



**COLORADO**  
**MAIN★STREET**

**PROGRAM MANUAL**

JUNE 2020



**COLORADO**  
Department of Local Affairs  
Division of Local Government

# COLORADO MAIN STREET ADVISORY BOARD

DiAnn Butler, Economic Development Director, Grand County  
*Downtown Representative*

Jennifer Orrigo Charles, Executive Director, Colorado Preservation, Inc.  
*Preservation Representative*

Christy Costello, Creative District Program Manager, Colorado Creative Industries  
*Office of Economic Development & International Trade*

Morgan Cullen, Legislative & Policy Advocate, Colorado Municipal League  
*Municipal Representative*

Betsy Jacobsen, Bicycle and Pedestrian Planning Section Manager  
*Colorado Department of Transportation*

Stephanie Kobald  
*Main Street Manager*

Jennifer Kovarik, University of Colorado Denver, University Technical Assistance Program  
*Member-at-Large*

Laia Mitchell, Community Development Program Officer, Gates Family Foundation  
*Foundation Representative*

Alan Matlosz, Managing Director, Stifel  
*Public Finance Representative*

Tim Stroh, State Historical Fund Director  
*History Colorado*



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!

# CONTENTS

- MAIN STREET BASICS ..... 1**
- HOW MAIN STREET GETS RESULTS..... 3**
  - MAIN STREET FOUR-POINT APPROACH® .....3
  - GUIDING PRINCIPLES .....3
  - MAIN STREET COMMUNITY TRANSFORMATION STRATEGIES .....4
- BENEFITS OF THE MAIN STREET APPROACH ..... 5**
- COLORADO MAIN STREET PROGRAM SERVICES ..... 6**
- COLORADO MAIN STREET COMMUNITIES ..... 9**
  - ABOUT AFFILIATES .....9
  - PREREQUISITES FOR CANDIDATE, DESIGNATED, AND GRADUATE COMMUNITIES..... 10
  - REQUIREMENTS FOR CANDIDATE, DESIGNATED, AND GRADUATE COMMUNITIES..... 11
- ORGANIZING YOUR MAIN STREET PROGRAM ..... 12**
  - ORGANIZATIONAL TYPES..... 12
  - PROGRAM STRUCTURE..... 12
  - HOW THE FOUR POINTS RELATE TO BOARD AND VOLUNTEER ACTIVITITES ..... 14
- IMPORTANT DATES FOR MAIN STREET COMMUNITIES ..... 15**
- APPENDICES**
  - APPENDIX A: NATIONAL MAIN STREET ACCREDITATION CRITERIA..... 17
  - APPENDIX B: SAMPLE POSITION DESCRIPTIONS FOR BOARD OF DIRECTORS ..... 18
  - APPENDIX C: SAMPLE JOB DESCRIPTION FOR MAIN STREET MANAGER ..... 23
  - APPENDIX D: TIPS FOR MAIN STREET MANAGERS ..... 25
  - APPENDIX E: SAMPLE MEMORANDUM OF UNDERSTANDING FOR CANDIDATE COMMUNITIES ..... 27

*This page intentionally left blank.*

# MAIN STREET BASICS

The Colorado Main Street Program offers support for community-led downtown revitalization. We help communities thrive by providing a customizable framework to focus efforts, energy, and resources to create a more vibrant community.

Proven revitalization strategies and organization help communities identify and leverage opportunities and resources.

By focusing on current community strengths and assets, the Colorado Main Street Program is a catalyst to move you forward, one step at a time.

## THE COLORADO MAIN STREET PROGRAM IS

### **Customizable**

- Framework to help focus your efforts, not a specific list of tasks for completion
- Support to create a roadmap that builds on your community's unique strengths
- Leverage current leaders and efforts to build a sustainable foundation
- Action items evolve as your community needs change

### **Accessible**

- Start small based on capacity, and then work through an incremental process
- Support and trainings are available at every step along the way

### **Holistic**

- Align community assets, volunteers, and support to work toward a common goal
- Ongoing series of initiatives builds community support and create lasting progress
- A full suite of support services to revitalize your downtown

The Colorado 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. DOLA 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.

## HISTORY OF THE MAIN STREET PROGRAM



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<sup>®</sup> 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 1,600 communities - a movement that has spurred more than \$79 billion in reinvestment in traditional commercial districts, generated an average of \$26.49 locally for each public dollar invested, led to a net gain of 143,613 new businesses, 640,017 new jobs, and 284,935 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 from 1982 to 1985. Delta, Durango, Grand Junction, Manitou Springs and Sterling were Colorado's Main Street communities in the initial program. DOLA 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.

