



## MAIN STREET ALLIANCE

**Monday, February 19, 2024 – 5:00 PM**

109 North Kaufman Street, Mount Vernon, Texas 75457

*Our mission: to provide effective and fiscally responsible municipal services in a manner which promotes our high standard of community life.*

*Vision Statement Mount Vernon is a caring community committed to excellence and quality of life, aspiring to be the community of choice for ourselves, our children, and future generations – beautiful, clean, vibrant, and safe. We will strive to preserve our heritage, our friendly hometown atmosphere, and celebrate the diversity of all our citizens.*

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### AGENDA

**Call to Order and announce a quorum is present**

#### **Consent Agenda**

Items on the Consent Agenda are approved by a single action of the Board, with such approval applicable to all items appearing on the Consent Agenda. A Board Member may request any item to be removed from the Consent Agenda and considered as a separate item.

1. Minutes 1/15/2024  
January 2024 financials

#### **Action Items**

2. Consider and act upon approval of Transformation Strategy for Main Street Program.  
Farmer's Market relocation/metal canopy  
Wall around square  
Little Creek Park-food truck area, Amphitheater, tennis/pickleball court, new restrooms  
Food is our draw right now, that doesn't mean we can't change to retail or add retail  
#great food #great people #great parking

<https://www.mainstreet.org/ourwork/theapproach>

<https://www.fortworthtexas.gov/departments/econdev/revitalization/main-street>

#### **Discussion Items (no action will be taken)**

Monthly Committee Meetings - one group per month  
Plan for MS moving forward  
All School Reunion

**Committee Reports**

Organization - Gay, Ketrell, Morgan

Economic Vitality - Bonnie, Morgan

Design - Gay, Bonnie, Crystal

Promotions - Crystal, Ketrell, Pam

**Manager Update**

Training completed -Texas Downtown and THC

Meeting Theresa Brown about communication

Event update:

TABC

Vendor Communication

SWAG Bags/collecting of items

Updates on Electricity in park and FM

**Adjournment**

/s/ Ketrell Taylor  
**Ketrell Taylor - President**

**ATTEST**

/s/ Kathy Lovier  
**Kathy Lovier - City Secretary**  
**Posted February 16, 2024 @ 4pm**



## **MAIN STREET ALLIANCE RESCHEDULED**

**Monday, January 22, 2024 – 5:00 PM**

109 North Kaufman Street, Mount Vernon, Texas 75457

*Our mission: to provide effective and fiscally responsible municipal services in a manner which promotes our high standard of community life.*

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### **MINUTES**

#### **Call to Order and announce a quorum is present**

President Taylor called the meeting to order at 5:20 p.m. and announced a quorum present.

#### **PRESENT**

Board Chair Ketrell Taylor  
Board Secretary Gay Travis  
Board Member Crystal Copeland  
Board Member Bonnie McAllister  
Board Vice Chair Pam Barnard  
City Secretary Kathy Lovier

ABSENT: Board Member Morgan Hyman

VISITORS: Brad Hyman, Mayor, Theresa Brown Chamber of Commerce, Ginger Trampus Community Events Committee

#### **Consent Agenda**

1. Minutes 11/20/2023  
November and December, 2023 financials

Motion made by Board Secretary Travis, Seconded by Board Member McAllister.

Voting Yea: Board Chair Taylor, Board Secretary Travis, Board Member Copeland, Board Member McAllister, Board Vice Chair Barnard

#### **Discussion Items (no action will be taken)**

Training slides for accreditation and evaluation

The board reviewed the attached slides prior to the meeting and all agreed we would later watch the video presentation.

Farmers Market will be moved to Thursday evening 5 pm to 8pm, May through July (if participants want to continue the board is completely okay with that), down to the new property behind Alliance Bank. We will be charging a booth fee this year. We are moving forward with the metal canopy over the top. Electricity and lighting are already complete.

Spring Event- Totally Eclipsed. President Taylor addressed the ever evolving event reporting there will be concerts in the park Friday and Saturday night, Franklin County Sheriff's Posse will be doing a Saturday evening ranch hand invitational rodeo with a chili cook-off from the local ISD Ag Departments, chili will be sold at the rodeo, cruise Mt Vernon is evolving into discover Mt Vernon due to the possibility of congested roadways, downtown on the square all day Saturday will be vendors, in the park will be food trucks and bounce houses, possibly the splash pad can be opened as well. Every committee in town is really pulling together to pull this event off.

The Self Assessment Reporting is due in one week. City Secretary will complete what information can be sent in.

### **Committee Reports**

No reports

### **Manager Update**

The new Main Street page will be up shortly on the City's website.

### **Adjournment**

Motion made by Board Secretary Travis to close the meeting at 6:10 p.m., Seconded by Board Member McAllister. Voting Yea: Board Chair Taylor, Board Secretary Travis, Board Member Copeland, Board Member McAllister, Board Vice Chair Barnard

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**Ketrell Taylor - President**

**ATTEST**

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**Kathy Lovier - City Secretary**

CITY OF MOUNT VERNON  
 REVENUE & EXPENSE REPORT (UNAUDITED)  
 AS OF: JANUARY 31ST, 2024

Item 1.

01 -GENERAL FUND  
 DEPARTMENT -M150 Main Street  
 DEPARTMENTAL EXPENDITURES

REVENUES	CURRENT BUDGET	CURRENT PERIOD	YEAR TO DATE ACTUAL	TOTAL ENCUMBERED	BUDGET BALANCE	% YTD BUDGET
5150.001 WAGES	37,949	0.00	0.00	0.00	37,949.72	0.00
5150.003 PROMOTIONAL	8,000	0.00	0.00	0.00	8,000.00	0.00
5150.004 POSTAGE	50	0.00	0.00	0.00	50.00	0.00
5150.005 DUES/SUBSCRIPTIONS	2,000	0.00	0.00	0.00	2,000.00	0.00
5150.006 COMPUTER/TECH	2,000	132.86	2,382.20	0.00	382.20	119.11
5150.007 SIGN GRANT	0	0.00	312.33	0.00	312.33	0.00
5150.008 MAIN STREET EVENTS	8,000	0.00	0.00	0.00	8,000.00	0.00
5150.009 SPECIAL PROJECTS	1,000	0.00	434.00	0.00	566.00	43.40
5150.025 UNEMPLOYMENT EXP (TEC)	300	0.00	0.00	0.00	300.00	0.00
5150.032 SOCIAL SECURITY (FICA)	2,353	0.00	0.00	0.00	2,352.82	0.00
5150.033 MEDICARE	550	0.00	0.00	0.00	550.26	0.00
5150.034 TML INSURANCE	13,470	0.00	0.00	0.00	13,470.00	0.00
5150.035 RETIREMENT (TMRS)	3,518	0.00	0.00	0.00	3,517.85	0.00
5150.037 TELEPHONE	600	56.01	227.26	0.00	372.74	37.88
5150.039 OVERTIME	0	0.00	0.00	0.00	0.00	0.00
5150.042 SCHOOL/TRAINING/TRAVEL	4,500	0.00	0.00	0.00	4,500.00	0.00
5150.044 SUPPLIES	700	0.00	10.03	0.00	699.97	1.43
5150.053 LONGEVITY	0	0.00	0.00	0.00	0.00	0.00
TOTAL 150 Main Street	84,990	189.87	3,365.82	0.00	81,623.83	3.96



## THE MAIN STREET AMERICA EVALUATION FRAMEWORK

COMMUNITY SELF-ASSESSMENT TOOL - *Version 2.0 - August 2022*

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## COMMUNITY SELF-ASSESSMENT TOOL

For over 40 years, Main Street programs across the country have used the Main Street Approach™ to support revitalization and catalyze positive transformation of their downtowns and neighborhood commercial corridors. Through grassroots leadership, partnership building, community engagement, and a commitment to holistic preservation-based economic development, thousands of Affiliate and Accredited Main Street programs have created lasting impact for their local economies and communities as a whole.

