



PROGRAM MANUAL

JANUARY 2016

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



COLORADO
Department of Local Affairs

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The Colorado Main Street program is paid for in part by a History Colorado State Historical Fund grant.



Thanks to all of our statewide program partners!

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MAIN STREET 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 Vitality, and Design) to competitively selected communities that are working in historically relevant business district settings and that meet certain threshold criteria.

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 unique 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 once again became the administrator of the program with a generous grant from the History Colorado State Historical Fund.

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



EIGHT 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.

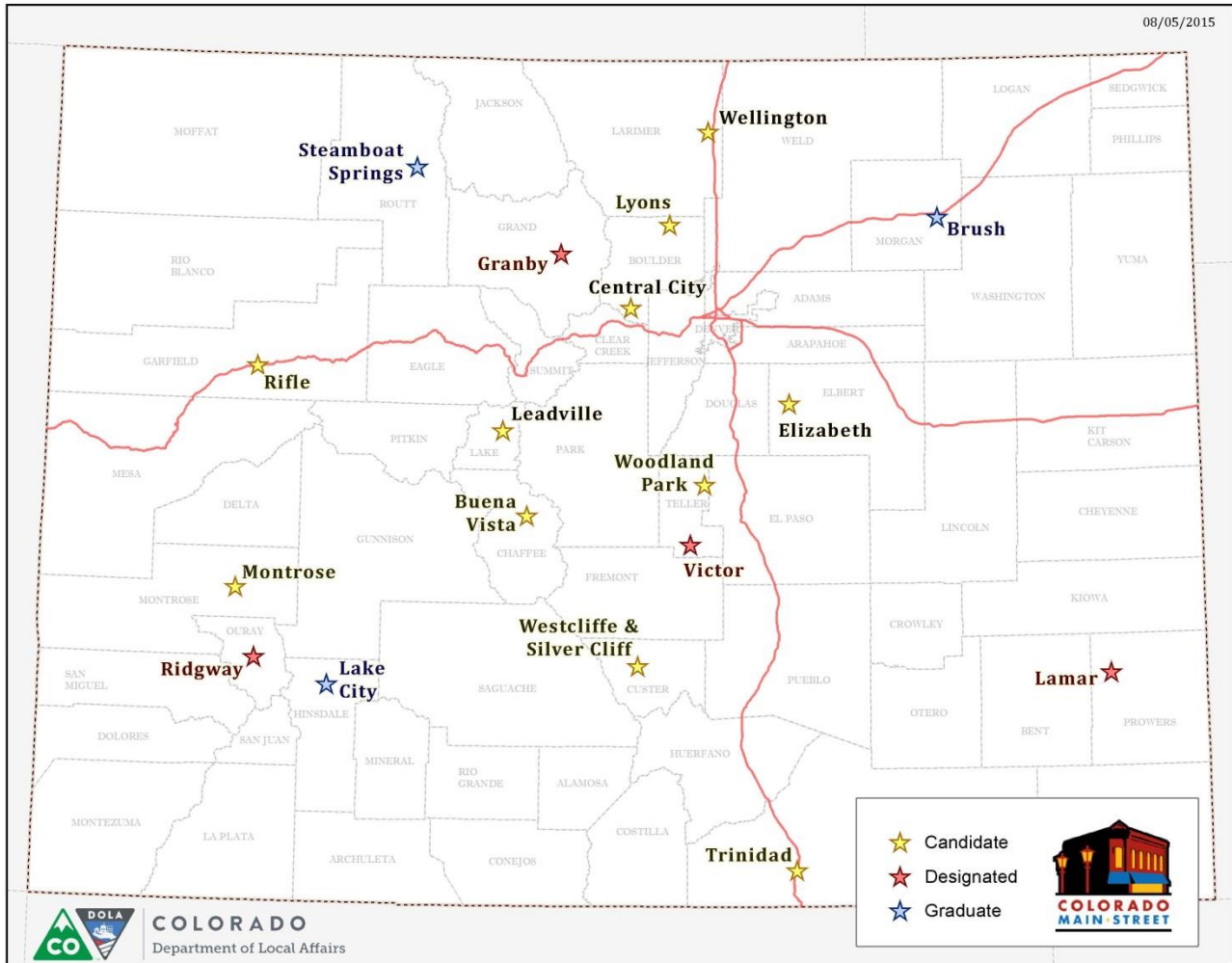




COLORADO MAIN STREET COMMUNITIES MAP

MAIN STREET COMMUNITIES

08/05/2015



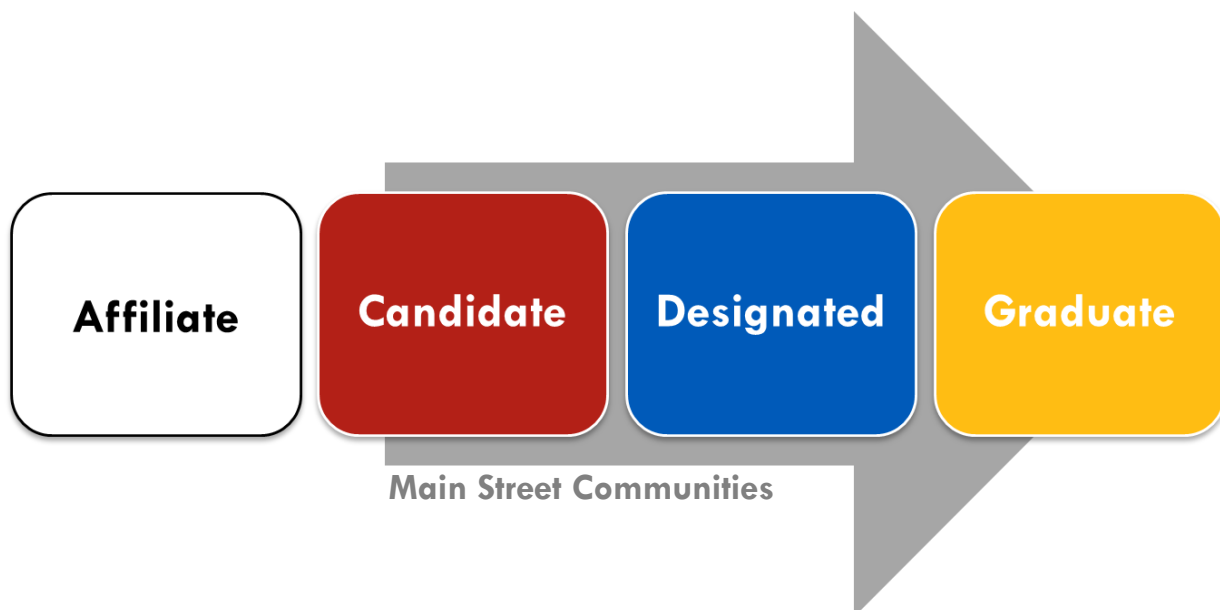
 **COLORADO**
Department of Local Affairs





PROGRAM PREREQUISITES AND REQUIREMENTS

The Colorado Main Street tiered program – Candidate, Designated and Graduate – is designed to help communities build capacity as communities work toward downtown revitalization. The Affiliate option is open to all Colorado communities and does not have many prerequisites and requirements. Colorado Main Street staff provides technical assistance, training and small financial grants to help communities work toward these prerequisites and requirements. In addition to the following prerequisites and requirements, each local program sets a vision for their community and consistently works toward achieving that vision. The Affiliate program and each tier are described in detail below with instructions on how to apply, requirements and prerequisites.



AFFILIATE