In 2011, DOLA once again became the administrator of the program with a generous grant from the History Colorado State Historical Fund. 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.

# HOW MAIN STREET GETS RESULTS

## MAIN STREET FOUR-POINT APPROACH®

**ORGANIZATION** gets everyone working toward the same goal and assembles the appropriate human and financial resources to implement a Main Street revitalization program.

- A governing board, volunteers, and specific project committees for a volunteer-driven program.
- A paid Main Street Manager supports and coordinates volunteers, dividing the workload and delineating responsibilities, which builds consensus and cooperation among 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.

- Market unique characteristics (through advertising, media relations, retail promotional activity, special events and marketing campaigns) with an effective promotional strategy forges a positive image.
- Improve consumer confidence and encourage commercial activity and investment by identifying and appealing to market niches.

**DESIGN** puts Main Street into top physical shape.

- Capitalize on assets — such as historic buildings and pedestrian-oriented streets.
- Create an inviting atmosphere (attractive window displays, well-managed parking areas, building improvements, street furniture, signs, sidewalks, lights and landscaping)
- Instill good maintenance practices
- Enhance the physical appearance 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 to create jobs and to respond to today's consumers' needs, and to boost the profitability and sales tax revenue of the district.

- Sharpen competitiveness of existing business owners
- Foster entrepreneurial start-ups and expansions
- Recruit compatible new businesses and new economic uses.
- Convert unused or underused commercial space into economically productive property.

## GUIDING PRINCIPLES

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

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

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

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

**Capitalizing on Existing Assets:** Recognizing and making the best use of unique offerings 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.



## **MAIN STREET COMMUNITY TRANSFORMATION STRATEGIES**

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 based on the community vision and an understanding of the market, and should lead to outcomes both quantitative and qualitative.

These strategies unite the Four Points of Organization, Design, Promotion, and Economic Vitality. With transformational strategies in place, the Main Street organization can assess what activities, resources, and people-power will be necessary to bring them to life with the Four Points. 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.

For example, a community may decide that it wants to capitalize on its agricultural heritage. As a transformational strategy, that Main Street may work with local restaurants to develop farm-to-table concepts (Organization), create events such as an antique tractor show and sugar beet bowling (Promotion), and build a community garden in downtown (Design).

### **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 identifying 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. Some Strategies may be more easily achievable in the short-term, while others are more aspirational and will require long-term, dedicated effort. 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 results that can only come from completing projects. Short- 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 opened, and buildings being rehabilitated are examples of metrics of success. Any strategy should be thought of as a way to support the community's vision with meaningful, measurable outcomes (not outputs).



# BENEFITS OF THE MAIN STREET APPROACH

The Colorado Main Street program is customizable, accessible, and holistic. Communities in the program who practice the Main Street Four-Point Approach® and embrace the eight principles reap benefits.



**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.** New construction requires many resources, and 30 percent of solid waste in landfills is from demolition of old buildings. It is often said that the greenest building is the one that does not have to be built. Rehabilitating and reusing 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 (Joe Minicozzi, Urban3 LLC, for the Sonoran Institute). A vibrant downtown attracts not just locals, but regional shoppers and tourists – and sales tax revenue – to your jurisdiction.



**PUBLIC 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.** Decisions on zoning, land use, and commercial sprawl impacts the health of downtown. Local government is the keeper of public lands, buildings, streetscape, and infrastructure, so community consensus is important.



**DOWNTOWN DEVELOPMENT & INDUSTRIAL DEVELOPMENT.** 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.** 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.** 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 residents. It is the face you project to visitors, investors, and yourselves. The reputation of your community is based on the condition of your downtown.

# COLORADO MAIN STREET PROGRAM SERVICES

The following is a list of services provided 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.

## AVAILABLE TO ANY COLORADO COMMUNITY

### TRAINING: MAIN STREET 101

Colorado Main Street staff can host a conference call or webinar with, or 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 members would attend the meeting and arrive having viewed the information available on the Colorado Main Street website and provided in advance by staff.

### COMMUNICATIONS: NEWSLETTER

Colorado Main Street emails a quarterly newsletter of best practices, community highlights, and tips and ideas for downtown revitalization. [Contact Colorado Main Street staff](#) to be added to the list.