### AN EMPOWERING MODEL FOR REVITALIZATION

The new Main Street America Evaluation Framework, developed by Main Street America (MSA) in close partnership with Main Street Coordinating Programs, outlines what it means to be a highly successful Main Street program and sets a path for growth and development for newer programs. Depending on achievement, score, and maturity, programs will either be designated as Affiliate or Accredited.

Annual program assessments are an important opportunity for local Main Street leaders, volunteers, partners, and Coordinating Programs to come together to reflect on the progress of a program's efforts and identify opportunities to build and grow.

The following Self-Assessment has been developed as a tool to help Main Street leaders recognize how their program's efforts already align with the new standards and identify areas for deeper focus and prioritization. The tool will also serve as a basis for local leaders to work with their Coordinating Program on identifying areas for capacity building, program development, and training needs. This process will also inform Main Street America on our network's strengths, greatest needs and opportunities.

**We encourage you to look at this tool as a working model** – one that will adapt and grow as we test it in the field before full implementation at the end of 2023. We invite you to be in close communication with Main Street America staff and your Coordinating Program to explore how these new standards and measures are working for your organization, what might be missing or unclear, and how Main Street America can support your efforts.

#### WHO SHOULD USE THIS TOOL

- Currently and previously Accredited programs.
- Affiliate-level programs wanting to become Accredited in the future.
- New communities seeking guidance in establishing a strong foundation for their revitalization programs with the vision of being designated as Affiliate or Accredited in the future.

#### WHEN TO USE THIS TOOL

- Get started now! There's a lot of content to dig in to, but by reviewing this tool regularly you will have plenty of time to familiarize yourself with these new Standards and Indicators before we move to full integration by the end of 2023.
- Consider dedicating time at each of your board and committees' meetings to become more familiar with the new Standards (we'll be providing discussion guides to help frame these conversations).

## HOW GRADING WORKS

Within each Standard in the new Self-Assessment Tool, score yourself on the Indicators listed based on a scale of 1-5. Each number represents the following:

1	2	3	4	5
Not being addressed.	Minimal work but needs more effort.	Evidence of satisfactory progress.	Has achieved success within this indicator	Outstanding achievement. One that other programs could replicate.

For each Indicator, we encourage communities to explore areas of strength and opportunities for growth by discussing:

- What actions and next steps can you take to strengthen your efforts?
- How can you build upon your work or take it to the next level?

The Self-Assessment Tool provides examples of how Main Street programs can meet each Standard. These example activities are not an exhaustive or prescriptive list, rather are included to provide guidance and inspiration. Programs are invited to count these and other related activities towards each Indicator.

After you complete you Community Self-Assessment, your Coordinator will review and provide their own score and feedback. **Communities will need to average at least three (3) points per Standard to achieve Accreditation.** Please use [this Community Assessment Worksheet](#) to evaluate your program's progress.

## BASELINE REQUIREMENTS

As detailed within the tool, some indicators are required as important baseline (starting point) for a program to qualify for Accreditation. **The current Baseline Requirements are:**

- A Board of Directors formed by a representative base of the district stakeholders and community members, dedicated to leading the district's Main Street program.
- Communities over 5,000 in population must employ a FTE program director. Communities under 5,000 in population must employ a 20-hour minimum per week program director.
- Identified Transformation Strategy to direct the work of the program, based on community input and market understanding.
- Detailed work plans aligned with the selected Transformation Strategy that outline programming across the Main Street Four Points. Work plans include: the project, expected (measurable) outcomes, specific tasks needed to accomplish the project, assignments of those tasks showing volunteer and staff responsibilities, timelines, and budgets.
- A dedicated budget for the district's revitalization programming and the Main Street program's operations.
- Demonstrated support from municipality for the Main Street program. This can include leadership participation, funding, in-kind donations, and philosophical support.
- Reinvestment statistics reported as required by Coordinating Program (monthly, quarterly, or annually).
- Be a member in good standing with Main Street America and use the Main Street America logo on its webpage and/or social media as well as the Coordinating Program logo.

**Local Programs that do not meet these baseline requirements are not eligible for Accreditation from Main Street America, though they may qualify for designation at the Affiliate level.**



## BROAD-BASED COMMUNITY COMMITMENT TO REVITALIZATION

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

### FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Partnerships and Collaborations, II) District and Community Outreach, and III) Communication and Public Relations.**

### KEY INDICATORS

The following Indicators provide important guidance on how Main Street programs, the public sector, district stakeholders, and the community at large can work together to develop strong partnerships and collaborations. Each Indicator includes examples of the types of activities that a program may use to achieve these goals.

#### I. PARTNERSHIPS AND COLLABORATIONS

**INDICATOR I:** Main Street has developed partnerships and collaborations with local governments that demonstrate shared responsibilities for the district's revitalization and its program. Examples of how these partnerships are demonstrated include:

- a. Participation in strategy development and planning.
- b. Collaborations in the implementation of programming or work plans.
- c. Monetary and non-monetary resources for the Main Street program.
- d. Engagement of elected officials and/or staff in the Main Street program Board and committees.
- e. Promoting the district revitalization and their partnership with Main Street.

**INDICATOR II:** Main Street has developed partnerships and collaborations with both nonprofit organizations and private sector entities that demonstrate shared responsibilities for the district's revitalization and its program. Examples of how these partnerships are demonstrated include:

- a. Participation in strategy development and planning.
- b. Collaborations in the implementation of programming or work plans.
- c. Monetary and non-monetary resources for the Main Street program.
- d. Engagement with the Main Street program Board and committees.
- e. Promoting district revitalization and their partnership with Main Street.

## II. DISTRICT AND COMMUNITY OUTREACH

**INDICATOR I:** Main Street has expanded its reach to connect and engage with all sectors of the community (businesses, property owners, workforce, other organizations, residents). Examples of how outreach efforts are demonstrated include:

- a. A variety of communication tools (online and printed materials) used to reach a broad group of district stakeholders.
- b. Workplans that outline how planned activities intend to reach all members of the community.
- c. Main Street bringing the district and community stakeholders together for input gathering, information sharing, etc. at least once a year.

## III. COMMUNICATION AND PUBLIC RELATIONS

**INDICATOR I:** Main Street has maintained communication and implemented public relations that inform and educate the community and district stakeholders about the district and the Main Street program. Examples of how these efforts are demonstrated include:

- a. The program's external marketing (online, printed, social media, etc.) clearly promotes the role and impact of the Main Street program.
- b. Main Street's leadership and staff are actively engaged in public relations activities that educate, build awareness, and promote the Main Street program.
- c. Main Street highlights positive stories about the district through a variety of media tools.

**INDICATOR II:** Main Street has maintained communication and implemented public relations that inform and educate the public sector or local government about the district and the Main Street program. Examples of how these efforts are demonstrated include:

- a. Main Street meets with local government officials or attends council meetings to share progress and impact (at least every quarter).
- b. Main Street invites participation of local government officials and staff to meetings and encourages visits to the district and programming activities.