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 but are not considered an official Main Street community until they are accepted as a Candidate community.

HOW TO APPLY

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

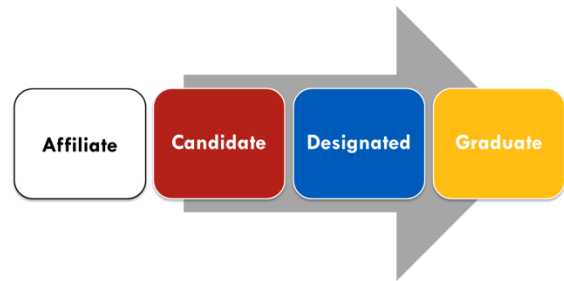
NEXT STEPS

After the application is submitted, Colorado Main Street staff will review your application notify the contact(s) listed within four weeks.



CANDIDATE

While in this tier the Candidate community should focus mostly 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 may be in this tier for about four years.



Prerequisites

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

Encourage staff, steering committee and other volunteers to attend Main Street trainings, read information and watch introductory webinars provided on the Colorado Main Street website.

Establish a steering committee or Board of Directors. 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.

Have a multi-year strategic plan that addresses the community's vision and incorporates the Four Points (this could be a community assessment, downtown plan, or similar as approved by staff) that is no more than 5 years old.

Have a dedicated champion and point of contact for communications.

Demonstrate community awareness of the Colorado and 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. Ideas for demonstrating community awareness include forming partnerships, hosting public meetings, developing a brochure or handout, create a newsletter or website, and utilizing social media.

HOW TO APPLY

Communities are encouraged to become an Affiliate community prior to applying to become a Candidate. 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. Colorado Main Street staff is also available to work with you on your application - answering questions and giving feedback. Applications to become a Candidate Main Street community are accepted once a year on July 1. The application can be found on the Colorado Main Street website.

