, Durango, Grand Junction, Manitou Springs and Sterling were Colorado's Main Street communities in the initial program. The Colorado Department of Local Affairs administered this three year pilot program. Although the Main Street approach to downtown revitalization proved very successful in Colorado, the state discontinued the program after completing the three-year pilot project. Several communities continued to implement Main Street and downtown revitalization programs without the benefit of a statewide coordinating program, while other local programs were discontinued. Between 2000 and 2010, Downtown Colorado



Inc. administered the Colorado Main Street program with a grant from the State Historical Fund of The Colorado Historical Society.

Because of the emphasis on historic preservation and the impact the program has had in revitalizing Colorado's historic downtowns, the State Historical Fund continues to generously support the Colorado Main Street Program. In 2011, DOLA took back the administration of the program with a generous grant from the State Historical Fund. Downtown Colorado, Inc. remains a strong program partner, providing training, educational services and downtown assessments as well as organizing a network of stakeholders supporting downtown revitalization.

MAIN STREET FOUR-POINT APPROACH®

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 standing committees make up the fundamental organizational structure of the volunteer-driven program. Volunteers are coordinated and supported by a paid program 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 Restructuring 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.

Coincidentally, the four points of the Main Street approach correspond with the four forces of real estate value, which are social, political, physical, and economic.

From an economic development perspective, the four points may be thought of as a means to *develop capacity* (organization), *develop markets* (promotion), *develop useable space* (design), and *develop businesses and entrepreneurship* (economic restructuring).



EIGHT GUIDING 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 promotional campaigns 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

- **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 and Sales 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.¹ A vibrant downtown attracts not just locals, but regional shoppers and tourists – and sales tax revenue – to 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.

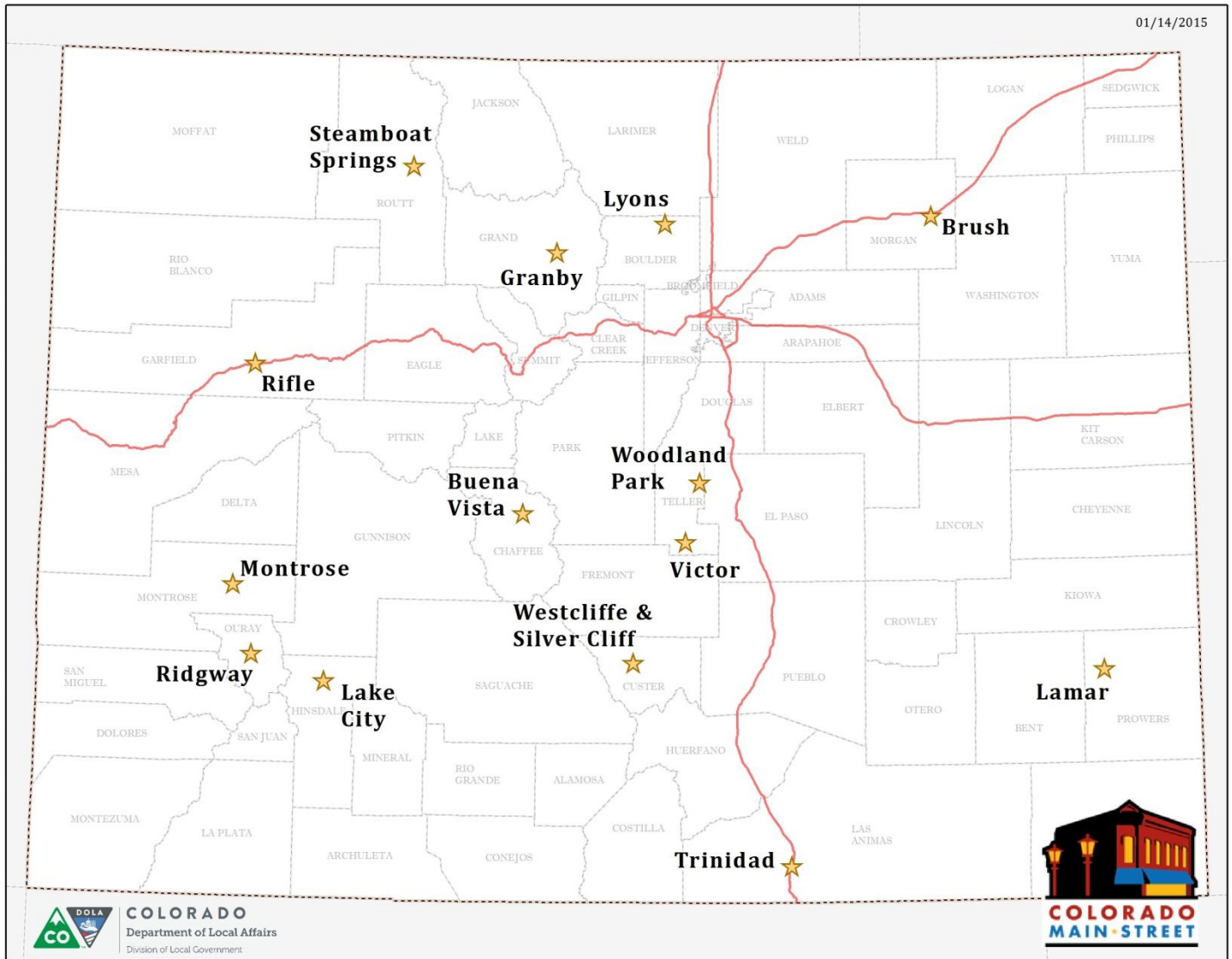
¹ See research completed by Joe Minicozzi, Urban3 LLC, for the Sonoran Institute.





COLORADO MAIN STREET COMMUNITIES MAP

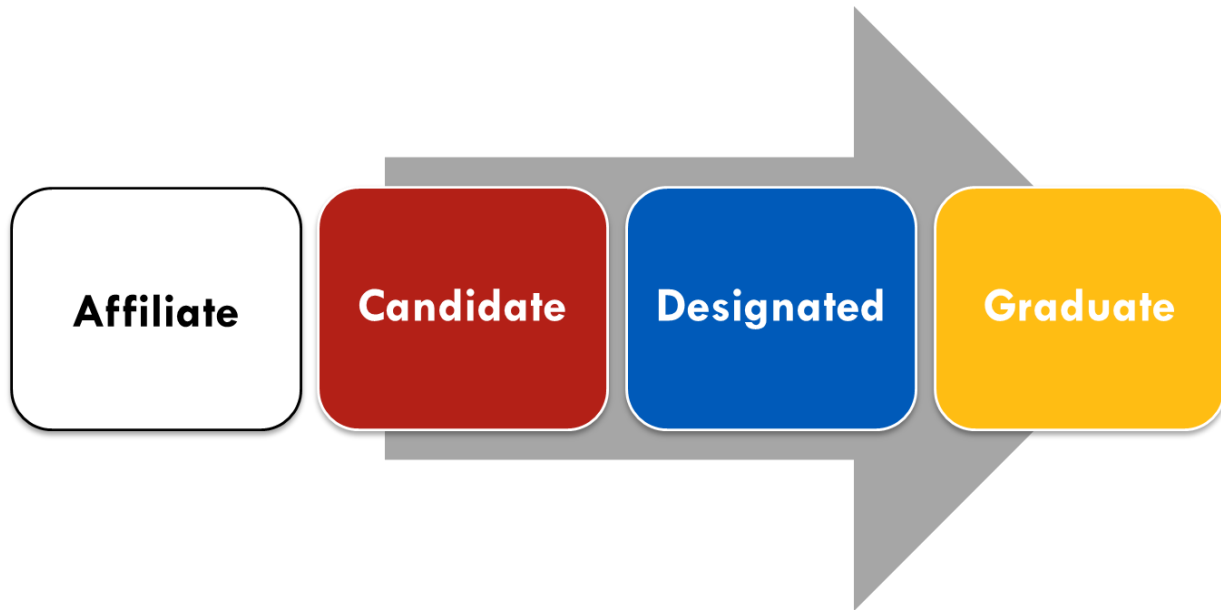
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COLORADO MAIN STREET TIERED PROGRAM

The tiered program is designed to build capacity as community's programs mature. Colorado Main Street staff provides technical assistance, education, and training to help communities meet the goals established by the local program and the Colorado Main Street program in order to move up through the tiers.