**INDICATOR III:** Main Street has promoted the district's positive image, brand identity, and assets. Examples of how these efforts are demonstrated include:

- a. A distinctive brand has been created and implemented for the district.
- b. A distinctive brand has been created and implemented for the organization.
- c. Social media platforms are used to promote the value of the district and the Main Street program.
- d. An annual report is produced noting successes across the Four Points.

## INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY

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

### FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Inclusive Organizational Culture and Diverse Volunteer Engagement, II) Active Board Leadership and Supporting Volunteer Base, III) Professional Staff Management, and IV) Effective Operational Structure**

### KEY INDICATORS

The following Indicators provide important guidelines on how Main Street programs can become proactive and effective agents for inclusive community engagement and leadership development, ensuring that the investment of time and talents is a rewarding experience. Each Indicator includes examples of the types of activities that a program may use to achieve these goals.

#### I. INCLUSIVE ORGANIZATIONAL CULTURE AND DIVERSE VOLUNTEER ENGAGEMENT

**INDICATOR I:** The Main Street organization has demonstrated its commitment to diverse, inclusive, and equitable district and community engagement. Examples of how these efforts are demonstrated include:

- a. The organization's stated mission and core values show a commitment to engaging all sectors of the community it serves.
- b. Internal and external messaging promotes that Main Street has a place for everyone in the community and that diverse engagement is welcomed and valued. Communication tools address language barriers as appropriate.
- c. Work plans and programming activities address accessibility and inclusive design for all community members.
- d. The organization's policies address equitable access for all district and community stakeholders in the organization's leadership structure (Board and committees) as well as in specific projects and activities.

**INDICATOR II:** The Main Street organization has implemented an inclusive volunteer program that demonstrates the capacity to implement approved annual work plans and programming for the district. Examples of how these efforts are demonstrated include:

- a. Clearly outlined volunteer needs for approved work plans or programming activities are in place and promoted broadly.
- b. A proactive effort to recruit diverse volunteers representing the entire community in a culturally competent way.
- c. Active volunteer coordination throughout the year that ensures attention to thoughtful placement, rotation, and retention of new and existing volunteers within the organization.
- d. Initiatives, activities, or events are taking place throughout the year to recognize and/or demonstrate appreciation for Main Street volunteers.
- e. Volunteers at all levels have access to and receive appropriate orientation, trainings, and leadership development throughout the year.

**INDICATOR III:** The Main Street Board of Directors is formed with a diverse and balanced representation of district and community stakeholders. The following participation is recommended:

- a. District business owners
- b. District property owners
- c. District and community residents
- d. Community businesses/corporations
- e. Institutions (schools, universities, foundations, nonprofits, government)

**INDICATOR IV:** The Main Street organization has developed a leadership base (Board, staff, committee members, and volunteers) that reflects the district and the community it serves. The leadership base should be open, inclusive, and representative of the entire community, taking into account a broad range of dimensions of diversity, including race, age, ethnicity, gender, education, physical and mental ability, veteran status, and income level. The program should take proactive measures to ensure under-represented groups are included as part of Main Street's leadership base.

- a. Looking at the community's most recent population data, Main Street leadership base reflects a balanced level of participation of all age groups.
- b. Looking at the community's most recent population data, the Main Street leadership base reflects the racial and ethnic diversity of the community,
- c. Looking at the community's most recent population data, the Main Street leadership base reflects gender balance.
- d. Considering the Main Street Approach, the organization's leadership base demonstrates a wide range of skills, experiences, and perspectives.

## II. ACTIVE BOARD LEADERSHIP AND SUPPORTING VOLUNTEER BASE

**INDICATOR I\*:** Board members have demonstrated active engagement in the Main Street program throughout the year. Ideally, 100 percent but no less than 75 percent of Board members have:

- a. Attended Board meetings 75 percent of the time throughout the year.
- b. New Board members participated in Board orientation and existing Board members participated in at least one training offered by the Coordinating Program.
- c. Played an active role on the Board by leading a committee, a task force, or key initiative.
- d. Advocated for the program and the district within the community, in coordination with Main Street staff and the rest of the Board.

***\*Meeting this Indicator is a requirement and must be met to achieve Accreditation.***

**INDICATOR II:** Board members have demonstrated active leadership and support to ensuring the program is appropriately funded to meet its operational responsibilities and programming goals. Ideally, 100 percent but no less than 75 percent of Board members have:

- a. Made a personal financial investment in the program.
- b. Participated in the development of fundraising goals.
- c. Led or participated in a key fundraising activity of the organization.
- d. Made direct solicitations.
- e. Supported donor relationship, retention, and/or recruitment.

**INDICATOR III:** The Main Street program has developed an active, supporting volunteer structure to ensure capacity to plan and implement the approved work plans. Examples of how these efforts are demonstrated include:

- a. Established committees or teams that follow the program's selected Transformation Strategies, Board's outlined priorities, and/or the Main Street Four Points.
- b. Each volunteer committee or team has an active leader, chair, or co-chairs.
- c. Each volunteer committee has an appropriate number of members to plan the approved number of projects or initiatives it intends to implement. Ideally, there is a leader or champion for every project.
- d. Committees or teams participate in trainings that support their roles at least annually.

### III. PROFESSIONAL STAFF MANAGEMENT

**INDICATOR I\*:** The Main Street organization has maintained the level of professional staff necessary to achieve its mission, goals, and annual work. These efforts are demonstrated by fulfillment of all the following:

- a. The Main Street Program meets the minimum staffing requirements established by the Coordinating program. At a minimum, Main Street America requires part-time staffing for cities under 5,000 population and 1 FTE for cities over 5,000 population.
- b. Main Street staff have job descriptions and defined performance expectations.
- c. Main Street staff participates in trainings required by the Coordinating Program.
- d. Main Street staff participates in professional development offerings provided by Main Street America, Coordinating Program, etc.
- e. Main Street staff communicates regularly with the Board and specifically with the Board Chair and offers regular monthly reports to the Board.

***\*Meeting this Indicator is a requirement and must be met to achieve Accreditation.***

**INDICATOR II:** The Main Street Board of Directors has managed and provided guidance to its Main Street Director throughout the year. Understanding that organizational formats vary, this is demonstrated by:

- a. The Board, through its Board chair or president provides regular guidance and feedback to the program's director.
- b. A formal performance review process is conducted at least once annually. The Board Executive Committee, with participation of Board members, leads the director's performance review.
- c. The Board ensures that the annual budget provides a competitive compensation package (pay and benefits) and opportunity for appropriate merit increases.
- d. The Board ensures that the annual budget offers staff with professional development and trainings, including travel.
- e. Staff management policies and procedures are in place and reviewed annually. Appropriate procedures ensure clearly established communication lines and roles and responsibilities between Board and staff.
- f. The Board has developed a plan to manage succession or the director's transition and recruitment.

## IV. EFFECTIVE OPERATIONAL STRUCTURE

**INDICATOR I\*:** The Main Street organization has developed appropriate operational and organizational practices to manage effectively. This must include the following:

- a. A clearly defined mission statement that confirms the purpose of the organization.
- b. Established by-laws, which are reviewed annually and revised appropriately to carry out the program's mission for the district.
- c. Operating policies and procedures that outline internal and external communication practices, conflicts of interest, personnel management, leadership selections, elections, and terms, Board roles and responsibilities, etc.
- d. Appropriate insurance for the organization, Board/staff, and its programming.
- e. Legal and fiscal requirements are met and maintained as required with its tax status or operation structure.