NEXT STEPS

Applications are competitive and 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.

Requirements

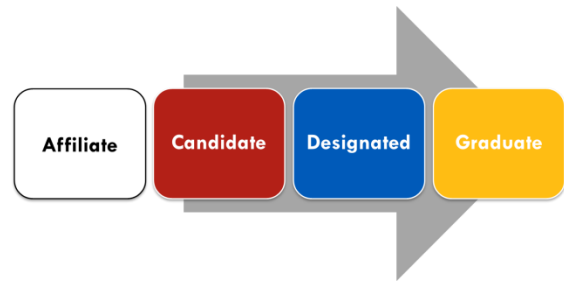
The following requirements must be completed as a Candidate community in addition to maintaining the prerequisites. Colorado Main Street staff will provide and or organize some of these requirements. These requirements are incorporated into your annual memorandum of understanding (MOU). Please see the section below on *Description of Community Transformation Strategies* for additional guidance.

Establish support and participation of the local government	Required.
Attend quarterly Main Street trainings, one of which is the Main Street Summit	Required. 2 out of 4 Quarterly Main Street trainings. Starting 2017, the Main Street Summit will be required.
Attend additional trainings	Required. Local program managers, board members, and/or volunteers are required to collectively attend at least 2 trainings per year (in addition to the required quarterly trainings).
Spring training	Required for all Candidate communities the first year. Potential attendees include new staff, board members, and volunteers.
Host an annual visit including work planning	Required. For first year Candidate communities, this will be an activation visit.
Sign a memorandum of understanding (MOU) annually with DOLA	Required.
Demonstrate a strong historic preservation ethic as described in Appendix A	Required.
Submit quarterly reports and reinvestment statistics	Required.
Submit an annual work plan that is coordinated with your local municipality	Required.
Follow the National Main Street Approach	Required.
Present at least once annually a "State of Main Street" report to the local elected body and submit a copy of the meeting minutes and/or report to DOLA with a quarterly report	Required.



DESIGNATED

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, the community must first meet all of the following prerequisites as a Candidate community and then submit an application.

Formalize your local program structure.

Have an active 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, and sustain revenue.

Establish bylaws, articles of incorporation, internal procedures, board position descriptions, and other applicable governing documents for your organization.

Have multi-year strategic plan that addresses the community's vision and incorporates the Four Points (including downtown assessment, downtown plan, or similar as approved by staff - updated every 5 years).

Establish a vision and mission statement. A mission 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. A vision 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.

Have a paid professional manager dedicated to the local Main Street program.

Have a funding plan and adequate operating budget.

Main Street district boundary and map - your historic, commercial, walkable downtown.

Be a member of the National Main Street Center meeting the National Accreditation Standards of Performance.

Conduct a program of ongoing training for staff and volunteers as described in Appendix A.

Establish a formal system for annually evaluating the performance of the paid professional manager.

Have a volunteer base and begin to develop a system for managing volunteers— recruiting, retaining and thanking.

Develop a website or webpage for your program.

Work on developing historic building inventories and identifying historic assets.

Attend or host a Certified Local Government training to learn about the program and better understand how this tool may help your community.

Develop a basic business inventory of your Main Street district – including business types, contact information, number of employees and more.

Develop a basic building/property inventory of your Main Street district – including ownership patterns, building conditions, vacancies, building square footage, use, average rents, and more.

HOW TO APPLY

Applications to become a Designated Main Street community are based upon community desire, completion of prerequisites and recommendation from Colorado Main Street staff. Applications are accepted from Candidate communities on a rolling basis. 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.

Requirements

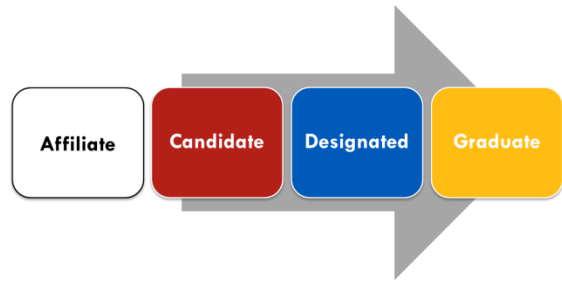
The following requirements must be completed as a Designated community in addition to maintaining the prerequisites. Colorado Main Street staff will provide and or organize some of these requirements. These requirements are incorporated into your annual memorandum of understanding (MOU). Please see the section below on *Description of Community Transformation Strategies* for additional guidance.