AFFILIATE COMMUNITY

Affiliate communities are either on their way toward becoming a Candidate Main Street community or they would simply like to be connected to the Main Street network and are not interested in advancing through the program. Communities may remain an Affiliate as long as they desire.

PREREQUISITES TO BECOME AN AFFILIATE COMMUNITY

- Complete and submit an application.

REQUIREMENTS AND AVAILABLE SERVICES*

The following requirements must be completed as an Affiliate community and prior to becoming a Candidate community. Please see the list of *Best Practices* below for additional guidance.

*Services that are not required are available to communities upon request and availability of the Colorado Main Street staff.

Requirement and/or Available Service	Description for Affiliate Communities
Established support and participation of the local government	Required. In addition to general support and participation of the local government, a letter of support from a local elected official or town management is required with your application.
Have a dedicated point of contact	Required. Have a dedicated point of contact for communications.
Main Street 101 introduction	Available.
Attend trainings	Available. Affiliate communities are encouraged to attend trainings to learn more about the Main Street approach.
Quarterly Main Street trainings	Available. Affiliate communities will receive initiations to all Colorado Main Street trainings both in person and online.
Main Street Boot Camp	Available. Affiliate communities will receive initiations to Colorado Main Street Boot Camps.
Access to newsletter and social media	Available.

How to Apply

Applications to become an Affiliate community are accepted on a rolling basis. Colorado Main Street staff can help discuss the benefits of becoming an Affiliate community and help you complete the application if needed. The application can be found on the Colorado Main Street website.

Next Steps

After the Colorado Main Street staff reviews your application you will receive notification within four to eight weeks.



CANDIDATE MAIN STREET COMMUNITY

During this period the Candidate community should really focus on the point of Organization including establishing and building the organization's structure, leadership, finances, partnerships and resources. This phase should be used to establish a lasting local Main Street program. Communities should be in this tier for about four years.

PREREQUISITES TO BECOME A CANDIDATE MAIN STREET COMMUNITY

- Complete and submit an application.
- Main Street 101 training for your staff, steering committee and other volunteers.
- Have an established “steering committee.”
- Have a multi-year strategic plan that addresses the Four Points (this could be a community assessment, downtown plan, or similar) that is no more than 5 years old.
- Have a dedicated point of contact for communications.
- Demonstrate community awareness of the local Main Street program as well as support from the public and private sectors with a local government resolution declaring support of your local efforts and three letters of support from other community organizations.

REQUIREMENTS AND AVAILABLE SERVICES*

The following requirements must be completed as a Candidate community and prior to becoming a Designated community. Please see the list of *Best Practices* below for additional guidance.

*Services that are not required are available to communities upon request and availability of the Colorado Main Street staff.

Requirement and/or Available Service	Description for Candidate Communities
Established support and participation of the local government	Required.
Attend quarterly Main Street trainings	Required. 2 out of 4 Quarterly Main Street trainings.
Attend additional trainings	Required. Local program managers, board members, and/or volunteers are required to collectively attend at least 2 trainings per year (not including the required quarterly trainings).
Main Street Boot Camp	Required. All new Candidate communities must attend their first year. After the first year attendance is encouraged for new staff, board members, and volunteers.
Provide ongoing training for your community and local volunteers	Required.
Host start-up visit/activation	Required. Complete by the end of the first quarter of the year following acceptance into the program.
Host an annual program assessment/year end visit including completing a year-end report	Required.

How to Apply

Applications to become a Candidate Main Street community are accepted once a year on July 1. Please contact Colorado Main Street staff if you think you might apply so staff can work with your community to be sure this program is a good fit. The application can be found on the Colorado Main Street website.

Next Steps

Your application will be reviewed by Colorado Main Street staff and the Colorado Main Street Advisory Board. Recommendations will then be given to the Executive Director of DOLA who will make the final decision. Once the decision is finalized you will receive notification within four to eight weeks.



Requirement and/or Available Service	Description for Candidate Communities
Agree to and sign an MOU annually	Required.
Demonstrate a strong historic preservation ethic	Required.
Submit quarterly reports and reinvestment statistics	Required.
Submit yearly event calendars	Required.
Work with Colorado Main Street staff to develop and submit an annual work plan in the Four Points	Required.
Annual work planning visit	Required the first year. Available after the first year.
Follow the Main Street Four-Point Approach®	Required.
Present an annual “State of Main Street” report to the local elected body and submit a copy of the meeting minutes and/or report to DOLA	Required.
Host basic training for committees in the 4 points	Required.
Access to newsletter and social media	Available.
Board and/or new manager orientation	Available.
Resource team visit	Available.
Preservation architectural services	Available. Design committee must have basic training before any architectural services are provided.
Conference scholarships (i.e.: National conference, DCI, CPI)	Available.
Noncompetitive mini-grant	Available. Funding increases as you move up through the tiers.
Publicity of your program (including in the newsletter, social media, and public meetings)	Available.
Awards (i.e.: Main Street of the Year, Excellence in Preservation)	Eligible.
Main Street Manager’s Think Tanks	Available.



DESIGNATED MAIN STREET COMMUNITY

At this stage, the local program has a solid foundation in place to run an effective Main Street program. Communities typically remain in this tier for about 10 years.

PREREQUISITES TO BECOME A DESIGNATED MAIN STREET COMMUNITY

- Complete and submit an application.
- Be a Candidate Main Street community.
- Have an active board of directors and committees.
- Have a vision and mission statement which are reviewed annually.
- Have a paid professional manager (full time for communities over 5,000 people, part time for less than 5,000 people).
- Have a funding plan and adequate operating budget.
- Designated Main Street district where program focuses with map.
- A local government resolution declaring support of your local efforts and three letters of support from other community organizations.

How to Apply

Applications to become a Designated Main Street community are based upon community desire and recommendation from Colorado Main Street staff. Applications are accepted on a rolling basis but typically within the first half of the year, after year end evaluations. Please contact staff for the application.

Next Steps

Your application will be reviewed by Colorado Main Street staff and the Colorado Main Street Advisory Board. Recommendations will then be given to the Executive Director of DOLA who will make the final decision. Once the decision is finalized you will receive notification within four to eight weeks.

REQUIREMENTS AND AVAILABLE SERVICES*

The following requirements must be completed as a Designated community and prior to becoming a Graduate community. Please see the list of *Best Practices* below for additional guidance.

*Services that are not required are available to communities upon request and availability of the Colorado Main Street staff.

Requirement and/or Available Service	Description for Designated Communities
Established support and participation of the local government	Required.
Attend quarterly Main Street trainings	Required. 2 out of 4 Quarterly Main Street trainings.
Attend additional trainings	Required. Local program managers, board members, and/or volunteers are required to collectively attend at least 2 trainings per year (not including the required quarterly trainings).
Provide ongoing training for your community and local volunteers	Required.
Have multi-year strategic plan that addresses the 4 points (including downtown assessment, downtown plan, etc. - updated every 5 years)	Required.
Host annual program assessment/year end visit including filling out a year-end report	Required.
Agree to and sign an MOU annually	Required.
Demonstrate a strong historic preservation ethic	Required.



Requirement and/or Available Service	Description for Designated Communities
Submit quarterly reports and reinvestment statistics	Required.
Submit yearly event calendars	Required.
Complete and submit an annual work plan in the Four Points for approval by Colorado Main Street staff	Required.
Follow the Main Street Four-Point Approach	Required.
Demonstrate community awareness of the local Main Street program as well as support from the public and private sectors.	Required.
Present an annual “State of Main Street” report to the local elected body and submit a copy of the meeting minutes and/or report to DOLA	Required.
Main Street Boot Camp	Available.
Basic training and technical assistance for committees in the 4 points	Available.
Access to newsletter and social media	Available.
Board and/or new manager orientation	Available.
Resource team visit	Available.
Annual work planning visit	Available.
Preservation architectural services	Available. Design committee must have basic training before any architectural services are provided.
Conference scholarships (i.e.: National conference, DCI, CPI)	Available.
Noncompetitive mini-grant	Available. Funding increases as you move up through the tiers.
Publicity of your program (including in the newsletter, social media, and public meetings)	Available.
Awards (i.e.: Main Street of the Year, Excellence in Preservation)	Eligible.
Main Street Manager’s Think Tanks	Available.
CDOT Colorado Main Street signs	Available.
Advanced training and technical assistance for committees in the 4 points	Available.