***\*Meeting this Indicator is a requirement and must be met to achieve Accreditation.***

## DIVERSIFIED FUNDING AND SUSTAINABLE PROGRAM OPERATIONS

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

### FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Balanced Funding Structure, II) Strategic Revenue Development and Fundraising, III) Budget and Work Plan Alignment and IV) Financial Management and Best Practices**

### KEY INDICATORS

Understanding that funding is an essential resource to accomplish the work of revitalization, the following indicators included under this Standard can guide Main Street programs in building, growing, and sustaining diverse and balanced mix of investment in revitalization efforts and the Main Street program. Each Indicator includes examples of the types of activities that a program may use to achieve these goals.

#### I. BALANCED FUNDING STRUCTURE

**INDICATOR I:** The Main Street organization's budget demonstrates a balanced funding structure with a diverse mix of public and private sector sources. Examples of how these efforts are demonstrated include:

- a. Contributions from private sector: e.g., businesses, community members and/or partner organizations.
- b. Special taxing/assessment district.
- c. Sponsorships and/or in-kind donations.
- d. Earned revenues.
- e. Memberships.
- f. Local Government.
- g. Grants.



**INDICATOR II:** The private sector is investing in the district’s revitalization efforts and the Main Street program. Examples of how these efforts are demonstrated include:

- a. Fundraising activities such as event sponsorships, marketing initiatives, and/or special project funding.
- b. Main Street program’s earned incomes, such as rents, merchandise sales, etc.
- c. Investor programs such as memberships, Friends of, annual donations, etc.
- d. In-kind services.
- e. A special tax self-assessment mechanism(s) approved by district property and/or business owners, such as BIDs, CIDs, DDAs, SSMID, etc.

**INDICATOR III:** The public sector is investing in the district’s revitalization and the Main Street program. Examples of how these efforts are demonstrated include:

- a. Annual contribution to the Main Street.
- b. Service agreements with the Main Street.
- c. Supports through the employment of the Main Street Director.
- d. Direct funding for event sponsorships & marketing initiatives.
- e. In-kind services

## II. STRATEGIC REVENUE DEVELOPMENT AND FUNDRAISING

**INDICATOR I:** The Main Street program demonstrates commitment to strategic revenue development process and oversight. Examples of how these efforts are demonstrated include:

- a. The Board reviews fund-development plans, goals, and progress at least quarterly.
- b. A designated Board member provides active financial oversight for the program and is engaged in revenue development planning and reporting.
- c. A fund-development committee, organization committee, or team is in place to lead fund-development planning and implementation.
- d. Committees are engaged in seeking funding to support projects.

## III. BUDGET AND WORK PLAN ALIGNMENT

**INDICATOR I:** The Main Street organization has an annual budget that is aligned to the organization’s strategies and goals. Examples of how these efforts are demonstrated include:

- a. Alignment with the mission.
- b. Alignment with a selected Transformation Strategy and/or approved workplan.
- c. A diversity of income sources.

**INDICATOR II:** The Main Street program exhibits commitment to a budget that effectively covers operational and programming goals. Examples of how these efforts are demonstrated include:

- a. Covering operational expenses, including program personnel, office administration, financial management activities, and travel expenses for professional development.
- b. Covering programming related to each point of the Main Street Approach (Organization, Economic Vitality, Design, Promotion).

#### IV. FINANCIAL MANAGEMENT AND BEST PRACTICES

**INDICATOR I:** The Main Street organization demonstrates sound financial management outlined by processes and procedures. Examples of how these efforts are demonstrated include:

- a. Financial tracking systems and reporting practices are in place. (QuickBooks or other software)
- b. The organization's monthly financial statements are reviewed by the Treasurer.
- c. The organization has a third party financial professional compile and reconcile monthly financial statements.
- d. The organization has had a third party financial professional review, reconcile and/or audit the program's finances at a minimum every two years.

**INDICATOR II:** The Main Street organization's financial management has clear leadership and oversight. Examples of how these efforts are demonstrated include:

- a. Leadership roles and responsibilities relating to budgeting, fund-development, and financial reporting are clearly outlined through Board, committee and/or Treasurer job descriptions.
- b. The Main Street Board of directors conducts monthly reviews of the organization's finances to ensure appropriate accountability and alignment with programming.

## STRATEGY-DRIVEN PROGRAMMING

**Main Street has built a strong track record for making change happen in communities across the country.** Change is an important guiding principle for Main Street. But rather than letting change just happen, Main Street programs define and manage it from one year to the next through a strategy-driven work plan and aligned implementation process. Standard Four brings together all integrated components that must be in place to plan and successfully implement the revitalization work. Centered around Main Street's Four Point Approach, these integrated components are driven by a local Transformation Strategy(s) aligned through community participation and based on understanding of the district's unique and competitive market position.

### FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Planning Guided by Inclusive Community and Market-informed Inputs, II) Defining Direction through Transformation Strategy Identification and Development, and III) Strategy-aligned Comprehensive Work Planning and Implementation Across all Four Points**

### KEY INDICATORS

The following Indicators provide important guidelines on how Main Street programs can develop a community and market informed strategy-driven planning and implementation process. Each Indicator includes examples of the types of activities that a program may use to achieve these goals.

#### I. PLANNING GUIDED BY INCLUSIVE COMMUNITY AND MARKET-INFORMED INPUTS

**INDICATOR I:** The organization's annual planning process as informed by a comprehensive set of inputs that guide Transformation Strategy identification and work plan alignment and implementation. Examples of how these are demonstrated include:

- a. Inclusive district and community input is gathered at a minimum of every three years to keep the pulse on the district's needs through focus group events, online surveys, and/or other strategies.
- b. Market research and analysis has been conducted for the district's trade area within an appropriate time interval, depending on the local economy. This is recommended at least every three to five years.
- c. Business inventory is up to date and reflective of the district's business mix, uses, and existing clusters.
- d. Building inventory is up to date and reflective of the district's property ownership, condition, uses, and status (for sale, for lease, occupied).
- e. The organization maintains an asset map that recognizes distinctive place-based assets within the district that highlight unique and competitive advantages and market opportunities.
- f. Strategy reflects opportunities driven by local and national trends.

## II. DEFINING DIRECTION THROUGH TRANSFORMATION STRATEGY IDENTIFICATION AND DEVELOPMENT

**INDICATOR I:** Main Street has defined and aligned as an organization around a Transformation Strategy that is guiding the revitalization work. Examples of how these are demonstrated include:

- a. Using a comprehensive set of inputs, the board has identified a consumer-based or industry-, product-, or service-based strategy(s) that can best respond to the district and community vision, needs and market opportunities.
- b. The board formally adopts a Transformation Strategy(s).
- c. Partner organizations or other stakeholders have adopted or endorsed selected Transformation Strategy.
- d. The Strategy(s) have measurable benchmarks.

## III. STRATEGY-ALIGNED COMPREHENSIVE WORK PLANNING AND IMPLEMENTATION ACROSS ALL FOUR POINTS

**INDICATOR I:** The Main Street board conducts an annual strategy-driven work planning process with volunteer committees to guide the organization's programming. Examples of how these are demonstrated include:

- a. Board outlines priorities or goals that guide volunteer committees in identifying the initiatives, projects, and activities to be approved in annual work plan.
- b. Projects, events, or initiatives are aligned with selected Transformation Strategy(s).
- c. The Transformation Strategy(s) are reflected comprehensively across all Four Points.
- d. Work plans include written action plans for critical projects that outline specific tasks, timeline, budget, volunteer hours, who's responsible, etc.
- e. Annual fund-development goals and allocations are guided by the Transformation Strategy(s)

## PRESERVATION-BASED ECONOMIC DEVELOPMENT

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

### FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Preservation Ethics and Education on Historic and Cultural Assets, II) Standards and Best Practices for Place-based, People-focused Design, and III) Promotion of Historic, Heritage, and Cultural Assets**

### KEY INDICATORS

The following Indicators provide important guidelines on how Main Street programs can build a strong foundation for revitalization through the preservation of building and cultural assets, educating the public on their value to economic growth, and enlisting businesses and property owners in redevelopment efforts. Each Indicator includes examples of the types of activities that a program may use to achieve these goals.