Established support and participation of the local government	Required.
Attend quarterly Main Street trainings, one of which is the Main Street Summit	Required. 2 out of 4 Quarterly Main Street trainings. Starting 2017, the Main Street Summit will be required.
Attend additional trainings	Required. Local program managers, board members, and/or volunteers are required to collectively attend at least 2 trainings per year (in addition to the required quarterly trainings).
Host an annual visit including work planning	Required.
Sign a memorandum of understanding (MOU) annually with DOLA	Required.
Demonstrate a strong historic preservation ethic as described in Appendix A	Required.
Submit quarterly reports and reinvestment statistics	Required.
Submit an annual work plan that is coordinated with your local municipality	Required.
Follow the National Main Street Approach	Required.
Present at least once annually a "State of Main Street" report to the local elected body and submit a copy of the meeting minutes and/or report to DOLA with a quarterly report	Required.
Host an annual board retreat, potentially for strategic planning	Required.



GRADUATE

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, the community must first meet all of the following prerequisites as a Designated community and then submit an application.

Have multi-year strategic plan that addresses the community's vision and incorporates the Four Points (including downtown assessment, downtown plan, or similar as approved by staff – updated every 5 years).

Solidify your program budget with diversified funding sources and adequate operating funds.

Solidify your volunteer management program and develop a volunteer recognition/award program.

Have a succession/transition plan for your staff, board and other volunteers as applicable.

Complete a market analysis including market radius, leakage, demographics, etc.

Update your business inventory of your Main Street district – including business types, contact information, number of employees and more.

Update your building/property inventory of your Main Street district – including ownerships patterns, building conditions, vacancies, building square footage, use, average rents, and more.

HOW TO APPLY

Applications to become a Graduate Main Street community are based upon community desire, completion of prerequisites and recommendation from Colorado Main Street staff. Applications are accepted from Designated communities on a rolling basis. 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.



Requirements

The following requirements must be completed as a Graduate community in addition to maintaining the prerequisites. Colorado Main Street staff will provide and or organize some of these requirements. These requirements are incorporated into your annual memorandum of understanding (MOU). Please see the section below on *Description of Community Transformation Strategies* for additional guidance.

Established support and participation of the local government	Required.
Have a paid professional manager	Required.
Have an active Board of Directors	Required.
Attend quarterly Main Street trainings, one of which is the Main Street Summit	Required. 2 out of 4 Quarterly Main Street trainings. Starting 2017, the Main Street Summit will be required.
Attend additional trainings	Required. Local program managers, board members, and/or volunteers are required to collectively attend at least 2 trainings per year (in addition to the required quarterly trainings).
Host an annual visit including work planning	Required.
Sign a memorandum of understanding (MOU) annually with DOLA	Required.
Demonstrate a strong historic preservation ethic as described in Appendix A	Required.
Submit quarterly reports and reinvestment statistics	Required.
Submit an annual work plan that is coordinated with your local municipality	Required.
Follow the National Main Street Approach	Required.
Present at least once annually a "State of Main Street" report to the local elected body and submit a copy of the meeting minutes and/or report to DOLA with a quarterly report	Required.
Host an annual board retreat, potentially for strategic planning	Required.
Have a vision and mission statement which are reviewed annually	Required.
Provide mentorship to Candidate and Designated Main Street communities	Required.





MAIN STREET COMMUNITY TRANSFORMATION STRATEGIES

DESCRIPTION

Each local Main Street program, in close partnership with community organizations and municipalities, will help develop a set of “Community Transformation Strategies” connected to long term change.

For example, a community may decide that it wants to become a regional hub for arts and culture, and may develop a series of strategies that will help them achieve that vision. They may identify as key strategies working with local artists to develop a co-op gallery, supporting the rehabilitation of buildings on Main Street to become home to arts-related uses, and implementing a series of lighter, quicker, more affordable arts-related events to draw out and engage the community.

With a set of strategies in place, the organization will then assess what kinds of activities, resources, people-power across the Four Points (Design, Economic Vitality, Promotion and Organization) will be necessary to bring the strategy to life. Progress will be measured by economic metrics and quality outcomes, which will allow more flexibility in the organizational model of the local Main Street program and the efforts of community revitalization.

PROCESS

COMMUNITY VISIONING

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

COMMUNITY TRANSFORMATION STRATEGY

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

IMPLEMENTATION AND MEASURE

To succeed, a Main Street program must show visible result that can only come from completing projects. Short term and long term activities should add up to meaningful change. A Main Street program should be able to demonstrate wise use of resources, which translate to real change on the ground: new jobs added, new businesses open and buildings being rehabilitated as an example of metrics of success. Any strategy should be thought of as a way to support the community’s vision with meaningful, measurable outcomes and not outputs.





COLORADO MAIN STREET PROGRAM SERVICES

The following is a list of services provide by Colorado Main Street staff. This list is not comprehensive, but should provide a general understanding of the basic services provided. Services are available to communities upon request and availability of the Colorado Main Street staff and other resources.