GRADUATE MAIN STREET COMMUNITY

Once a community's program has matured and is well-established, it may move to the final tier. Graduate Main Street Communities serve as an example for local programs state-wide. Communities may remain in this tier indefinitely.

PREREQUISITES TO BECOME A GRADUATE MAIN STREET COMMUNITY

- Complete and submit an application.
- Be a Designated Main Street community.
- Meet Main Street National Accreditation Standards of Performance.
- Resource Team Visit.
- A local government resolution declaring support of your local efforts and three letters of support from other community organizations.

REQUIREMENTS AND AVAILABLE SERVICES*

The following requirements should be completed as a Graduate community. Please see the list of *Best Practices* below for additional guidance.

*Services that are not required are available to communities upon request and availability of the Colorado Main Street staff.

Requirement and/or Available Service	Description for Graduate Communities
Established support and participation of the local government	Required.
Have a paid professional manager (full time for communities over 5,000 people, part time for less than 5,000 people)	Required.
Attend quarterly Main Street trainings	Required. 2 out of 4 per year are required.
Attend additional trainings	Required. Local program managers, board members, and/or volunteers are required to collectively attend at least 2 trainings per year (not including the required quarterly trainings).
Provide ongoing training for your community and local volunteers	Required.
Have an active board of directors and committees	Required.
Have multi-year strategic plan that addresses the 4 points (including downtown assessment, downtown plan, etc. – updated every 5 years)	Required.
Host annual program assessment/year end visit including filling out a year-end report	Required.
Agree to and sign an MOU annually	Required.
Demonstrate a strong historic preservation ethic	Required.
Submit quarterly reports and reinvestment statistics	Required.
Submit yearly event calendars	Required.

How to Apply

Applications to become a Graduate Main Street community are based upon community desire and recommendation from Colorado Main Street staff.

Applications are accepted on a rolling basis but typically within the first half of the year, after year end evaluations. Please contact staff for the application.

Next Steps

Your application will be reviewed by Colorado Main Street staff and the Colorado Main Street Advisory Board. Recommendations will then be given to the Executive Director of DOLA who will make the final decision. Once the decision is finalized you will receive notification within four to eight weeks.



Requirement and/or Available Service	Description for Graduate Communities
Complete and submit an annual work plan in the Four Points for approval by Colorado Main Street staff	Required.
Follow the Main Street Four-Point Approach	Required.
Demonstrate community awareness of the local Main Street program as well as support from the public and private sectors.	Required.
Present an annual “State of Main Street” report to the local elected body and submit a copy of the meeting minutes and/or report to DOLA	Required.
Have a vision and mission statement which are reviewed annually	Required.
Have a funding plan and adequate operating budget	Required.
Designated Main Street district where program focuses with map	Required.
Member of the National Main Street Center	Required.
Provide assistance and training to Candidate and Designated Main Street communities	Required.
Main Street Boot Camp	Available.
Access to newsletter and social media	Available.
Basic training and technical assistance for committees in the 4 points	Available.
Board and/or new manager orientation	Available.
Annual work planning visit	Available.
Preservation architectural services	Available. Design committee must have basic training before any architectural services are provided.
Conference scholarships (National conference, DCI, CPI, etc.)	Available.
Noncompetitive mini-grant	Available. A higher amount of funds are available to Graduate communities.
Publicity of your program (including in the newsletter, social media, and public meetings)	Available.
Awards (eg: Main Street of the Year, Excellence in Preservation)	Eligible.
Main Street Manager’s Think Tanks	Available.
CDOT Colorado Main Street signs	Available.
Advanced training and technical assistance for committees in the 4 points	Available.





COLORADO MAIN STREET BEST PRACTICES

The following best practices are intended to serve as ideas for your local Main Street program. No two programs are alike and what is right for your community will be different than the others. These best practices should serve as ideas to keep building capacity within your Main Street program as to move up through the tiered system. Prerequisites, requirements and services for each tier can be found above in the Colorado Main Street Tiered Program description.

AFFILIATE COMMUNITY

- Follow the Main Street Four-Point Approach®
- Attend trainings as applicable
- Establish a steering committee of interested players in downtown revitalization
- Host or attend a Main Street 101 training with staff, city council/town board members, steering committee members and other volunteers
- Compile a multi-year strategic plan that addresses the Main Street Four Points® (this could be a community assessment, downtown plan, or similar type of plan)
- Determine a champion who can be the dedicated point of contact for your downtown revitalization efforts
- Maintain support with public and private sector involvement – this could include public-private partnerships on trainings or events, public participation in your events, obtaining funding from both public and private parties, and more
- Begin to collect data regarding your downtown (real estate inventory, market data, volunteer data, etc.)

CANDIDATE MAIN STREET COMMUNITY

ORGANIZATION

- Attend additional trainings – program managers, board and committee members and volunteers
- Form committees, one in each of the Four Points, and hold regular meetings
- Create partnerships with local organizations
- Continue to gain community support and publicize the program – outreach may include community meetings, flyers, table tents, and other means
- Develop your program's mission and work with the community to develop a vision
- Establish bylaws, articles of incorporation, internal procedures, and other applicable governing documents for your organization
- Write position descriptions for board members, committee chairs, committee members and volunteers
- Begin to develop a funding plan by documenting existing funding, funding needs and potential sources of funding



- Determine how to fund a paid professional manager, write a job description, and identify potential candidates
- Have a volunteer base and begin to develop a system for managing them – recruiting, retaining and thanking
- Determine boundaries for your Main Street district – typically your historic downtown commercial core
- Coordinate with your local municipality (if your local program is not already part of the local municipality) on your annual work plans

PROMOTION

- Develop a website or webpage for your program
- Start a social media page for your program
- Hold or sponsor a special event, promotional campaign and/or retail event
- Determine a central location for a community calendar
- Create a business directory for your district

DESIGN

- Consider creating a historic preservation ordinance, historic preservation commission, a historical survey, and/or historical district
- Work on developing historic building inventories and partnering with History Colorado
- Host workshops for building and business owners on topics like façade improvements, window displays, and rehabilitation tax credits
- Complete a downtown beautification project like a clean-up day, flower planting, window display contest, public art, or holiday lighting

ECONOMIC RESTRUCTURING

- Begin to understand your downtown's current and target customers
- Begin to develop a business inventory of your Main Street district – including business types, contact information, number of employees and more
- Begin to develop a building/property inventory of your Main Street district – including ownership patterns, building conditions, vacancies, building square footage, use, average rents, and more
- Gather resources for businesses and share them
- Build relationships with local business owners through consistent outreach

DESIGNATED MAIN STREET COMMUNITY

ORGANIZATION

- Work toward achieving all Main Street National Accreditation Standards of Performance
- Host a resource team visit prior to applying to Graduate status
- Host an annual board retreat for strategic planning
- Solidify your program budget with diversified funding sources and adequate operating funds



- Solidify your volunteer management program and develop a volunteer recognition/award program
- Develop an effective communication strategy to reach the local community and your volunteers
- Provide a quarterly or monthly presentation or report to your city council with program updates
- Be a member of the National Main Street Center

PROMOTION

- Develop and use a consistent logo and establish a brand for your downtown
- Complete a marketing plan
- Develop a regularly published newsletter
- Regularly host or sponsor special events, promotional campaigns and/or retail events – determine the signature event(s) for your local program

DESIGN

- Consider adopting design guidelines and/or standards for your Main Street district and/or historic district
- Formalize a façade improvement program and/or incentives
- Develop a wayfinding and gateway signage plan and install signs for all modes of travel
- Review zoning regulations to be sure they align with your community’s vision for your downtown
- Complete streetscape improvements – sidewalks, lighting, street furniture, traffic calming devices, etc.
- Work on designating historic landmarks
- Formalize a historic preservation ordinance, historic survey, and/or historic districts

ECONOMIC RESTRUCTURING

- Refer or provide assistance to small businesses
- Create a new business orientation kit
- Develop and market economic development incentives (both financial and nonfinancial) – business seminars, loan or grant programs
- Complete a market analysis including market radius, leakage, demographics, etc.
- Understand your local municipality’s permitting process – business licenses, building improvements, etc.
- Formalize your business inventory of your Main Street district – including business types, contact information, number of employees and more
- Formalize your building/property inventory of your Main Street district – including ownerships patterns, building conditions, vacancies, building square footage, use, average rents, and more



GRADUATE MAIN STREET COMMUNITY

At this point, your local program should really be able to define its own best practices. Continue to do what works well for your local program and revise as necessary.