#### I. PRESERVATION ETHICS AND EDUCATION ON HISTORIC AND CULTURAL ASSETS

**INDICATOR I:** Main Street demonstrates the community's commitment to its historic and cultural assets. Examples of how these are demonstrated include:

- a. The district has historic buildings listed as local landmarks, a national landmark district, or listed in the National Register of Historic Places.
- b. The community is a Certified Local Government (CLG).
- c. The district has received cultural, arts, or other special designations or recognitions.
- d. Main Street advocates for a local preservation ordinance or the community has one.
- e. Main Street has developed or supported the development of design standards, guidelines, and tools property owners can use to preserve, improve, and maintain historic buildings.
- f. Incentives or in-kind services are in place to assist with improvements to historic and cultural resources (e.g., façade grant, sign grant, low interest loan, design assistance)
- g. Local, county, and/or regional strategies acknowledge and incorporate the preservation of heritage and cultural assets as economic development priorities.

**INDICATOR II:** Main Street educates and builds awareness about preservation and cultural assets among stakeholders, public sector, community organizations, and residents at large. Examples of how these are demonstrated include:

- a. Holding education and awareness activities that promote the value of the district's historic fabric and cultural assets throughout the year or at least annually during Preservation Month.

- b. Providing programming and resources for district property and business owners that results in the preservation and rehabilitation of local historic assets.
- c. Attending staff and volunteer trainings provided by the Coordinating Program, Main Street America, or other organizations.
- d. Building strong collaborations (e.g., Historic Preservation Commission, Certified Local Government, Historical and Arts entities, etc.) to support tools, ordinances, zoning policies that preserve the district's built and cultural assets.

## II. STANDARDS AND BEST PRACTICES FOR PLACE-BASED, PEOPLE-FOCUSED DESIGN

**INDICATOR I:** Main Street is an advocate and partner for the implementation of standards, guidelines, and best practices for the preservation of historic and cultural assets. Examples of how these are demonstrated include:

- a. Partnered with local government, commissions, and community groups to assess and incorporate heritage and cultural assets into economic development and marketing priorities and initiatives.
- b. Provided or connected district property owners with assistance in redevelopment that is aligned with the district's strategy(s).
- c. Provided guidance that educates property and business owners and developers on state and local ordinances, incentives, and other redevelopment tools.
- d. Provided guidance to projects that leveraged preservation and/or economic development funding tools to support building improvements (TIF, Historic Tax Credits, CLG, USDA grants, etc.)
- e. Advocated for threatened historic properties, and worked to acquire, attract new owner ships and/or worked with city leaders to enforce requirement maintenance standards.

## III. PROMOTION OF HISTORIC, HERITAGE, AND CULTURAL ASSETS

**INDICATOR I:** The Main Street program actively promotes the district's historic and cultural assets. Examples of how these are demonstrated include:

- a. Activities/programming that interpret, celebrate, and recognize local heritage and cultural resources.
- b. Working with media to promote stories that highlight the district's historic and cultural assets and messages their importance to the community and economic growth.
- c. Conducts activities that educate property owners on the benefits of rehabbing historic properties to increase the economic value of the property.

## DEMONSTRATED IMPACT AND RESULTS

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

### FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Demonstrating the Value of Main Street, II) Measuring and Packaging Quantitative and Qualitative Outcomes and III) Promoting Progress and Demonstrating Impact and Results**

### KEY INDICATORS

The following Indicators provide important guidelines on how Main Street programs can build the case for Main Street and demonstrate the impact of their revitalization efforts. Each Indicator includes examples of the types of activities that a program may use to achieve these goals.

#### I. DEMONSTRATING THE VALUE OF MAIN STREET

**INDICATOR I:** Main Street is positioned as an advocate for the district, promoting revitalization as an economic development priority among the public and private sector and community at large. Examples of how these are demonstrated include:

- a. District revitalization and physical and economic improvements are included in recent regional or citywide master plans, economic development plans, comprehensive plans, etc.
- b. Main Street participates in ongoing local planning efforts that involve the district.
- c. Main Street participates in guest presentations to local community organizations and institutions.
- d. Small business owners in and around the district regularly seek and receive assistance or support from the Main Street program (e.g., letters of support for grants or loans, marketing support on the Main Street program's website and social media, etc.)
- e. District stakeholders advocate for the program when requested.
- f. The district is highlighted in local partners' communication and marketing efforts (e.g., city, tourism, economic development, etc.) with blog posts, multi-line descriptions of the district, and/or photos featuring the district, etc.
- g. Main Street program's logo, webpage, and/or social media links are included on local government and other partner organizations' websites.
- h. Entrepreneurs and local business owners regularly approach the Main Street program about commercial spaces in the district that could potentially serve as a base-of-operations for a new business or new location for an existing business.

## II. MEASURING AND PACKAGING QUANTITATIVE AND QUALITATIVE OUTCOMES

**INDICATOR I:** Main Street regularly collects and maintains district revitalization statistics (quantitative) and intangible impact data (qualitative) across the Four Points of the Main Street Approach and examines changes over time as required by the Coordinating Program. Examples of how these are demonstrated include:

- a. Number of businesses operating in the district.
- b. Number of businesses operating in the district that are women-owned.
- c. Number of businesses operating in the district that are minority-owned.
- d. Number of businesses operating in the district that are veteran-owned.
- e. Number of employees/jobs based in the district.
- f. Number of new businesses launched in the district over a given period (monthly, quarterly, or annually) and number of employees/jobs added in a district in a given period.
- g. Number of business closures in the district over a given period (monthly, quarterly, or annually) and number of employees/jobs lost in a district in a given period.
- h. Number of local businesses participating as vendors in district events, festivals, etc.
- i. Number of housing units added or lost in the district over a given period (monthly, quarterly, or annually), broken out by housing type (loft, apartment, duplex, single family detached home, etc.), tenure type (for lease or for sale), and sale/rent amount relative to area median income (i.e., affordability).
- j. Number of properties in the district renovated, including details about the capital invested in the renovations and any financial incentives programs leveraged in the renovation (e.g., historic tax credits, low-income housing tax credits, etc.).
- k. Number of public improvement projects in the district that were launched/completed, including overall price tag, public dollars invested, and any secondary sources of capital invested.

**INDICATOR II:** Main Street annually collects and maintains organizational impact statistics (quantitative) and intangible impact data (qualitative) and examines changes over time. Examples of how these are demonstrated include:

- a. Board annually reviews broad performance goals established within the organization's workplan.
- b. Board annually reviews metrics established to analyze the progress of selected Transformation Strategies.
- c. Number of volunteer hours contributed.
- d. Financial value of volunteer contribution (using Independentsector.org formula).
- e. Number of volunteers participating.