TRAINING

MAIN STREET 101

Available to any Colorado community

Colorado Main Street program can 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 viewed the information available on the Colorado Main Street website.

QUARTERLY MAIN STREET TRAININGS

Available to all tiers and Affiliates

Colorado Main Street offers four quarterly Main Street trainings to all of our Main Street communities. 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 SUMMIT

Available to all tiers

The Main Street Summit is a gathering of Colorado Main Street community key players. This summit provides an opportunity to learn from peers, discuss available resources, and get updated on current best practices. The Summit is one of the four quarterly trainings and will likely be coordinated with other partner conferences or training events.

SPRING TRAINING

Available to all tiers and Affiliates

Spring Training is a one to two day learning event that teaches the basics of the Colorado Main Street Program to all new Main Street Candidate communities. Attendance is encouraged for interested communities as well as new board members, staff and other interested volunteers of existing Main Street communities.

BOARD AND/OR NEW MANAGER ORIENTATION

Available to all tiers

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 and requirements 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 for the



board. Orientation is also offered to new Main Street Managers to be sure they understand the program requirements, services and overall mission.

ANNUAL VISITS

Available to all tiers

Each year Colorado Main Street staff visits all local programs, including new communities. The purpose of this visit is to ensure the local program continues to build capacity by progressing through the tiers of the Colorado Main Street Program. Also, to create a robust, yet realistic, work plan with measurable outcomes for the coming year based off of the community's vision and agreed upon transformational strategies. This process will help determine projects where volunteers and contractors could be utilized as well as the potential use for next year's mini-grant. Colorado Main Street Program staff will review the Memorandum of understanding (MOU), quarterly reporting requirements, and also review the local program as required by the National Main Street Center (NMSC) to determine how they meet the NMSC's 10 Standards of Performance to earn designation from the NMSC. See Appendix A.

UNDERPERFORMING COMMUNITY ASSESSMENTS

Available to all tiers

When a local Main Street program is identified as stagnant or underperforming it will be reviewed by a review team. The review team will be a combination of Colorado Main Street staff, Advisory Board members, local Main Street Managers, DOLA staff, and or consultants based on the needs of the community. This review will help to identify why the local program is not moving forward and how to fix those issues. An action plan will be the result of this review and it will specify recommendations for the community and an appropriate timeframe. The action plan will also include outcomes for not achieving the recommendations set forth in the plan such as a reduction in services (mini-grants, scholarships, consulting services) or moving down a tier from their present position in the program.

RESOURCE TEAM VISIT

Available to all tiers

Resource Team Visits are used for communities needing a new multi-year strategic plan and are also useful to help communities continue to progress through the program tiers. Colorado Main Street staff provides this service and will work with the local program to determine the appropriate timing and scope of the visit. These visits are typically about two to three days. A Resource Team typically includes DOLA's Colorado Main Street staff and specialists chosen specifically to meet the community's needs and to make recommendations that incorporate each of the four points.

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. This visit results in a Resource Team Report which is meant to serve as a three- to five-year guiding document for the Main Street program. 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 efforts.



CONFERENCE SCHOLARSHIPS

Available to all tiers

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 others relevant to Main Street. 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 a conference.

NONCOMPETITIVE MINI-GRANTS

Available to all tiers

Colorado Main Street offers non-competitive mini-grants to our Candidate, Designated, and Graduate communities annually. These mini-grants are based on available funding each state fiscal year and require a 25% match. The funds may only be used for planning, training, and physical improvements – not for operational costs. The item must also be listed on the community's submitted annual work plan. To apply for a mini-grant, you must fill out an application (found on our website).

COMMUNICATIONS

ACCESS TO NEWSLETTER AND SOCIAL MEDIA

Available to all tiers and Affiliates

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 an email list open to the general public. Contact Colorado Main Street staff to be added to the list. In addition, Colorado Main Street hosts a Facebook page to publicize events, trainings, interesting articles and more. Anyone can follow the Colorado Main Street program on Facebook. These two resources help publicize communities within the Colorado Main Street network.

AWARDS

All tiers are eligible

Colorado Main Street recognizes various achievements throughout the year such as the Main Street of the Year. Some awards are competitive while some are chosen by Colorado Main Street staff and the Advisory Board.

MAIN STREET MANAGER'S THINK TANKS

Available to all tiers

Think Tanks are conference calls jointly hosted by Colorado Main Street staff and a Main Street manager. The purpose of these calls is for the network of Main Street managers to be able to discuss issues, best practices, and upcoming events.



MANAGERS' LISTSERV

Available to all tiers

This listserv is for local Main Street Managers and appropriate staff. This tool can be utilized to quickly communicate questions, issues, best practices and other items of discussion.