ORGANIZATION

- Continue education on the Main Street Four-Point Approach® for staff, board members, and all volunteers
- Have a formal system for annually evaluating the performance of the paid professional manager
- Update any outdated bylaws, policies and procedures and position descriptions
- Maintain and continually improve partnerships with local organizations
- Constantly recruit new volunteers as other fade away
- Have a succession/transition plan for your staff, board and other committee members as applicable

PROMOTION

- Reevaluate all promotional events and how they could be more effective
- Update marketing material (website, flyers, social media, logo, brand, etc.) as needed
- Refine your strategy to communicate to the community – newsletter, emails, social media, website, posters, etc.

DESIGN

- Become a Certified Local Government through History Colorado
- Complete large rehabilitation projects and infill projects where appropriate
- Adopt or update design guidelines and/or zoning regulations, etc. to be sure they align with the community's vision for downtown
- Update your historic building inventory

ECONOMIC RESTRUCTURING

- Have a strong business mix in downtown and know what businesses you want to attract
- Expand program's economic development incentives (financial and nonfinancial)
- Expand program's role in development of property in the Main Street district
- Create a business retention and attraction plan





DESCRIPTION OF SERVICES

MAIN STREET 101

Colorado Main Street staff will visit your community and provide a brief overview of the Colorado Main Street program and the overall approach to downtown revitalization. Ideally various community organizations and community members would attend the meeting and come to the meeting having read the information available on our website.

QUARTERLY MAIN STREET TRAININGS

Colorado Main Street offers four quarterly Main Street trainings to all of our Main Street communities - two on-site and two webinars. Each of the trainings covers one of the four points and all staff, board members and volunteers are welcome to attend based on the space available.

MAIN STREET BOOT CAMP

Boot Camp is offered one or two times a year and is a one to two day learning event that teaches the basics of the Colorado Main Street program. Space is limited but attendance by interested and new communities is encouraged to be sure the community learns about Main Street. Attendance is also encouraged for new board members, staff and other highly interested volunteers.

START-UP VISIT/ACTIVATION

A start-up visit is offered to newly accepted Candidate communities and is tailored to the community's individual needs. This may include a visioning process, goal setting and prioritization, training on volunteer recruitment or fundraising, communication strategies, and more.

ANNUAL PROGRAM ASSESSMENT/YEAR END VISIT

Each year Colorado Main Street staff conducts a year end assessment of your program. This can be over the phone or on-site. You are required to fill out your year end report form before the meeting and organize your board members to attend the meeting if it is on-site. The intent of this assessment is to talk about successes and failures of the year, needs for the coming year, and potential goals for the next year. Colorado Main Street staff will offer observations and recommendations after the meeting to help inform your work plan for the coming year.

As part of the annual program assessment, your community's progress toward becoming and accredited Main Street community on the national level will be assessed. When your community is ready to become designated by the National Main Street Center, Colorado Main Street staff will help review the National Main Street Accreditation Criteria (see Appendix A) with your community to ensure your community is ready.

ANNUAL WORK PLANNING VISIT

Work planning visits are highly recommended for Main Street communities who need help designating goals and tasks for the year. Often our Graduate communities do not need this service. Ideally work planning visits gather the board to determine overarching goals for the year and then gather each committee to determine tasks to reach those goals. Main Staff can facilitate this process or provide guidance to your community to do it on your own.



TRAINING AND TECHNICAL ASSISTANCE IN THE FOUR POINTS

Colorado Main Street provides a number of training and technical assistance services to participating communities. These services are typically provided by Colorado Main Street staff. If your community needs assistance in an area not identified below, please let Colorado Main Street staff know and we will do our best to accommodate your needs or connect you to an agency that can provide the requested assistance. Some of the following training and technical assistance is basic while some is more advanced.

Organization

Assists in local development of a structure designed to sustain and enhance local Main Street organizations' structure, operation, resources, and partnerships.

- Organization committee training
- Operations management
- Orientation for board members, committee members, and staff
- Communications strategies with volunteers and partner organizations
- Volunteer development and recognition
- Fundraising strategies

Promotion

Helps local Main Street organizations' develop and implement marketing and promotional activities to enhance downtown's image and attract consumers and visitors to the Main Street district. Efforts help create a positive image of your Main Street.

- Promotion committee training
- Event development
- Social media
- Market analysis
- Branding

Design

Provides community with planning and design trainings for the public realm including beautification and functionality; provides business and property owners with suggestions on how to maintain and enhance buildings located in the Main Street district.

- Design committee training
- Architectural technical assistance for buildings and streetscapes
- Historic preservation technical assistance
- Building improvement incentives
- Planning commission training

Economic Restructuring

Helps participating local Main Street organizations enhance and strengthen their Main Street's economy.

- Economic restructuring/business development committee training



- Demographics information
- Business retention and expansion training and planning
- Business recruitment training and planning

BOARD AND/OR NEW MANAGER ORIENTATION

Orientation to the Colorado Main Street program is important for new board members and new Main Street Managers to be sure they fully understand the mission of the program. When a new community enters the program, or an existing Main Street community has significant turnover in their board, Colorado Main Street staff can provide an orientation to the program. Orientation is also vital for new Main Street Managers so they understand the program requirements, services and overall mission.

RESOURCE TEAM VISIT

Resource Team Visits are required for Designated Main Street Communities before they apply to become a Graduate Main Street community. This visit, in part, determines the community's readiness to move up a tier as well as help formulate a strategic plan for the coming years. This services is also available to those Main Street communities who need to update their multi-year strategic plan – which is typically every five years or so. Colorado Main Street staff will work with the local program to determine the appropriate timing and scope of the visit.

This Resource Team Report is based on the National Trust for Historic Preservation's integrated and comprehensive Main Street Four-Point Approach®. The four points are:

- **Organization** of broad-based local leadership;
- **Promotion**, to market the downtown's opportunities and to help reestablish the downtown as the center of the community's activity;
- Downtown **Design** carried out by public and private sectors; and
- **Economic Restructuring (Business Development)**, to help strengthen and expand downtown's economic base.

Who: The Resource Team includes DOLA's Colorado Main Street staff and specialists chosen specifically to meet the community's needs and to make recommendations in each of the four points.

What: The Resource Team visit is an opportunity to glean insight and expertise from Main Street specialists and for the community to see itself through outside eyes.

The product is a Resource Team Report which is meant to serve as a three- to five-year guiding document for the Main Street program. It will provide recommendations for the local program based on information gathered during the visit. The report will include both narrative recommendations and an implementation matrix outlining suggested goals, tasks, timeframes, and participants. The local program may consider this report to be a multi-year strategic plan or may choose to adopt the report's recommendations into local planning.

When: The Resource Team visit runs two to three days in length.

How: Funding for the Resource Team is provided through DOLA, although the community may be asked to cover the cost of lodging and provide meals for non-DOLA team members.

Team members are provided with background materials in advance. During the community visit, the Resource Team examines information about the community and the local Main Street program, meets with community leaders and discusses ideas with the Board of Directors and committees.



Each specialist focuses on one of the four points of the Main Street Approach. Then, as a team, they shape their observations and recommendations into a comprehensive vision for your downtown.

The Resource Team presents its observations and recommendations to the public on the last day of the visit. A written report is delivered to the community approximately eight to twelve weeks later. These recommendations should be reviewed by the local program's Board of Directors and can serve as the basis for the community's work plan in the program's next phase.

Local representatives will need to arrange meeting times, meeting locations and logistics of public receptions and events associated with the visit. Local lodging arrangements should also be coordinated by local representatives; however, payment for lodging will be handled by DOLA. No cost will be incurred by your community for the Resource Team as this is a benefit of the community's Main Street status.

A typical schedule for a Resource Team includes:

Day One

The team tours the community and downtown, meets with the Program Manager or Executive Director and Executive Committee and the Board Chairperson, and reviews an overview or orientation to key issues. Team members conduct focus group sessions with the Main Street board and committees, and various community members including business and property owners, residents, and representatives of community groups. The local Main Street program is responsible for ensuring proper turnout for focus groups.