### COMMUNICATIONS: SOCIAL MEDIA

Colorado Main Street hosts a [Facebook page](#) to publicize events, trainings, interesting articles, and more. Find us at Colorado Main Street and [@COMainSt](#).

The Department of Local Affairs also has a Twitter account ([@COLocalAffairs](#)) that frequently features news and updates from the Colorado Main Street program.

### ONLINE

Numerous resources for Main Street communities, including this manual, are available on the Colorado Main Street website, [www.colorado.gov/pacific/dola/main-street-resources](http://www.colorado.gov/pacific/dola/main-street-resources). A few of these include:

Webinars on various topics related the Main Street Approach, such as:

- [Basics of each of the Four Points](#)

- Organization ([communications](#), establishing [nonprofit](#) and [special district](#) entities, etc.)

- Promotion ([marketing](#), [customer experience](#))

- Economic Vitality ([Small Business Development Centers](#))

- Design ([walkability](#), [tax credits](#), etc.)

Toolkits ([www.colorado.gov/pacific/dola/main-street-toolkits](http://www.colorado.gov/pacific/dola/main-street-toolkits))

- [Colorado Downtown Streets](#)

- [Board of Directors Best Practices](#)

- [Volunteer engagement](#)

- [Community Building and Partnerships](#)

- [Key Messages and Communications](#)

Tools for Main Street Managers Only

- Quarterly reporting guides, templates, and more

- [Mini-grant application](#)

- [Work plan template](#)

- [Architectural assistance request](#)

Other Resources

- [Understanding Certified Local Governments in Colorado](#)

- [2017 Colorado Main Street Year In Review](#)

- [Anatomy of a Main Street Building](#)

## AVAILABLE TO AFFILIATES AND COLORADO MAIN STREET COMMUNITIES

### **TRAINING: QUARTERLY MAIN STREET WEBINARS**

Each quarterly Main Street webinar covers a topic within one of the four points. Colorado Main Street staff, board members, and volunteers are welcome to attend.

## AVAILABLE TO CANDIDATE COMMUNITIES

### **TRAINING: ACTIVATION VISIT**

Main Street staff conduct an activation visit with communities that enter the program at the Candidate level to get the community started in its Main Street efforts with a solid foundation. By the end of the activation visit, the manager, board, and community stakeholders should have a basic understanding of what the Main Street program is and why it is important, and be able to begin identifying transformational strategies and developing an annual work plan to guide their future efforts.

## AVAILABLE TO CANDIDATE, DESIGNATED, AND GRADUATE COMMUNITIES

### **NONCOMPETITIVE MINI-GRANTS**

Colorado Main Street offers noncompetitive mini-grants to our Candidate, Designated, and Graduate communities based on available funding each state fiscal year. These funds, which require a 25 percent match, may be used only for planning, training, and physical improvements (not for operational costs). The funded project must be listed on the community's submitted annual work plan, and be consistent with its strategic plan. Applications are filled out online.

### **CONSULTING FUNDS**

Each year, Colorado Main Street offers consulting funds based on available funding each state fiscal year. These funds, which do not require a match, should be used to complete unfulfilled requirements of a community's current tier or to make progress on prerequisites to move to the next tier. The funded project must be consistent with the community's submitted annual work plan and strategic plan. Main Street Program staff will work with each community to determine project needs based on tier status and annual work plans. Colorado Main Street pre-qualifies consultants to undertake identified projects and administers the contracts.

### **SCHOLARSHIPS**

Based on available funding, the Colorado Main Street program offers scholarships to communities. The scholarship must be used for the manager to attend the Main Street Manager Summit, and for at least one representative from the community (the manager, a board member, elected official, or dedicated volunteer) to attend the National Main Street Conference. Any remaining funds may be used to pay for additional Main Street-related training as appropriate.

### **TRAINING: MAIN STREET MANAGER SUMMIT**

The Main Street Summit is a gathering of Colorado Main Street managers and provides an opportunity to learn from peers, discuss available resources, and learn current best practices.

### **TRAINING: BOARD AND/OR NEW MANAGER ORIENTATION**

Orientation to the Colorado Main Street Program helps new Main Street board members and managers to fully understand the mission and requirements of the program. When a new community enters the program, an existing Main Street community has significant turnover in its board, or a new Main Street manager is hired, Colorado Main Street staff can provide an orientation to go over the program requirements, services, and overall mission.