TECHNICAL ASSISTANCE AS RELATED TO MAIN STREET WORK PLANS

Available to all tiers

The Colorado Main Street Program can provide training and technical assistance to Candidate, Designated and Graduate communities. These services are discussed during annual visits and are incorporated into local program's work plans.

One service that is vital for all Main Street communities is community visioning and strategic planning. The strategic plan should address the community's vision and incorporates the Four Points. The general process of identifying community transformational strategies is described in the above section in the document titled *Description of Community Transformation Strategies*.

PRESERVATION ARCHITECTURAL SERVICES

Available to all tiers

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 building. See the Architectural Assistance Request form on the Colorado Main Street website for more information.

CDOT SIGNS

Available to Designated and Graduate

Highway signs with the Colorado Main Street logo are available to Designated and Graduate communities. The local program suggests locations along the entryways to the Main Street district and CDOT installs the signs. These signs help identify your community as part of the Main Street network and a great place to visit.





IMPORTANT DATES FOR MAIN STREET COMMUNITIES

Date	Action	Notes
Important Dates		
January		
15	Quarter 4 reports due (previous calendar year)	
31	Signed Memorandum of Understanding (MOU) due	
31	Local Main Street work plan due	
February		
Varies	Spring Training	
Varies	Quarter 1 training	Webinar
Varies	Colorado Preservation Inc. Saving Places Conference	In Denver
March		
1	Colorado Main Street Mini-Grant application due	
Varies	Advisory Board Meeting	
April		
1	History Colorado – State Historical Fund Grant deadline	Draft grants due 4-6 weeks prior to deadline
15	Quarter 1 reports due	
May		
All month	Historic Preservation month	
June		
1	Scholarship application due for DCI Annual Conference	
Varies	Quarter 2 training	Webinar
July		
1	Candidate applications to Colorado Main Street Program due	
15	Quarter 2 reports due	
Varies	Advisory Board Meeting	Review Candidate Applications
August		
1	Main Street of the Year application due	
September		
Varies	Quarter 3 training	Webinar



Date	Action	Notes
October		
1	History Colorado – State Historical Fund Grant deadline	Draft grants due 4-6 weeks prior to deadline
15	Quarter 3 reports due	
Varies	Downtown Colorado Inc. Annual Conference	Location changes each year
Varies	Main Street Summit	
November		
1	Scholarship application due for CPI Annual Conference	
December		
1	Scholarship application due for National Main Street Conference	
Varies	Quarter 4 training	Webinar
Varies	Advisory Board Meeting	
Regular Meetings, Conferences and Trainings		
Varies	Annual Visits to all Main Street Communities	Scheduled between MS Staff, DOLA Regional Managers and Local Program
Varies	Regional Training	Locations vary
Monthly, as needed	Think Tank conference call	Last Wednesday of each month
Varies	National Main Street Annual Conference	Location changes each year





ORGANIZING YOUR MAIN STREET PROGRAM

ORGANIZATIONAL TYPES

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

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 should have its own budget and sources of revenue. In some cases the board may serve as the Main Street board, and working groups can be developed under the board.

A CHAMBER-MAIN STREET ORGANIZATION

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

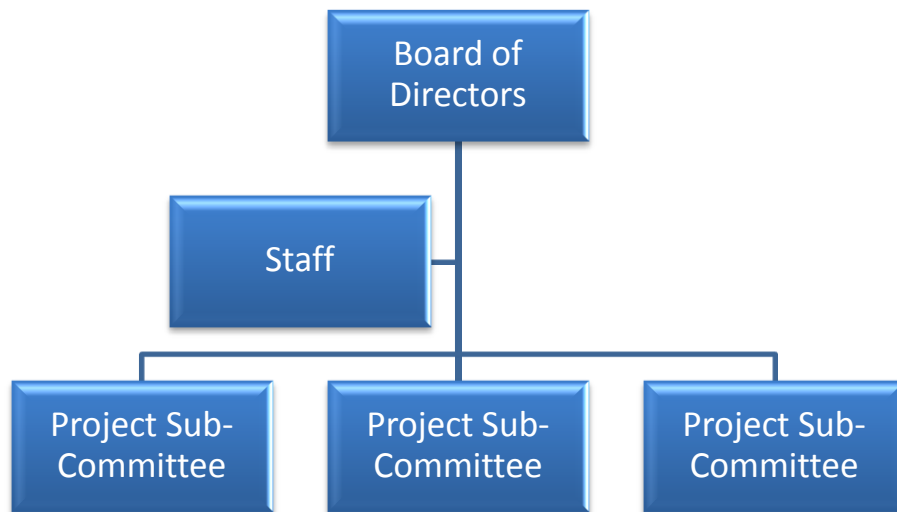
A COALITION OF TWO ORGANIZATIONS

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



PROGRAM STRUCTURE

Regardless of the organizing structure chosen above, there is one recommended organizational model. This includes having a board who serves as main stakeholder group and individual project-based sub-committees, task forces and/or existing organizations. This structure can be developed further to reflect community needs. 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.