Day Two

Team members conduct follow up interviews with individuals and continue to develop their findings and recommendations. In the afternoon the team meets with the local Main Street Executive Director and representatives of the Board and local government to review its findings and recommendations. In the early evening the team conducts a public presentation of its findings at a town hall style meeting. In order for the team's recommendations to best be understood it is important that they reach a large number of people. Therefore, the public presentation is an important vehicle for communicating ideas to as many people as possible who are involved in the local Main Street program, or who may simply be interested in hearing more about what the Main Street program involves.

PRESERVATION ARCHITECTURAL SERVICES

The State Historical Fund provides a grant to fund the Colorado Main Street Architect. The architect can help the local government and private property owners upon request through the local Main Street program with historic buildings, façades, paint pallets, and much more. See the Architectural Assistance Request form on the Colorado Main Street website for more information.

CONFERENCE SCHOLARSHIPS

Based on available funding the Colorado Main Street program offers scholarships annually to conferences such as the National Main Streets Conference, the Downtown Colorado, Inc. annual conference, the Colorado Preservation Inc. annual conference and potentially more. The scholarship may be partial or full and can be used by new staff, board members or dedicated volunteers. This is a great opportunity to learn all about the Main Street approach, national best practices and to network with other Main Street staff, board members and volunteers. Preference is given to new local Main Street program staff, board members and dedicated volunteers who have not yet attended the conference.



NONCOMPETITIVE MINI-GRANTS

Colorado Main Street offers non-competitive mini-grants to our Candidate, Designated, and Graduate communities based on available funding each year from DOLA. The further along you are in the program, the more money you get. To qualify for a mini-grant, you must fill out an application (found on our website) and the money may only be used for planning, training, and physical improvements. The item must also be listed on your work plan for the year and a 25% match in funds is required.

PUBLICITY

Colorado Main Street publishes a quarterly newsletter full of best practices, events, community highlights, and tips and ideas for downtown revitalization. This publication is available on the Colorado Main Street website as well as through a list serve. Contact Colorado Main Street staff to be added. In addition, Colorado Main Street hosts a Facebook page to publicize events, trainings, and more. Anyone can follow the Colorado Main Street program on Facebook. These two resources publicize communities within the Colorado Main Street network in addition to Colorado Main Street staff talking about the Main Street communities at various trainings and events.

AWARDS

Colorado Main Street recognizes various achievements throughout the year including Main Street of the Year, Excellence in Preservation and others. Some awards are competitive while some are chosen by staff and the Advisory Board.

MAIN STREET MANAGER'S THINK TANKS

Think Tanks are monthly conference calls hosted by Colorado Main Street staff. These calls focus on different topics each month and are mostly a time for the network of Candidate, Designated and Graduate communities to learn from each other's successes and failures.

CDOT SIGNS

Signs with the Colorado Main Street logo can be installed by CDOT along the entryways to your town to identify that your community is part of the Main Street network and a great place to visit.





GETTING STARTED CHECKLIST

Once your community decides that it wants to have a local Main Street program, your community can take the following steps to get your local program started. These steps may take place before or after you apply to become a Candidate community. See the prerequisites above if you intend to apply to the Main Street program. The stronger you are in each of these points the more competitive your application will be.

Gain community support

- Gain support within the district (property owners, business owners, residents) and the entire community (people with a vested interest and a broad range of interests). Host public meetings, develop a brochure/handout, create a newsletter/website/social media, keep local media informed, etc.
- Form partnerships with other community organizations

Establish an initial steering committee

This is an informal group of community members including local professionals, business owners, city/town staff, and other volunteers who are dedicated to downtown revitalization and the local Main Street program. This will be the group of individuals that gain further community support and help set up the overall structure of your local program.

- Learn about Main Street – attend training, read information online, watch introductory webinars on the Colorado Main Street website
- Define geographic boundaries for your Main Street efforts
- Establish preliminary budget and fund raising efforts – document existing funding sources and potential funding needs
- Determine your program structure (See section below on Organizing Your Main Street Program)
- Draft articles of incorporation and/or bylaws (these differ depending on your organization's structure)
- Determine initial communication strategy
- Begin recruiting volunteers and establish volunteer procedures – how to recruit, track and recognize for their work

Formalize your Board of Directors

The Board of Directors is a diverse and representative group (including a local government official) 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, sustain revenue and potentially serve as a chair of one of the four committees.



See Document: Board Recruitment

- Establish regular meeting times, locations and basic agenda
- Create board position descriptions and have signed

Form committees in the four points or commit to a project based board

The four committees (one in each of the four points: Organization, Promotion, Design, and Economic Restructuring) should be made up of different specialists in the topic or very interested in learning it. While your program is getting started it is not essential to have all four committees but be sure that your overall efforts focus on all of the four points. Committee members should have enough time to commit and understand the committee mission and goals. Their responsibilities include creating and implementing projects, attending meetings, learning the Main Street approach, attending trainings and recruiting and orienting new members.

- Establish regular meeting times, locations and basic agenda
- Create committee position descriptions and have signed

Determine mission

The mission of the program should be created by the board of directors. It should explain who the local Main Street program is and what they do. It should be clear, concise and distinct from other organizations.

Define vision

The vision for your local Main Street program should be created with the entire community and should be reviewed every two to three years. A vision describes what your community will be in five to 10 years.

Choose overarching priorities

There are so many different things that can be done in your community to achieve your vision. The Board should pick 2-3 overarching priorities for the year that will inform the committee's work plans.

Write work plan

Based on the priorities chosen above, each committee should develop a work plan that identifies how they will advance each goal. For example, if your Board wants one of the goals to be business retention, the Design Committee can focus on façade improvements to existing buildings while the Economic Restructuring Committee can survey existing businesses to see what could make doing business in the community easier. As a Colorado Main Street Community (at any level) you must submit a work plan covering the four points each year.

See document: Work Planning and Sample First Year Tasks





A TYPICAL YEAR IN THE MAIN STREET PROGRAM

The first six months in the program are intended to get your program activated and organized to be ready for the next calendar year. Your main point of contact for the program is required to attend Main Street Boot Camp shortly after applications are due. Other volunteers and/or staff are encouraged to attend as well. Shortly after you are accepted as a Candidate, Main Street staff will be in touch to give you an orientation to the program and make a plan for a start-up visit.

IMPORTANT DATES

January-March – Work Planning Visits (required the first year as a Candidate)

Due January 15 - Quarter 4 Reports and Statistics

Due January 31 - Event Calendars and DOLA MOUs

Due March 31 - Annual Work Plans

Due April 1 - Main Street Mini-Grant Applications

Due April 15 - Quarter 1 Reports and Statistics

Due July 1 – Application for Candidacy (New Applicants Only)

Due July 15 - Quarter 2 Reports and Statistics

Due October 15 - Quarter 3 Reports and Statistics

October-December - Year End Visits and Reports





ORGANIZING YOUR MAIN STREET PROGRAM

TYPICAL ORGANIZING STRUCTURES

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:

AN INDEPENDENT NON-PROFIT ENTITY

The local Main Street program may be a 501(c)(3), 501(c)(4) or 501(c)(6) 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 501(c)(3) offers tax benefits for some (but not all) donors. Colorado Main Street has posted a recorded webinar on its website on choosing, attaining and maintaining non-profit status. All non-profits are governed by a board of directors, must adopt bylaws, and must comply with financial reporting requirements.