- f. Testimonial reports from small business owners, property owners, and government officials about the value of the Main Street program.
- g. Conversion of volunteer hours to in-kind dollars (\$) contributed.
- h. Financial (\$) contributions made to Main Street by the public sector.
- i. Financial (\$) contributions made to Main Street by the private sector.
- j. Number of responses and analysis of response data from a survey that seeks to understand the community's growing knowledge about Main Street, the importance of Main Street, etc., as well as stakeholder attitudes about Main Street organization.
- k. Impact surveys of promotional events.
- l. Impact surveys of education programming attendees.
- m. Number of media impressions.

### III. PROMOTING PROGRESS AND DEMONSTRATING IMPACT AND RESULTS

**INDICATOR I:** The district's revitalization programming, achievements, stories, and reinvestment statistics are promoted. Examples of how these are demonstrated include:

- a. Sharing through the Coordinating Program reporting system according to the timeline outlined in annual agreements.
- b. Sharing with district stakeholders, local units of government, anchor organizations, funders, and the community at large.
- c. Highlighting and publishing success stories of impactful projects on digital platforms (website, social media channels, etc.) and local media outlets.
- d. Publishing and distributing an annual report and summary of revitalization statistics.
- e. Highlighting key statistics and testimonials on website and other marketing materials.

# COMMUNITY ASSESSMENT WORKSHEET

## Evaluation Worksheet for Local Programs, Coordinating Programs, and Main Street America\*

The Main Street America Evaluation Framework outlines what it means to be a highly successful Main Street program and sets a path for growth and development for newer programs. Depending on achievement, score, and maturity, programs will either be designated as Affiliate or Accredited.

**After reviewing the [Community Self-Assessment Tool document](#), use this worksheet to score community progress and determine the designation status of a community. All scores will be averaged and populated at the end.**

### BASELINE REQUIREMENTS

As detailed within the tool, some indicators are required as important baseline (starting point) for a program to qualify for Accreditation. Please indicate whether communities meet the baseline requirements by selecting **Yes** or **No**.

		LP		CP		MSA	
<b>1</b>	A Board of Directors formed by a representative base of the district stakeholders and community members, dedicated to leading the district's Main Street program.	Yes <input type="radio"/>	No <input type="radio"/>	Yes <input type="radio"/>	No <input type="radio"/>	Yes <input type="radio"/>	No <input type="radio"/>
<b>2</b>	Communities over 5,000 in population must employ an FTE program director. Communities under 5,000 in population must employ a 20-hour minimum per week program director.	Yes <input type="radio"/>	No <input type="radio"/>	Yes <input type="radio"/>	No <input type="radio"/>	Yes <input type="radio"/>	No <input type="radio"/>
<b>3</b>	Identified Transformation Strategy to direct the work of the program, based on community input and market understanding.	Yes <input type="radio"/>	No <input type="radio"/>	Yes <input type="radio"/>	No <input type="radio"/>	Yes <input type="radio"/>	No <input type="radio"/>
<b>4</b>	Detailed work plans aligned with the selected Transformation Strategy that outlines programming across the Main Street Four Points. Work plans include the project, expected (measurable) outcomes, specific tasks needed to accomplish the project, assignments of those tasks showing volunteer and staff responsibilities, timelines, and budgets.	Yes <input type="radio"/>	No <input type="radio"/>	Yes <input type="radio"/>	No <input type="radio"/>	Yes <input type="radio"/>	No <input type="radio"/>
<b>5</b>	A dedicated budget for the district's revitalization programming and the Main Street program's operations.	Yes <input type="radio"/>	No <input type="radio"/>	Yes <input type="radio"/>	No <input type="radio"/>	Yes <input type="radio"/>	No <input type="radio"/>
<b>6</b>	Demonstrated support from the municipality for the Main Street program. This can include leadership participation, funding, in-kind and philosophical support.	Yes <input type="radio"/>	No <input type="radio"/>	Yes <input type="radio"/>	No <input type="radio"/>	Yes <input type="radio"/>	No <input type="radio"/>
<b>7</b>	Reinvestment statistics are reported as required by the Coordinating program (monthly, quarterly, or annually).	Yes <input type="radio"/>	No <input type="radio"/>	Yes <input type="radio"/>	No <input type="radio"/>	Yes <input type="radio"/>	No <input type="radio"/>
<b>8</b>	Be a member in good standing with Main Street America and use the Main Street America logo on its webpage and/or social media as well as the coordinating program logo.	Yes <input type="radio"/>	No <input type="radio"/>	Yes <input type="radio"/>	No <input type="radio"/>	Yes <input type="radio"/>	No <input type="radio"/>

Local Programs that do not meet these baseline requirements are not eligible for Accreditation from Main Street America, though they may qualify for designation at the Affiliate level

## ACCREDITATION ELIGIBILITY

Next, to determine where a community is on the path to Accreditation, use the next part of the worksheet to score the community on the Indicators listed for each of the six Standards based on a scale of 1-5. Each number represents the following:

1	2	3	4	5
Not being addressed.	Minimal work but needs more effort.	Evidence of satisfactory progress.	Has achieved success within this indicator.	Outstanding achievement. One that other programs could replicate.

Communities must meet the Baseline Requirements and average at least three (3) points per Standard to achieve Accreditation. Some Indicators will require documentation. At a minimum, this will include providing your program's annual budget and workplan.

### STANDARD I: BROAD-BASED COMMUNITY COMMITMENT TO REVITALIZATION

	LP	CP	MSA	Notes
<b>Partnerships and Collaboration</b>				
Indicator I:	___	___	___	
Indicator II:	___	___	___	
<b>District and Community Outreach</b>				
Indicator I:	___	___	___	
<b>Communications and Public Relations</b>				
Indicator I:	___	___	___	
Indicator II:	___	___	___	
Indicator III:	___	___	___	
<b>Standard I Average:</b>	<u>0</u>	<u>0</u>	<u>0</u>	

## STANDARD II: INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY

	LP	CP	MSA	Notes
<b>Inclusive Organizational Culture and Diverse Volunteer Engagement</b>				
Indicator I:	___	___	___	
Indicator II:	___	___	___	
Indicator III:	___	___	___	
Indicator IV:	___	___	___	
<b>Active Board Leadership and Supporting Volunteer Base</b>				
Indicator I: <i>Required</i>	___	___	___	
Indicator II:	___	___	___	
Indicator III:	___	___	___	
<b>Professional Staff Management</b>				
Indicator I: <i>Required</i>	___	___	___	
Indicator II:	___	___	___	
<b>Effective Operational Structure</b>				
Indicator I: <i>Required</i>	___	___	___	
<b>Standard II Average:</b>	<u>0</u>	<u>0</u>	<u>0</u>	

## STANDARD III: DIVERSIFIED FUNDING AND SUSTAINABLE PROGRAM OPERATIONS

	LP	CP	MSA	Notes
<b>Balanced Funding Structure</b>				
Indicator I:	___	___	___	
Indicator II:	___	___	___	
Indicator III:	___	___	___	
<b>Strategic Revenue Development and Fundraising</b>				
Indicator I:	___	___	___	
<b>Budget and Work Plan Alignment</b>				
Indicator I:	___	___	___	
Indicator II:	___	___	___	
<b>Financial Management and Best Practices</b>				
Indicator I:	___	___	___	
Indicator II:	___	___	___	
<b>Standard III Average:</b>	<u>0</u>	<u>0</u>	<u>0</u>	

## STANDARD IV: STRATEGY-DRIVEN PROGRAMMING

	LP	CP	MSA	Notes
<b>Planning Guided by Inclusive Community and Market-Informed Inputs</b>				
Indicator I:	—	—	—	
<b>Defining Direction through Transformation Strategy Identification and Development</b>				
Indicator I:	—	—	—	
<b>Strategy-Aligned Comprehensive Work Planning and Implementation Across all Four Points</b>				
Indicator I:	—	—	—	
<b>Standard IV Average:</b>	<u>0</u>	<u>0</u>	<u>0</u>	