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.

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.

HOW THE FOUR POINTS RELATE TO BOARD AND VOLUNTEER ACTIVITIES

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

- 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.

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

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

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

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

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

- Learning about the district’s current economic condition and identifying opportunities for market growth;
- Strengthening existing businesses and attracting new ones;
- Finding new economically viable uses for traditional Main Street buildings;
- Developing financial incentives and capital for business development and possibly for building rehabilitations; 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. Tips for Main Street Managers/Executive Directors
- E. Sample Memorandum of Understanding for Candidate Communities

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
- 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 all 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, 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 vitality.
- 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 volunteers 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 volunteers.

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

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 volunteers 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 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.

Appendix B: Sample Position Description for Board of Directors

BOARD PRESIDENT

Time Required:

8 - 10 hours per month above and beyond that of a regular board member.

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 Position 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

Appendix B: Sample Position Description for Board of Directors

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 Position 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 Position 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 volunteers, ensuring that communication between volunteers are well established; assists volunteers 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 volunteers in developing an annual action plan focused on four areas: design, promotion, organization, and economic vitality.
- d. Develops and conducts ongoing public awareness and education programs designed to enhance appreciation of the downtown's architecture and other assets and to foster an understanding of the downtown program's goals and objectives. Through speaking engagements, media interviews and public appearances, keep the program highly visible in the community.
- e. Assists individual tenants or property owners with physical improvement programs through personal consultation or by obtaining and supervising professional design consultants; assists in locating appropriate contractors and materials; when possible, participates in construction supervision; provides advice and guidance on necessary financial mechanisms for physical improvements.
- f. Assesses the management capacity of major downtown stakeholder groups and encourages participation in activities such as promotional events, advertising, uniform store hours, special events, business recruitment, parking management and so on. Provides advice and information on successful downtown management.
- g. Encourages a cooperative climate between downtown interests and local public officials.
- h. Advises downtown merchant's organizations and/or chamber of commerce retail committees on program activities and goals. Assists in the coordination of joint promotional events, such as

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.

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 volunteers;
- **Facilitate** work planning;
- **Coordinate communication**;
- **Support** and uphold board decisions;
- **Handle** public awareness and **public relations** for the program;
- **Work** closely with **building** and **business** owners;
- **Walk** the district;
- **Handle** administrative details: records, reporting, files, etc. (possibly with admin support);
- **Become** the local **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 & volunteer 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 D: 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 – the is the secretary’s responsibility, or possibly an admin staff;
- **Chair**, lead or preside over meetings. The board 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 volunteers. When this occurs, the program must have a plan for **continuity** or **succession** and written records of how things are done. If a program is overly staff-driven, the program might go with the program director and the community is left to put together the pieces.

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

- Gain the trust of those who hired you for the job. Let them propose your ideas, then support them during discussions. Make your ideas their own.
- Go to lunch weekly with a different board member;
- Always work with the Board President; it is difficult answering to 7-13 bosses;
- Use work plans to stay on target at meetings and to ensure new activities/projects/tasks support the overall vision. Remind Board and volunteers of the work plans whenever it is appropriate. Work plans are approved by the Board.
- Walk the streets and listen and learn from the downtown business community;
- In general, business owners will be more visible than property owners in your district, but be cognizant to keep in touch with both;
- 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 D: 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. Most volunteers should understand the four points and how they work together.
- Successful volunteers understand the **mission** and goals of your Main Street organization.
- Successful volunteers take **ownership** in and responsibility for their commitments.
- Successful Main Street organizations **match** volunteers to their skills, interest and time – some want to provide strategic direction while others may just want to pour beer at Oktoberfest.
- Successful volunteers are provided with clear **expected** outcomes.
- Successful volunteers want to be **recognized** for their accomplishments.

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



SAMPLE MEMORANDUM OF UNDERSTANDING FOR CANDIDATE COMMUNITIES

This Agreement is entered into and executed by the Colorado Department of Local Affairs (DOLA), [Insert program name] (Local Program), and the [Insert community name] (Community).