MAIN STREET PROGRAM EMBEDDED IN ANOTHER ORGANIZATION

A Main Street program may be embedded in another organization, such as an economic development corporation, a local government, or a Downtown Development Authority (DDA). In this case, the Main Street program should have its own advisory board that oversees Main Street activities and the activities of the Main Street committees, and should have its own budget and sources of revenue. In some cases the board may serve as the Main Street board, and working committees 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 and committees, 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

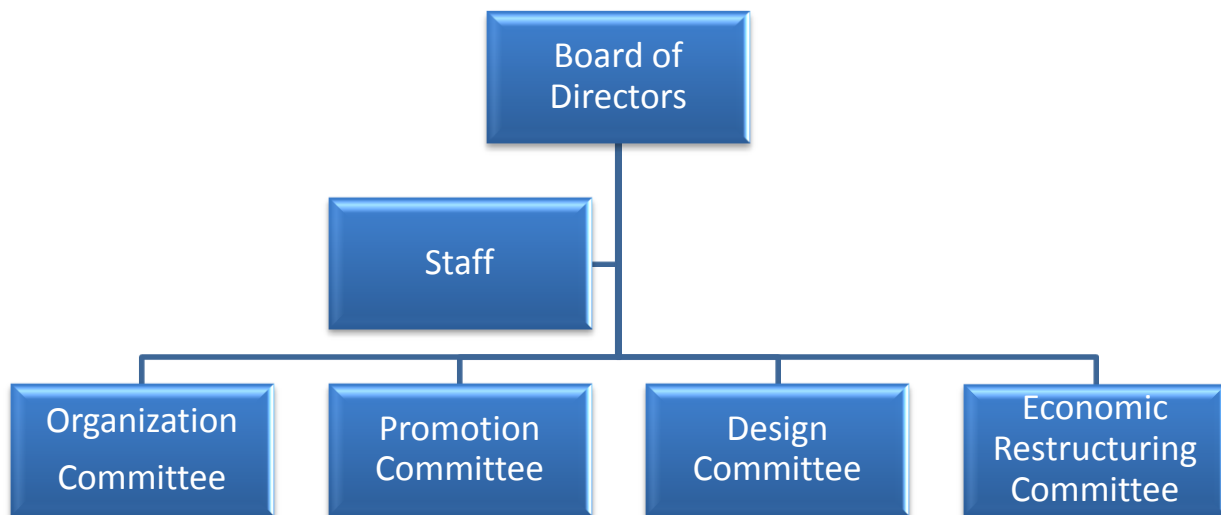
In some cases, a Main Street program may be a coalition of more than one organization. One example of this is an existing merchants' group serving as the Promotions point for a Downtown Development Authority Main Street organization. In these cases, it is important to clearly define responsibilities, clarify funding and fundraising, and keep strong communication between the entities and staff.



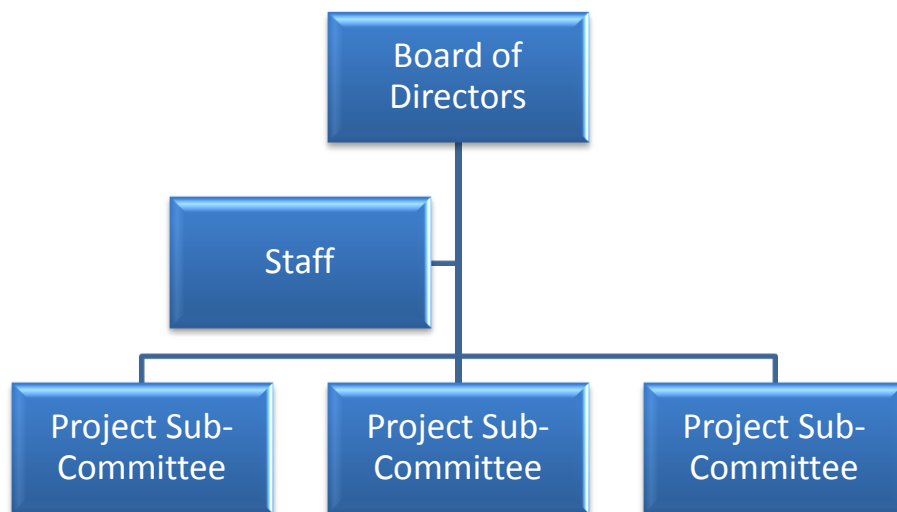


TYPICAL BOARD AND COMMITTEE STRUCTURES

Regardless of the organizing structure chosen above, the most typical organizational model (below) includes a board of directors and four committees working in the four points – Organization, Promotion, Design, and Economic Restructuring. A Main Street Manager/staff is only required as a Designated and Graduate community and may be a full- or part-time position depending on the size of the community. Some smaller communities may have the board also serve as the Organization Committee.



Some communities are departing from the model above in favor of an active working board and individual project-based sub-committees (see below). This works when volunteers are willing to serve on a single-purpose sub-committee but not on a standing committee. In this case, it is still important to have a comprehensive work plan in the four points to be sure your revitalization efforts are comprehensive.



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 Appendix B for a sample).

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

The board chair or president (not staff) runs meetings, often using Robert's Rules of Order (or a loose interpretation thereof). It is important that the board make clear decisions and give clear direction to staff, although it is generally the president/chair 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 may take minutes.

The board should include a representative of each of the committees. Some boards select an executive committee (generally the officers - president, vice-president, secretary and treasurer) to make certain decision, such as regarding staffing, but this is not necessary for many smaller organizations.

It is also desirable to strive for diversity (i.e. 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 or 11 members, and smaller is fine) 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; and
- 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 – hiring, evaluation, and dismissal of staff.

Individual Board Members’ roles are:

- To **participate** with knowledge, labor and money;
- To **attend** monthly board meetings and complete assigned tasks;
- To **understand** the mission of the local program and actively promote its goals;
- To **support** the decisions of the Board; and
- To devote time necessary to attend **educational** opportunities relating to the program and downtown development.

COMMITTEES OVERVIEW

The National Main Street Center has published four **Main Street Committee Members’ Handbooks: Organization, Promotion, Design, and Economic Restructuring**. Within each of the guides is a section entitled “Committee Work Plans,” and subsections: developing a good work plan, typical work plan projects, a sample work plan, and blank work plan sheets.

The board and manager must have a solid understanding of the functions of each of the four committees. The act of goal-setting and plan-making should be strategic, with the board reviewing and approving each committee’s work plan. While the board sets the overall goals of the organizations, the committees are each responsible for implementing the work plans. Each of the committees pursues a specific area of expertise. However, their goals should be interwoven with one another.

Some general duties of each committee include:

Organization

The Organization Committee plays a key role in keeping the board, committees, staff, and program-of-work in good shape by attracting people and money to the organization.

- Fundraising – from 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 partnership – with other community organizations; and
- Managing finances – by developing good accounting principles.

Promotion

The job of the Promotion Committee is to promote the downtown as the center of commerce, culture, and community life for residents and visitors alike. The Promotions Committee may do this by:

- 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; and
- Marketing the downtown through branding, print materials and online.

Design

The Design committee 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:

- 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; and
- Enhancing the walkability and ambience of the district – beautification, building facades, streetscape, parking, and signage.

Economic Restructuring

The job of the Economic Restructuring Committee is to understand (and help the other committees 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. Some potential goals of the committee are:

- 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; and
- Monitoring the economic performance of the district.

APPENDICES

- A. National Main Street Accreditation Criteria
- B. Sample Position Descriptions for Board of Directors
- C. Sample Job Description for Main Street Manager/Executive Director
- D. Sample Goals and Objectives for Committees
- E. Tips for Main Street Managers/Executive Directors
- F. Sample Memorandum of Understanding

Please Note: Documents are subject to change. See the [Colorado Main Street webpage](#) or contact Main Street staff for other documents and the most current forms.



NATIONAL MAIN STREET ACCREDITATION CRITERIA

The Main Street Program Accreditation process evaluates established commercial district revitalization programs on the basis of 10 basic performance standards and provides national recognition to those that meet these standards. The 10 performance standards provide benchmarks and guidelines on how the organization should be functioning and an incentive for organizations to perform better and be more effective.

The 10 Standards of Performance

- 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 program manager
- Conducts a program of ongoing training for staff and volunteers
- Reports key statistics
- Is a current member of the National Main Street Center

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
 - 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
 - district/neighborhood resident
- 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.



Appendix A: National Main Street Accreditation Criteria

- 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 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



Appendix A: National Main Street Accreditation Criteria

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(ies') 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.
- Committee members 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.
- Committees 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.



Appendix A: National Main Street Accreditation Criteria

- 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.*



Appendix A: National Main Street Accreditation Criteria

- 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.



SAMPLE POSITION DESCRIPTIONS FOR BOARD OF DIRECTORS

BOARD OF DIRECTORS

Requirements:

Board members should be prepared to make a financial commitment, and contribute 5-10 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 if they do not serve as an officer on the Board.

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 if 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 (if applicable)
- To stay informed about the purpose and activities of the downtown program in order to effectively participate in board decisions and fulfilling responsibilities.