### **ANNUAL VISITS**

Each year, Colorado Main Street staff visits all local programs, including new communities, to ensure they continue to build capacity and progress through the tiers of the statewide program. Colorado Main Street Program staff will review the memorandum of understanding (MOU), quarterly reporting requirements, and progress in completing prerequisites for advancing to the next program tier. This process helps to determine projects where volunteers and contractors can best be utilized, as well as inform the potential use for the next year's mini-grant.

## **REACTIVATION VISIT**

When a local Main Street program is identified as needing additional support to succeed, a reactivation visit can be arranged. The reactivation team is a combination of Colorado Main Street staff and/or consultants based on the needs of the community. The team works with the local program to determine the appropriate timing and scope of the visit (most visits are between one and two days). The general intent is to reinvigorate the manager, board, and community stakeholders with a solid understanding of what the Main Street program is and why it is important, as well as create a roadmap for future efforts so the community can advance in the program.

## **MONTHLY MAIN STREET MANAGER'S THINK TANKS**

Think Tanks are conference calls jointly hosted by Colorado Main Street staff and a rotating Main Street manager. These calls provide a venue for Main Street managers to discuss issues, best practices, upcoming events, and more.

## **MANAGERS' LISTSERV**

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

## **TECHNICAL ASSISTANCE AS RELATED TO MAIN STREET WORK PLANS**

The Colorado Main Street Program provides training and technical assistance as requested and as resources are available to help with a community's strategic plan, transformational strategies, and/or work plan. These services can be provided by Colorado Main Street staff or consultants, depending on the nature and urgency of the need.

## **PRESERVATION ARCHITECTURAL SERVICES**

The State Historical Fund provides a grant to fund a Colorado Main Street architect. The architect can help the local government and private property owners with historic buildings upon request. See the [Architectural Assistance Request form](#) on the Colorado Main Street website for more information.

## **AVAILABLE TO DESIGNATED AND GRADUATE COMMUNITIES**

### **ROAD SIGNS**

Highway signs with the Colorado Main Street logo are available to help identify your community as part of the Main Street network and a great place to visit. The local program suggests locations along the entryways to its Main Street district and the Colorado Department of Transportation (CDOT) installs the signs.

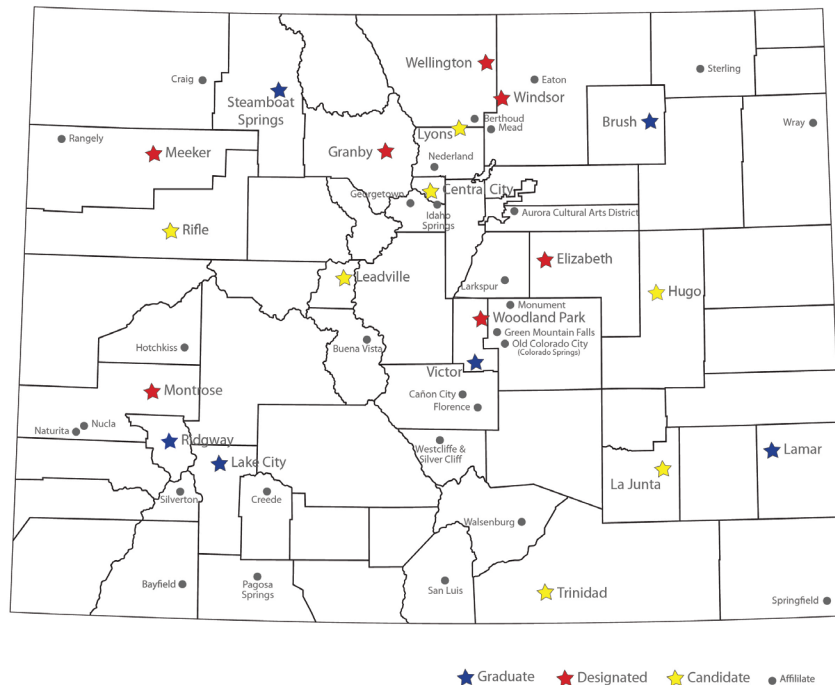
# COLORADO MAIN STREET COMMUNITIES

The Colorado Main Street Program has three tiers (Candidate, Designated, and Graduate) to help communities build capacity as they work toward downtown revitalization. Each local program sets a vision for its community and consistently works toward achieving that vision. Colorado Main Street staff provides technical assistance, training, and small financial grants to help communities work toward these prerequisites and requirements.

The program also offers an Affiliate option, which is open to all Colorado cities and towns and does not have many prerequisites and requirements.