## STANDARD V: PRESERVATION-BASED ECONOMIC DEVELOPMENT

	LP	CP	MSA	Notes
<b>Preservation Ethics and Education on Historic and Cultural Assets</b>				
Indicator I:	—	—	—	
Indicator II:	—	—	—	
<b>Standards and Best Practices for Place-based, People-focused Design</b>				
Indicator I:	—	—	—	
<b>Promotion of Historic, Heritage, and Cultural Assets</b>				
Indicator I:	—	—	—	
<b>Standard V Average:</b>	<u>0</u>	<u>0</u>	<u>0</u>	

## STANDARD VI: DEMONSTRATED IMPACT AND RESULTS

	LP	CP	MSA	Notes
<b>Demonstrating the Value of Main Street</b>				
Indicator I:	—	—	—	
<b>Measuring and Packaging Quantitative and Qualitative Outcomes</b>				
Indicator I:	—	—	—	
Indicator II:	—	—	—	
<b>Promoting Progress and Demonstrating Impact and Results</b>				
Indicator I:	—	—	—	
<b>Standard VI Average:</b>	<u>0</u>	<u>0</u>	<u>0</u>	

CUMULATIVE AVERAGE SCORES		LP	CP	MSA
STANDARD I	BROAD-BASED COMMUNITY COMMITMENT TO REVITALIZATION	0	0	0
STANDARD II	INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY	0	0	0
STANDARD III	DIVERSIFIED FUNDING AND SUSTAINABLE PROGRAM OPERATIONS	0	0	0
STANDARD IV	STRATEGY-DRIVEN PROGRAMMING	0	0	0
STANDARD V	PRESERVATION-BASED ECONOMIC DEVELOPMENT	0	0	0
STANDARD VI	DEMONSTRATED IMPACT AND RESULTS	0	0	0

## LOCAL PROGRAM

Program Name: \_\_\_\_\_

Reviewer: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_

## COORDINATING PROGRAM

Program Name: \_\_\_\_\_

Reviewer: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_

## MAIN STREET AMERICA

Reviewer: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_



**MAIN STREET AMERICA™**  
Nationally recognized.  
Locally powered.™

# THE NEW ACCREDITATION STANDARDS

**Kathy La Plante**  
Sr. Director of Coordinating Programs  
klaplante@mainstreet.org



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## THE MAIN STREET FOUR POINT APPROACH

**Works Because of a Comprehensive Approach**

-  **Design** - getting the commercial district in top physical shape, creating attractive places and destinations
-  **Organization** - getting the community working together with a shared vision for downtown
-  **Promotion** - marketing the district's unique characteristics, assets and businesses
-  **Economic Vitality** - diversifying the district's economic base and strengthening businesses



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## COMPREHENSIVE, FOUR-POINT APPROACH

### Organization

- Partnership Building (public and private)
- Public Relations and Outreach & Communications
- Fund-Raising (projects & operations)
- Volunteer development and recognition

### Promotion

- Image Campaigns
- Business Promotions
- Special Events and Festivals

### Design

- Historic Preservation (design education, maintenance, incentives)
- Public Spaces
- Beautification (clean, safe, green)

### Economic Vitality

- Business Assistance
- Entrepreneurial Development
- Small-scale Manufacturing
- Market Knowledge



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## THE HISTORY & REASONING BEHIND NEW STANDARDS

After rolling out “The Refresh” (review of the Main Street Approach), the need to promote:

- Positioning MS programs as economic development organizations
- Moving programs beyond idea/project-driven to Strategy-driven programming – Transformation Strategies
- More community-wide engagement (input and participation) in programming and organization
- Need to develop a more cohesive system within the network




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## WHY IS ACCREDITATION VALUABLE

- + Recognizes programs that operate with the highest standards
- + Requirements help programs with fundraising, volunteer development, and overall sustainability
- + Challenges the board to organize and grow
- + Illustrates accountability and credibility to your partners, community, and volunteers
- + Eligibility to apply for the Great American Main Street Award
- + Ongoing track record of performance



Rochester Named as a National Main Street Community

FEBRUARY 17, 2017 BY ROCHESTER MEDIA 1 COMMENT

Rochester Receives Certification, Again, and is Named as a National Main Street Community for the 21st Time

Main Street Oakland County (MSOC) recently conducted an Annual Program Assessment Visit and named Rochester as a 2016 Nationally Accredited Main Street Community. This is the 21st consecutive year of certification for Rochester. The Rochester DDA has been a member of Main Street Oakland County since 2000.

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## New Community Accreditation Standards

A MORE HOLISTIC FRAMEWORK  
FOR SUCCESSFUL & SUSTAINABLE REVITALIZATION

<b>Broad-based Community Commitment to Revitalization</b>	<b>Inclusive Leadership and Organizational Capacity</b>	<b>Diversified Funding and Sustainable Program Operations</b>
<b>Strategy-Driven Programming</b>	<b>Preservation-Based Economic Development</b>	<b>Demonstrated Impact and Results</b>

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## AFFILIATE VERSES ACCREDITED STATUS

- + **Affiliate** status is awarded to programs, by your coordinating program, that have not met the baseline requirements or haven't achieved at least a score of three under each indicator. Typically, downtowns and neighborhood commercial corridors that are less than 2 years old, fall in this category. Completing the self- assessment will help guide communities to Accredited status.
- + **Accredited** status is awarded to programs that meet all the baseline standards and score a minimum of three for each standard indicator. These downtowns or neighborhood commercial corridors are operating comprehensive revitalization efforts.

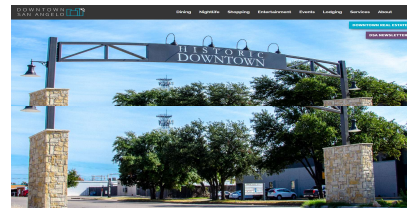
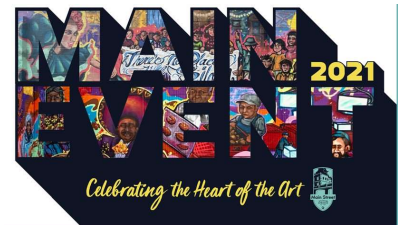


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## BASELINE REQUIREMENTS

- + A Board of Directors formed by a representative base of the district stakeholders and community members, dedicated to leading the district's Main Street program.
- + Communities over 5,000 in population must employ an FTE program director. Communities under 5,000 in population must employ a 20-hour minimum per week program director. Texas Main Street required an FTE position.
- + Identified Economic/Transformation Strategy to direct the work of the program, based on community input and market understanding.
- + Detailed work plans aligned with the selected Economic/Transformation Strategy that outlines programming across the Main Street Four Points. Work plans include the project, expected (measurable) outcomes, specific tasks needed to accomplish the project, assignments of those tasks showing volunteer and staff responsibilities, timelines, and budgets.



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# BASELINE REQUIREMENTS

5. A dedicated budget for the district’s revitalization programming and the Main Street program’s operations. Minimum
  - Large Communities (over 20,000) = \$100,000
  - Medium (5,000-19,999) = \$75,000
  - Small (under 5,000) = \$53,000
6. Demonstrated support from the municipality for the Main Street program. This can include leadership participation, funding, in-kind donations, and philosophical support.
7. Reinvestment statistics reported as required by Coordinating Program (monthly, quarterly, or annually).
8. Be a member in good standing with Main Street America and use the Main Street America logo on its webpage and/or social media as well as the Coordinating Program logo.