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, community and 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 using Robert's Rules of Order
- 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

Appendix B: Sample Job Description for Board of Directors

- 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
- An ability to facilitate meetings in an open way so that board members can work through differences and come to consensus

Sample

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

Appendix B: Sample Job Description for Board of Directors

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



Appendix B: Sample Job Description for Board of Directors

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



SAMPLE JOB DESCRIPTION FOR MAIN STREET MANAGER/EXECUTIVE DIRECTOR

Anytown Downtown Association

1. Work Objectives

The downtown executive director coordinates activity within a downtown revitalization program utilizing historic preservation as an integral foundation for downtown economic development. He or she is responsible for the development, conduct, execution and documentation of the downtown program. The manager is the principal on-site staff person responsible for coordinating all program activities locally as well as representing the community regionally and nationally as appropriate.

2. Full Range of Duties to be Performed

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

Appendix C: Sample Job Description for Main Street Manager/Executive Director

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.

SAMPLE GOALS AND OBJECTIVES FOR COMMITTEES

Organization Goal:

Establish a strong Main Street organization, which uses a growing number of participants and funding sources and fosters leadership in the implementation and funding of the revitalization program.

Objectives:

- Develop a fundraising program which uses a wide range of sources from both public and private sectors to assure long-term continuation of the program
- Establish an ongoing outreach and membership/investor program to increase volunteer participation and membership/investor support
- Improve channels of communication – such as the program newsletter
- Establish a program to develop and retain staff and volunteers
- Hold an annual volunteer appreciation event and volunteer of the month/year recognition in the local paper – perhaps in collaboration with other non-profit entities
- Establish an annual services contract with the City specifying their level of funding and establishing what services or results they expect the Main Street organization to provide
- Update job descriptions for board member, committee chair and committee member positions
- Work with the city and area non-profits to create a volunteer database
- Prepare annual report to City Council (with Board)
- Identify grant funding opportunities and meet potential funders

Promotion Goal:

Improve Consumers' and Investor's confidence in the Main Street district through a unified image created by an exciting variety of activities, promotions, web presence and materials for the commercial area's target market(s).

Objectives:

- Develop and distribute a well-designed map and calendar of events
- Provide business trainings in marketing or visual merchandising
- Hold a hands-on social media training to improve participating businesses' web and social media presence
- Develop a well-coordinated program of retail events to generate increased sales for businesses, evaluating events for effectiveness and modifying, adding or dropping events as needed
- Develop a well-coordinated program of special events to generate increased sales for businesses, evaluating events for effectiveness and modifying, adding or dropping events as needed
- Develop an annual schedule of image-building events and establish strong relationships with the local media

Appendix D: Sample Goals and Objectives for Committees

- Complete a market study update and branding campaign, and incorporate the brand into all promotional events and materials
- Improve web presence of the program
- Hold a secret shopper program to help businesses improve their appearance, inventory or services
- Publish a monthly “What’s Up Downtown” column in the local paper

Design Goal:

Improve visual appeal, access and walkability of the commercial area by maintaining and improving the public environment and by encouraging rehabilitation of existing buildings and creation of new mixed-use development compatible with the District’s heritage.

Objectives:

- Continue public beautification programs – banners, flower baskets, tree pruning, lighting, public art
- Hold an annual clean-up downtown day
- Work with the City to update zoning, design, signage or patio dining regulations
- Work with the City to improve lighting, wayfinding signage or infrastructure
- Assist property owners in accessing architectural assistance and in utilizing all available resources, including historic tax credits, to improve their buildings, inside and out
- Create a façade or building improvement program through grants, revolving loans and/or volunteer assistance
- Conduct a historic survey or apply for a Historic Structure Assessment grant
- Create seasonal design features such as summertime “pop-up” patios, holiday lighting, or a winter ice skating rink
- Work with the City to identify needed public improvements and possible resources for those improvements
- Train merchants in visual merchandising (store window displays/store layout)
- Create a vacant storefront windows program
- Work with the City and businesses to make downtown bicycle friendly – with bicycle racks, lanes, trail connections, etc.
- Make improvements to a public space to support concerts and events (i.e. stage; electronic systems; shade)
- Work on a parking plan and collaborate with the City to implement it
- Work with City and property owners on snow removal – especially of vacant properties
- Work with the City and property owners on maintenance – especially of vacant buildings

Economic Restructuring Goal:

Broaden the economic base of downtown by retaining, growing and attracting businesses.

Objectives:

- Collect and interpret data regarding retail market, real estate market and local economy
- Conduct a merchants’, consumer (intercept) or residents’ survey



Appendix D: Sample Goals and Objectives for Committees

- Support business retention through a regular program of technical assistance and financial incentives targeting identified training needs
- Support business attraction through a brochure highlighting market data, city policies, and advantages of locating downtown
- Create an inventory of available spaces and assess their needs to be tenant-ready
- Work with the city, local council of governments, grant funders or others to create incentive programs
- Recruit businesses that fulfill unmet consumer needs in the retail market.
- Strengthen second-floor and secondary block office and residential presence
- Assist or participate in the real estate development process
- Assess the viability of a Business Improvement District or Urban Renewal Authority
- Seek a grant to provide business assistance/training
- Hold a familiarity/hospitality training to ensure front-line employees can enthusiastically recommend other businesses and services and talk about local sights, activities and history
- Establish free WiFi downtown
- Create a holiday pop-up store program to fill vacancies
- Collaborate with a property owner to establish an arts studio, commercial kitchen or office incubator
- Identify owners of home-based / online businesses who may want a storefront

TIPS FOR MAIN STREET MANAGERS/EXECUTIVE DIRECTORS

Successful Main Street organizations develop new leadership thru meaningful volunteer experiences and create the environment for them to succeed...as well as fail!

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

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

Tip #2: Successful Main Street programs are **volunteer-driven**. They are not staff-driven but rather **staff-managed**, like the coach or the band leader.

Main Street Program Directors are professionals hired to:

- **Coordinate** all activities of committee volunteers;
- **Facilitate** work planning;
- **Coordinate communication** among committees;
- **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 **technical assistance provider or the liaison** to those who can provide the assistance;
- **Establish** strong relationships with the city, chamber, county, etc.;
- **Become** part of the team;
- **Educate** the community on Main Street, economic development and 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 work directly for the Board president, meeting weekly;
- **Attend** all board & committee meetings;
- **Teach** self-help, thereby **empowering** volunteers to turn the downtown vision into reality;
- **Give** credit for the success of the program to volunteers and leaders.

Appendix E: Tips for Main Street Managers/Executive Directors

Tip #3: The Program 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. A program director fundraising his or her own salary diminishes his or her credibility.
- **Take** the **minutes** at board meetings – this is the secretary’s responsibility, or possibly an admin staff;
- **Chair**, lead or preside over meetings. The board and committee chairs must be capable of conducting effective meetings;
- **Write** the entire newsletter for the program;
- **Voice** their own **opinion** to the public, media, etc. unless it is consistent with the position of the board;
- **Keep** the **books** for the organization – this is the responsibility of the treasurer;
- **Write** their own paycheck;
- **Implement** all the activities of the program.

Tip #4: Program Directors come and go, as do board presidents and committee chairs. 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 program director and the community is left to put together the pieces.

Tip #5: Maintain communications with your Board, Committee members, 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 with the Board President; it is difficult answering to 7-13 bosses;
- Use work plans to stay on target at committee meetings and to ensure new activities/projects/tasks support the overall vision. Remind Board and Committee members 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;
- Recognize that retailers, restaurants/bars, offices/large employers, and housing owners may have different interests in the district;
- Find someone not involved in the program to be your confidant or someone to vent with. Another program manager in a nearby community may be a good choice!
- Respect is earned, not expected.



Appendix E: Tips for Main Street Managers/Executive Directors

Tip #6: A typical program director works more than their 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 and interests, train them, thank them & thank them again. Be careful not to burn volunteers out.

- Successful volunteers are **educated** about your program. Committee 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 serve on a committee 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: Committees are made up of **volunteers**. Without volunteers, you have no committees.

- Have regularly scheduled committee meetings – same time/place, every month, at the volunteers' convenience.
- The Program Director attends all meetings;
- Committee chairpersons need to be empowered to chair effective meetings. Many trainings and handouts on effective meeting facilitation exist – Robert's Rules of Order or an adaptation thereof are often effective;
- The Committee chair should work with the Program Director prior to meetings to finalize the agenda. End each meeting with a standing item to discuss the agenda for the upcoming meeting;
- The Committee secretary should take simple action minutes;
- The Program Director should spend 5 minutes at the beginning of each meeting to update volunteers on other committees' activities. This should be a standing item on the agenda;
- Use work plans as a way to eliminate wasted time and help the Chair to keep or steer committees back on task at meetings;
- Include training once or twice a year as part of meetings;
- Provide committee Chairs with a supply of local Main Street program *Thank You* cards.