## Main Street Communities



### ABOUT AFFILIATES

Affiliate communities may be on their way toward becoming Candidate Main Street communities, or simply want to connect to the Main Street network. A community may remain an Affiliate as long as it desires, but is not considered an official Main Street community until it is accepted as a Candidate community.

There are no prerequisites (other than interest and applying) or requirements to become an Affiliate of the Colorado Main Street Program.

**Deadline:** Applications are accepted on a rolling basis.

**Timeline:** Colorado Main Street staff will review your application and notify you within four weeks.

**Questions?** Contact Colorado Main Street staff to discuss benefits and for help with the application.

## PREREQUISITES FOR CANDIDATE, DESIGNATED, AND GRADUATE COMMUNITIES

**CANDIDATES** *focus on structure to establish a lasting local Main Street program.*

Steering committee or board of directors.

Volunteers and staff attend trainings, read information, and view introductory webinars on the Colorado Main Street website.

Have a dedicated champion and point of contact for communications.

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

Community awareness of the Main Street program. (Ideas to promote community awareness: partnerships, public meetings, brochure or handout, newsletter or website, and social media.)

Support from the public and private sectors, including a local government resolution and three letters of support from community organizations.

**DESIGNATED** *have a solid foundation in place to run an effective Main Street program.*

Active board of directors.

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

Formalize local program structure.

A multi-year strategic plan that addresses the community's vision and incorporates at least one transformational strategy as well as the Four-Point Approach that is updated every five years.

Mission and vision statements.

Paid professional manager dedicated to the local Main Street program (can be part-time), and formal system for annual evaluation.

Funding plan and adequate operating budget.

Main Street district boundary and map (historic, commercial, walkable downtown).

Member of the National Main Street Center meeting the National Accreditation Standards of Performance.

Program of ongoing training for staff and volunteers.

Volunteer base and begin to develop a system for managing, recruiting, retaining, and thanking.

Website for program.

Attend/host a Certified Local Government training to learn about the program and how it may help your community.

Developing historic building inventories and identifying historic assets.

Basic business inventory of Main Street district (business types, contact information, number of employees, etc.).

Basic building/property inventory of Main Street district (ownership patterns, building conditions, vacancies, building square footage, use, average rents, and more).

**GRADUATE** *serve as an example for local programs statewide.*

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

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

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

Multi-year strategic plan that addresses the community's vision and incorporates the Four Points with transformational strategies that are reflected in the annual work plan; updated every five years.

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

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

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

## REQUIREMENTS FOR CANDIDATE, DESIGNATED, AND GRADUATE COMMUNITIES

Colorado Main Street staff will provide and or organize some of these requirements. These requirements are incorporated into your memorandum of understanding (MOU).

	CANDIDATE	DESIGNATED	GRADUATE
Maintain the prerequisites above	X	X	X
Establish support and participation of the local government	X	X	X
Attend quarterly Main Street trainings, the annual Main Street Summit, and annual National Main Street Conference (Local program managers, board members, and/or volunteers must attend two of four quarterly training webinars per year, as well as the National Conference Local program managers must attend the Summit)	X	X	X
Attend additional trainings (Local program managers, board members, and/or volunteers are required to collectively attend at least two trainings per year in addition to the required quarterly trainings)	X	X	X
Host an annual visit	X	X	X
Sign and maintain compliance with a memorandum of understanding (MOU) with DOLA	X	X	X
Demonstrate a strong historic preservation ethic (see Appendix A)	X	X	X
Submit quarterly reports and reinvestment statistics	X	X	X
Identify transformation strategies and submit an annual work plan that is coordinated with your municipality	X	X	X
Follow the National Main Street Approach and complete an annual self-evaluation of performance on the 10 national accreditation standards (see appendix A)	X	X	X
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	X	X	X
Host an annual board retreat, potentially for strategic planning		X	X
Have a paid professional manager			X
Have an active board of directors			X
Provide mentorship to Candidate and Designated Main Street communities			X

### TO APPLY

- CANDIDATE applications are due Feb. 15 and Sept. 15. The applications is available on the Colorado Main Street website. Applicants are encouraged to become Affiliate prior to applying to be a Candidate, and to work with Colorado Main Street staff to ensure your community is a good fit.
- DESIGNATED and GRADUATE applications are accepted on a rolling basis; however, to receive the full financial benefits of the status, consider applying in March to meet the May 1 cutoff for budgeting. Applications to become a Designated or Graduate Main Street community are based upon community desire, completion of prerequisites, and recommendation from Colorado Main Street staff. Please contact staff for the application.