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

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:

A. **The Colorado Main Street Program agrees to:**

1. Assist communities in understanding and following the National Main Street Approach.
2. Provide the Local Program with the necessary information to correctly promote the Colorado Main Street Program and the National Main Street Center.
3. Provide training opportunities, including but not limited to quarterly training, Spring Training and Main Street Summit.
4. Advise the Local Program of additional training opportunities.
5. Conduct an annual visit to discuss the current community work plan, future work plan, current memorandum of understanding, future memorandum of understanding, requirement and prerequisites of the tiered program, and National Main Street accreditation criteria.
6. Offer Resource Team Visits and Underperforming Community Assessments to Local Programs when needed.
7. Offer scholarships based upon available funding annually. DOLA will advise the Local Program on procedures and policies.
8. Offer and administer non-competitive mini-grants to the Local Program annually. These mini-grants are based on available funding each year from DOLA. The item must be listed on the Local Program's work plan that is submitted to DOLA/Colorado Main Street. DOLA will advise the Local Program on procedures and policies.



Appendix E: Sample Memorandum of Understanding for Candidate Communities

9. Act as liaison and facilitate communications between the Local Program, DOLA/Colorado Main Street Program, other Main Street communities, state agencies, partners, and the National Main Street Center, as they relate to the Local Program.
10. Provide technical assistance to the Local Program including establishing a community vision and strategic plan. These services are discussed during annual visits and are incorporated into Local Program's work plans.
11. Offer preservation architectural services as available through a State Historical Fund Grant awarded to DOLA/Colorado Main Street.

B. Local Program agrees to the following, which are further described in the Program Prerequisites and Requirements section of the Colorado Main Street Program Manual:

1. Maintain a steering committee or board of directors.
2. Maintain a multi-year strategic plan incorporating the community's vision and the Four Points.
3. Maintain a point of contact for communications.
4. Maintain and continually improve community awareness of the Local Program and gain support from the private and public sectors.
5. Establish support and participation of the local government.
6. Attend two out of four quarterly Main Street trainings, one of which being the Main Street Summit (required starting 2017) as provided by DOLA. These can be attended by Local Program managers, staff, board members and/or volunteers.
7. Attend two additional trainings. These can be attended by Local Program managers, staff, board member and/or volunteers.
8. Attend Spring Training as a first year Candidate community and send any new staff, board members and/or volunteers as desired. [The August 2015 Boot Camp qualifies for this requirement this year.]
9. Host an annual visit including work planning as provided by DOLA.
10. Sign a memorandum of understanding (MOU) annually with DOLA.
11. Demonstrate a strong historic preservation ethic.
12. Submit quarterly reports and reinvestment statistics on or before deadlines listed in Colorado Main Street Program Manual.

Appendix E: Sample Memorandum of Understanding for Candidate Communities

13. Submit an annual work plan that is coordinated with your local municipality on or before the deadline listed in Colorado Main Street Program Manual.
14. Follow the National Main Street Approach® as recommended by the National Main Street Center and the Colorado Main Street Program.
15. Present at least once annually a “State of Main Street” report to the local elected body and submit a copy of the meeting minutes and/or report to DOLA.
16. Assist in local arrangements during on-site visits to the community.
17. Agree to positively promote the Colorado Main Street Program as an official Colorado Main Street Community and properly use the name, trademark and logo. Agree to use the Colorado Main Street logo on all DOLA sponsored Main Street trainings, websites, reports and other materials.

C. Community (Local Unit of Government) agrees to:

1. Maintain an ongoing and supportive relationship with the Local Program.
2. Work with DOLA/Colorado Main Street and the Local Program to resolve any issues.
3. Act as the fiscal agent for all contracts or purchase orders from DOLA on behalf of the Local Program.

D. Local Program will be working on the following Community Transformation Strategies. Details such as specific strategies, actions items, and task force groups should be detailed within the annual work plan.

1. *Insert Community Transformation Strategies (1-3 as determined through Community Visioning work).*

E. The Local Program will be working on the following prerequisite activities for future tier advancement.

1. *Insert prerequisite for attaining the next tier here if applicable. See Colorado Main Street Program Manual.*

II. Other Conditions

- A. The term of this Agreement shall be for the period listed here, beginning January 1, 2016 and ending December 31, 2016. This time period supersedes any previous MOU’s between the Local Program and the Colorado Main Street Program. It may be revised only with the approval of



Appendix E: Sample Memorandum of Understanding for Candidate Communities

the DOLA Main Street Coordinator, the President of the Board for 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 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.
- D. The Colorado Main Street Program Manual is a reference document for this MOU. In the event of a conflict between the MOU and the Colorado Main Street Program Manual, the MOU will take precedence.

III. 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.

IV. 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.

V. 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.

VI. 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.



Appendix E: Sample Memorandum of Understanding for Candidate Communities

BY: _____
Mayor's Signature _____ Date _____

Print Name _____ Community Name _____

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

Print Name _____ Local Program Name _____

BY: _____
DOLA Representative _____ Date _____

Print Name _____ DOLA _____