Tip #9: Use **sub-committees** or temporary **task forces** to do the work of committees – get more people involved for a defined period of time.

Tip #10: Don't ask or expect Committee Members to give more than about **five hours per month**, outside of meetings, for volunteer activities.

- Create **job descriptions** or a list of expectations for new and renewing committee members. (See samples in this manual.)



SAMPLE MEMORANDUM OF UNDERSTANDING

This Agreement is entered into and executed by the Colorado Department of Local Affairs (DOLA), the City of _____ (Community), and the _____ (Local Program).

I. Agreement

Whereas, this Agreement is for the purpose of said Community to participate in the Colorado Main Street Program, and

Whereas, DOLA administers the Colorado Main Street Program and provides technical assistance and training to selected communities, and

In consideration of the foregoing and of the mutual promises set forth herein, and intending to be legally bound, the parties hereto agree to the following specifics regarding the Colorado Main Street Program:

1. **DOLA agrees to:**

- a. Act as liaison and facilitate communications between the Local Program, the Colorado Main Street Program, other Colorado communities, State agencies, non-profits, foundations, and the National Main Street Center, as they relate to the local Main Street Program.
- b. As requested, conduct orientation for new board members and new program managers. This orientation could take place on-site, via webinar, or in Denver.
- c. Conduct up to two training sessions in the community. Trainings could include: annual work planning facilitation, historic preservation, training for one of the four points, or a specialized topic.
- d. Facilitate and promote ongoing press and/or online coverage of the Colorado Main Street Program and its individual Local Programs, including maintaining the Colorado Main Street Facebook page.
- e. Provide access to resource materials relating to downtown revitalization and specifically resources in: organization, design, promotion and economic restructuring.
- f. Publish a quarterly Main Street Newsletter, highlighting Local Programs, partners, trainings, and resources.
- g. As requested, assist the Main Street Local Program in building local organizational and fundraising capacity. Assistance may come from additional meetings with DOLA Regional Managers, Main Street Staff, local or state-wide

Appendix F: Sample Memorandum of Understanding

foundations, other state agencies or from established Main Street Communities or through the sharing of written materials.

- h. Review quarterly reports and provide guidance and advice for the Local Program to obtain National Accreditation.
- i. Establish benchmarks with the Local Program to ensure successful growth and sustainability of the program.
- j. Conduct the annual accreditation and year end assessment.
- k. Make available a historic preservation architect.

2. Local Program agrees to:

- a. Employ a part-time, paid program manager (minimum of 20 hours per week) who will be responsible for the day-to-day administration of the Local Main Street Program within ninety (90) days of the execution of this Agreement. In the event the manager's position is vacated during the term of the Agreement, the Local Program agrees to fill the position within ninety (90) days. **NOT CANDIDATE COMMUNITIES**
- b. Send new managers to training within the first year of holding the position.
- c. Raise and expend funds and in-kind services for continuation of the Local Program, including, but not limited to maintaining an office with the necessary travel and operating budget for the Local Program.
- d. Continue the comprehensive approach to downtown revitalization following the Four-Point Approach and Eight Guiding Principles recommended by the National Main Street Center and the Colorado Main Street Program, including development of annual written work plans for the Local Main Street Program and the establishment of a strong, broad-based organizational system to include but not be limited to the following committees: organization, promotion, design, and economic restructuring.
- e. Concentrate the Local Program activities within the boundaries of the target area that is designated by the Local Program.
- f. Maintain data for monitoring the progress of the Local Program. Submit required quarterly and annual progress reports using formats provided by DOLA and provide other information as requested by DOLA on or before the identified deadlines. Failure to submit quarterly progress reports may jeopardize standings with the Colorado Main Street Program

Appendix F: Sample Memorandum of Understanding

and the National Main Street Center. Additionally, failure to comply may result in a loss of Main Street Program services and funding.

- g. Provide the Local Program office with a computer and email connection which is signed up to receive National Main Street listserv emails and Colorado Main Street Program communications.
- h. Local Program managers, volunteers, and/or board members must collectively attend at least three of the following training opportunities in the year:
- i. Downtown Colorado Inc. (DCI) Downtown Institutes (Attending at least two or more out of the four quarterly Institutes constitutes one training)
 - a. National Main Streets Conference
 - b. International Downtown Association Spring or Annual Conference
 - c. Colorado Preservation Inc. Annual Conference
 - d. DCI Annual Conference
 - e. Main Street webinars conducted by DOLA or other approved organization
 - f. Colorado Brownfields Foundation Annual Conference
 - g. Economic Development Council of Colorado Spring or Fall Conference
 - h. Historic Preservation Commission Training
 - i. Sonoran Institute (various offerings)

The Local Program shall be responsible for the manager's travel costs and expenses associated with these meetings.

Appendix F: Sample Memorandum of Understanding

- j. Assist in local arrangements during on-site visits and technical assistance visits to the community.
- k. Provide DOLA with one (1) copy of any materials and/or publications relating to the Local Main Street Program. Materials may include board meeting minutes, approved budgets, local training flyers, newsletters, and promotional materials, etc.
- l. Present an annual "State of Main Street" report to the local elected body. Submit a copy of the report to DOLA.
- m. Agree to acknowledge being an official Colorado Main Street Community and properly use the name, trademark and logo. Use the Colorado Main Street logo on all DOLA sponsored Main Street trainings, websites, reports and other materials.
- n. Maintain National Main Street Center membership if your program wishes to receive national accreditation.
- o. Assist DOLA Main Street Staff with training and orientation of new program managers and board members in Candidate Communities. **GRADUATE COMMUNITIES ONLY**

3. Community agrees to:

- a. Maintain an ongoing and supportive relationship with the Local Program.
- b. Work with DOLA and the Local Program to resolve any issues.
- c. Act as the fiscal agent for all contracts or purchase orders from DOLA on behalf of the Local Program.

4. Local Program agrees to work towards the following benchmarks this year:

[add]

5. Other conditions:

- a. The term of this Agreement shall be for one year, beginning _____(Date) and ending December 31, 2015. It may be extended or revised only with the approval of the DOLA Main Street Coordinator, the President of the Board of the Local Program and the Mayor of the Community.
- b. Notwithstanding any other provisions of this Agreement, if funds anticipated for continued fulfillment, at the time of the Agreement are, at any time, not forthcoming or insufficient, then DOLA shall have the right to amend or terminate this



Appendix F: Sample Memorandum of Understanding

Agreement without penalty by giving the community not less than sixty (60) days written notice.

- c. If the Local Program or Community fails to fulfill its obligations under this Agreement in a timely and proper manner, or if the community violates any terms of this Agreement, DOLA shall have the right to terminate this Agreement and withhold further services by giving the community not less than sixty (60) days written notice.

II. Representations and Warranties

All parties to this agreement represent and warrant (i) that they have no obligations, legal or otherwise, inconsistent with the terms of this Agreement, (ii) that the performance of the services called for by this Agreement does not and will not violate any applicable law, rule or regulation or any proprietary or other right of any third party, (iii) that the parties will not use in the performance of responsibilities under this Agreement any confidential information or trade secrets of any other person or entity and (iv) that neither party has entered into nor will enter into any agreement (whether oral or written) in conflict with this Agreement.

III. Entire Agreement and Notice

This Agreement contains the entire understanding of the parties and may not be amended without the specific written consent of all parties. Any notice given under this Agreement will be sufficient if it is in writing and if sent by certified or registered mail.

IV. Compliance with Law

In connection with his/her services rendered hereunder, all parties agree to abide by all federal, state, and local laws, ordinances and regulations.

V. Governing Law

This Agreement will be construed in accordance with, and all actions arising hereunder will be governed by, the laws of the State of Colorado.

BY: _____
Mayor's Signature

Date

Print Name

Community



Appendix F: Sample Memorandum of Understanding

BY: _____ Date _____
President/Board Chairperson's Signature

Print Name Local Program Name

BY: _____ Date _____
Representative

Sample