Colorado Main Steet straff and the Colorado Main Street Advisory Board review each application for Canidate, Designated, and Graduate status; recommendations are then given to the executive director of DOLA to make the final decision. Once the decision is finalized, you will receive notifcation.

Contact Colorado Main Street staff to discuss benefits and for help with the application.



# 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 over time. Some typical organizing structures include:

### NONPROFIT

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 [two recorded webinars](#) on its website on choosing, attaining and maintaining nonprofit status. All nonprofits are governed by a board of directors, must adopt bylaws, and must comply with financial reporting requirements.

### EMBEDDED IN ANOTHER ORGANIZATION

A Main Street program may be embedded in another organization, such as an economic development corporation, local government, or Downtown Development Authority (DDA). In this case, the Main Street program should have its own advisory board to over Main Street activities, and should have its own budget and sources of revenue. In some cases, the umbrella organization's board may serve as the Main Street board, but working groups should be developed to work specifically on the Main Street program.

### CHAMBER-BASED

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 either by 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.

### COALITION

In some cases, a Main Street program may be a coalition of more than one organization, such as an existing merchants' group serving as the Promotion point for a DDA 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 organizational structure, there is one recommended organizational model: 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. Main Street boards often are considered working boards, and members' commitments of time (generally five to 10 hours per month, plus meeting attendance) should be outlined in a position description (see Appendix B). If the program is an independent nonprofit organization, board members will have fiduciary responsibilities.

Board procedures, including election of president and vice president, should be outlined in the adopted bylaws (sample bylaws available from 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 straightforward 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 decisions, such as those 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 nonvoting members. It is generally recommended that boards are kept to a manageable size (no more than nine or 11 members, and smaller is fine) — not every partner need be represented on the board. 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 roll up their sleeves and actively participate in the implementation of the program;
- **wisdom** to further the mission of the local program;
- At least one **worrier** to act as the reality check for the rest of the board;
- **wealth**, and the knowledge of where to get it; and
- Representative and inclusive of the **whole** 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).

The role of each board member is to:

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

To learn more best practices for boards, [visit the Colorado Main Street website](#). For more information on board roles, see Appendix B.

## HOW THE FOUR POINTS RELATE TO BOARD AND VOLUNTEER ACTIVITIES

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

- **fundraising** — from projects and administration, 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;
- **partnering** — with other community organizations; and
- **managing finances** — by establishing and maintaining good accounting principles.

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

- **understanding the changing market** — both potential shoppers and your competition;
- **building on downtown assets** — including people, buildings, location, heritage, and institutions;
- **defining Main Street's market niche** — its unique position in the regional marketplace;
- **creating new image campaigns, retail promotions, and special events** — to lure people to downtown; and
- **marketing the downtown** — through branding, print materials, and online.

**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. Design focuses 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.

**ECONOMIC VITALITY** is about understanding the market, identifying new market opportunities for the district, linking business owners with available assistance, finding new uses for historic commercial or residential buildings, and stimulating investment in private property. Economic Vitality 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.

# IMPORTANT DATES FOR MAIN STREET COMMUNITIES

	Annual Visits to all Main Street Communities	Scheduled between Main Street staff, DOLA regional managers, and local program
	Regional Training	Locations and dates vary
	Think Tank Conference Calls	Last Wednesday of each month
<b>January</b>		
15	Quarter 4 reports due (previous calendar year)	
31	Local Main Street work plan due	
Varies	National Main Street accreditation self-assessment due	
<b>February</b>		
Varies	Colorado Preservation Inc. Saving Places Conference	In Denver
<b>March</b>		
1	Colorado Main Street consulting needs requests due	
Varies	Quarter 1 training	Webinar
Varies	National Main Street Annual Conference	Location varies
<b>April</b>		
1	History Colorado State Historical Fund Grant deadline	Draft grants due 4-6 weeks prior to deadline
15	Quarter 1 reports due	
Varies	Advisory Board Meeting	Review of Candidate applications
Varies	Downtown Colorado Inc. Annual Conference	Location changes each year
<b>May</b>		
All month	Historic Preservation month	
<b>June</b>		
Varies	Quarter 2 training	Webinar
30	End of state fiscal year	All reimbursements, grant, and consulting funds must be spent for year
<b>July</b>		
15	Quarter 2 reports due	
Varies	Advisory Board Meeting	Review of Candidate applications
<b>September</b>		
Varies	Quarter 3 training	Webinar
<b>October</b>		
1	History Colorado State Historical Fund Grant deadline	Draft grants due 4-6 weeks prior to deadline
15	Quarter 3 reports due	
<b>November</b>		
Varies	Main Street Summit	
<b>December</b>		
Varies	Quarter 4 training	Webinar
Varies	Advisory Board Meeting	Review of Candidate application

*This page intentionally left blank.*

# APPENDICES

## APPENDIX A: 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 set by Main Street America 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.

Early each year, Colorado Main Street staff will distribute a self-assessment of the 10 criteria for each community to complete. Staff will follow-up with communities as needed and use completed assessments to recommend status to the National Main Street Center.

### The 10 Standards of Performance

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

For further elaboration on each standard, [click here](#).

## APPENDIX B: SAMPLE POSITION DESCRIPTIONS FOR BOARD OF DIRECTORS

To learn more about the role of the Board of Directors in Main Street organizations, [see the Board Best Practices Toolkit](#).

### 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 Main Street Manager; 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<sup>®</sup> 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.

## **PRESIDENT**

### **Requirements (above and beyond regular board member):**

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 Main Street Manager. He/she assists the Main Street Manager in defining priorities and directions based on the published goals of the organization, Colorado Main Street staff 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 local Main Street program.

### **Major Job Elements:**

- Communication with the board, community, and the Main Street Manager
- 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 Main Street Manager

### **Other Job Elements:**

- Assists the Main Street Manager 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 Main Street manager

### **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:**

- Good leadership, team-building, and management skills
- Strong verbal and written communication skills, including good listening skills
- Flexible and open-minded
- Sensitive to cultural, religious, and ethnic diversity
- Strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them
- Good understanding of the Main Street Approach® and willingness to be an ambassador of the concept
- Realistic understanding of the commitment of time and energy it takes to hold an officer's position
- Ability to facilitate meetings in an open way so that board members can work through differences and come to consensus

## **VICE PRESIDENT**

### **Requirements (above and beyond regular board member):**

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 board 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
- Flexible and open-minded
- Sensitive to cultural, religious, and ethnic diversity
- Strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them
- Good understanding of the Main Street Approach<sup>®</sup> and willingness to be an ambassador of the concept
- Realistic understanding of the commitment of time and energy it takes to hold an officer's position



## **SECRETARY**

### **Requirements (above and beyond regular board member):**

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 “official” copy of minutes for Main Street Manager within two weeks after board meetings
- Maintains these documents in a form that is at all times accessible to board members and the Main Street manager, and that 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
- Flexible and open-minded
- Sensitive to cultural, religious, and ethnic diversity
- Strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them
- Good understanding of the Main Street Approach® and willingness to be an ambassador of the concept
- Realistic understanding of the commitment of time and energy it takes to hold an officer’s position

## **TREASURER**

### **Requirements (above and beyond regular board member):**

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:**

- 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 Main Street manager 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 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:**

- 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:**

- Good understanding of accounting principles and financial management
- Strong verbal and written communication skills, including good listening skills
- Flexible and open-minded
- Sensitive to cultural, religious, and ethnic diversity
- Strong belief in the mission statement and principles guiding a downtown revitalization program and a willingness to support them
- Good understanding of the Main Street Approach<sup>®</sup> and willingness to be an ambassador of the concept

## **APPENDIX C: SAMPLE JOB DESCRIPTION FOR MAIN STREET MANAGER**

### **Anytown Downtown Association**

#### **1. Work Objectives**

The Main Street Manager 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 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 Main Street Manager supervises any necessary temporary or permanent employees, as well as professional consultants. He or she participates in personnel and program evaluations. The Main Street Manager 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 Main Street Manager monitors the annual program budget and maintains financial records.

### **4. Job Knowledge and Skills Required**

The Main Street Manager 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 Main Street Manager 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.

## APPENDIX D: TIPS FOR MAIN STREET MANAGERS

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

### **Main Street is successful because it is all-inclusive and teaches local empowerment.**

It is not the Main Street manager's program. The Main Street manager is the coordinator, facilitator, instigator and communicator, not the sole implementer of the local program.

### **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 managers 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.

### **The Main Street Manager has been hired to orchestrate program efforts.**

Main Street managers should not try to single-handedly implement the activities of the program for the organization.

The Main Street manager does **NOT**:

- Become the fund raiser for Main Street – this is a board responsibility. A Main Street Manager fundraising his or her own salary diminishes his or her credibility.
- Take the minutes at board meetings – this is the secretary's responsibility, or possibly an admin staff;
- Chair, lead or preside over meetings. The board chairs must be capable of conducting effective meetings;
- Write the entire newsletter for the program;
- Voice his or her 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 his or her own paycheck;
- Implement all the activities of the program.

### **Plan for continuity.**

Main Street managers come and go, as do board presidents and volunteers. Each 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 entire program might go with the manager and the community is left to put together the pieces.

### **Maintain communications.**

Main Street managers are instrumental in providing communication to and between the board of directors, volunteers, and business and property owners, as well as partners such as municipal staff, economic development agencies, and nonprofit 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.

### **Balance your time.**

A typical Main Street manager works more than a full-time (or half-time) schedule. Balance volunteer time with private and family life.

### **Volunteers are the lifeblood of a successful Main Street program.**

Respect volunteers, find suitable roles that match their skills and interests, train them, and thank them, and thank them again. Be careful not to burn out volunteers.

- 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.

### **Use sub-committees or temporary task forces to do the work**

Get more people involved for a defined period of time.

## **APPENDIX E: 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;

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 Main Street America™ Program.
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, this Agreement, and the requirements and prerequisites of the tiered program
6. Review annually the Main Street America™ Program accreditation criteria self-evaluation form.
7. Offer Resource Team Visits and Underperforming Community Assessments to Local Programs when needed.
8. Offer and administer scholarships annually based upon available funding each state fiscal year. DOLA will advise the Local Program on procedures and policies.
9. Offer and administer non-competitive mini-grants to the Local Program annually based upon available funding each state fiscal year. 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.
10. Offer and administer funding to hire consultants to complete community identified work plan projects based on available funding.
11. Act as liaison and facilitate communications between the Local Program, DOLA/Colorado Main Street Program, other Main Street communities, state agencies, partners, and the Main Street America™ Program, as they relate to the Local Program.
12. Provide technical assistance to the Local Program as requested and as resources are available. Requested services must be related to the Local Program's work plan.
13. 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 requirements as 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 Main Street 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 annually as provided by DOLA. These can be attended by Local Program managers, staff, board members and/or volunteers.
7. Attend the Main Street Summit annually as provided by DOLA. This should be attended by the Main Street Manager or local point of contact.
8. Attend two additional trainings annually. These can be attended by Local Program managers, staff, board member and/or volunteers.
9. Schedule and attend an activation visit as a first year Candidate community and send any new staff, board members and/or volunteers as desired in subsequent years.
10. Host an annual visit as provided by DOLA.
11. Maintain compliance with this Agreement.
12. Demonstrate a strong historic preservation ethic.
13. Submit quarterly reports and reinvestment statistics on or before deadlines listed in Colorado Main Street Program Manual.
14. Submit an annual work plan that is coordinated with your local municipality on or before the deadline listed in Colorado Main Street Program Manual. Identify and work toward 1-3 Transformation Strategies annually.
15. Follow the National Main Street Approach<sup>®</sup> as recommended by the Main Street America<sup>™</sup> Program and the Colorado Main Street Program.
16. 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.
17. Apply for mini-grant funds on or before the deadline listed in the Colorado Main Street Program Manual.
18. Assist in local arrangements during on-site visits to the community.
19. 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.
20. Sign and submit the applicable Trademark Sublicense Agreement as provided by DOLA if the Local Programs is a Designated Members at the Accredited or Affiliate level of the Main Street America<sup>™</sup> Program.
21. Work on at least one of the prerequisites to become a Designated community each calendar year.

**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.

**II. TERM AND OTHER CONDITIONS**

- A. The term of this Agreement shall begin on [date], and remain in place until the community moves tiers or DOLA changes Colorado Main Street Program requirements.
- B. This Agreement may be amended only with the approval of the DOLA Main Street Coordinator, the President of the Board for the Local Program and the Mayor of the Community.
- C. 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.
- D. 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.

- E. 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.

BY: \_\_\_\_\_  
Mayor's signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Print name

\_\_\_\_\_  
Community name

BY: \_\_\_\_\_  
Local program president/chair's signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Print name

\_\_\_\_\_  
Local program name

BY: \_\_\_\_\_  
DOLA representative's signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Print name

\_\_\_\_\_  
DOLA