## ABOUT MAIN STREET

Seguin is a Charter Member of the Texas Main Street program, of the Texas Historical Commission, a program dedicated to the economic revitalization of downtown through historic preservation. Seguin's Main Street Program is recognized as an Accredited National Main Street City by the National Trust for Preservation.

Following the National Main Street's Four Point Approach, Seguin works to revitalize downtown Seguin using Economic Vitality, Design, Promotion and Organization. Economic Vitality through making the most of a community's unique sense of place and existing historic assets, harnessing local economic



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# COMMUNITY SELF-ASSESSMENT TOOL

## KEY INDICATORS

The following indicators provide important guidance on how Main Street programs, the public sector, district stakeholders, and the community at large can work together to develop strong partnerships and collaborations. Each indicator serves as an example of how your Main Street program is effectively meeting the Standard of building and fostering a broad community commitment to revitalization.

## HOW GRADING WORKS

Within each Standard in the new Self-Assessment Tool, you will be able to score yourself on the indicators listed based on a scale of 1-5. Each number represents the following:

1	2	3	4	5
Not being addressed.	Minimal work but needs more effort.	Evidence of satisfactory progress.	Has achieved success within this indicator	Outstanding achievement. One that other programs could replicate.

For each indicator, we encourage communities to explore areas of strength and opportunities for growth by discussing (1) What actions and next steps can you take to strengthen your efforts? (2) How can you build upon your work or take it to the next level?

Ultimately, when these new standards are implemented, your Coordinator will review your self-assessment and provide their own score and feedback. **Communities will need to average at least three (3) points per standard to achieve accreditation.**



THE MAIN STREET AMERICA EVALUATION FRAMEWORK  
COMMUNITY SELF-ASSESSMENT TOOL - Version 2.0 - August 2022

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## FOSTERING OUR COMMUNITY'S SENSE OF OWNERSHIP IN ITS DOWNTOWN

### Broad-based Community Commitment to Revitalization

**Key areas of focus:**

1. Partnership and Collaboration
2. Community Outreach
3. Communication & Public Relations

Standard 1 reflects that successful and sustainable revitalization efforts are not just the work of a single organization but should be the result of a community-wide effort that brings the public and private sectors together with a strong sense of ownership in their downtown or commercial district.




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## STANDARD I – BROAD-BASED COMMUNITY COMMITMENT TO REVITALIZATION

### Broad-based Community Commitment to Revitalization

**Key areas of focus:**

1. Partnership and Collaboration
2. Community Outreach
3. Communication & Public Relations

### Sample Metrics


**I. PARTNERSHIPS AND COLLABORATIONS**

**INDICATOR I:** Main Street has developed partnerships and collaborations with local governments that demonstrate shared responsibilities for the district's revitalization and its program. Examples of how these partnerships are demonstrated include:

- a. Participation in strategy development and planning.
- b. Collaborations in the implementation of programming or work plans.
- c. Monetary and non-monetary resources for the Main Street program.
- d. Engagement of elected officials and/or staff in the Main Street program Board and committees.
- e. Promoting the district revitalization and their partnership with Main Street.

Score 1 - 5: \_\_\_\_\_

**Main Street**



**Downtown Denison**  
Downtown Denison is a great place to live, work, play, and start a business. The Main Street Office works hand in hand with business and property owners, volunteers, partners, and city staff to facilitate all this.

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## FOSTERING OUR COMMUNITY'S SENSE OF OWNERSHIP IN ITS DOWNTOWN

### Broad-based Community Commitment to Revitalization

**Key areas of focus:**

1. Partnership and Collaboration
2. Community Outreach
3. Communication & Public Relations





**Partnerships Include:**

- City, State, County
- ED Entities
- Chambers
- Education
- Corporate Businesses
- Downtown Property and Business Owners
- Utilities
- Civic Organizations
- Neighborhood Associations/Residents
- Preservationists
- EVERYONE!

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## FOSTERING OUR COMMUNITY'S SENSE OF OWNERSHIP IN ITS DOWNTOWN


### Broad-based Community Commitment to Revitalization

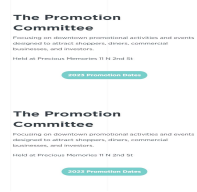
**Key areas of focus:**


1. Partnership and Collaboration
2. Community Outreach
3. Communication & Public Relations














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## BUILDING BROAD-BASED SUPPORT IN TEXAS MAIN STREET COMMUNITIES

- + City-housed programs
- + Providing Opportunities for:
  - Volunteer support
  - Financial support
  - Partnerships
  - Community engagement



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## PEOPLE: MAIN STREET'S GREATEST RESOURCE!

**Inclusive Leadership and Organizational Capacity**

Standard Two reflects the value on PEOPLE as Main Street's greatest resource and our belief that everyone in the community has a place in Main Street.

This Standard encourages Main Street programs to place a strong priority on human capital and develop a clear operational structure and practices that increase the organization's capacity to engage all sectors of the community and leverage their participation in their revitalization efforts.

**Key areas of focus:**

1. *Inclusive Organizational Culture and Diverse Volunteer Engagement*
2. *Active Board leadership and supporting volunteer base*
3. *Professional Staff management*
4. *Effective Operational Structure*

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# STANDARD II - INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY

## Inclusive Leadership and Organizational Capacity

**Key areas of focus:**

1. *Inclusive Organizational Culture and Diverse Volunteer Engagement*
2. *Active Board leadership and supporting volunteer base*
3. *Professional Staff management*
4. *Effective Operational Structure*

### Sample Metrics

#### I. INCLUSIVE ORGANIZATIONAL CULTURE AND DIVERSE VOLUNTEER ENGAGEMENT

**INDICATOR I:** The Main Street organization has demonstrated its commitment to diverse, inclusive, and equitable district and community engagement. Examples of how these efforts are demonstrated include:

- a. The organization's stated mission and core values show a commitment to engaging all sectors of the community it serves.
- b. Internal and external messaging promotes that Main Street has a place for everyone in the community and that diverse engagement is welcomed and valued. Communication tools address language barriers as appropriate.
- c. Work plans and programming activities address accessibility and inclusive design for all community members.
- d. The organization's policies address equitable access for all district and community stakeholders in the organization's leadership structure (Board and committees) as well as in specific projects and activities.

Score 1 - 5: \_\_\_\_\_

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## Inclusive Leadership and Organizational Capacity

**Key areas of focus:**

1. *Inclusive Organizational Culture and Diverse Volunteer Engagement*
2. *Active Board leadership and supporting volunteer base*
3. *Professional Staff management*
4. *Effective Operational Structure*

## PEOPLE: MAIN STREET'S GREATEST RESOURCE!



Board of Directors

Executive Director

TEAM

Committees

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Inclusive  
Leadership and  
Organizational  
Capacity

## PEOPLE: MAIN STREET'S GREATEST RESOURCE!

**Key areas of focus:**

1. *Inclusive Organizational Culture and Diverse Volunteer Engagement*
2. *Active Board leadership and supporting volunteer base*
3. *Professional Staff management*
4. *Effective Operational Structure*

Category	Chillicothe city, Missouri	Missouri
<b>Population Estimates, July 1 2021, (V2021)</b>	9,087	6,188,187
<b>PEOPLE</b>		
<b>Population</b>		
Population Estimates, July 1 2021, (V2021)	9,087	6,188,187
Population estimates base, April 1, 2020, (V2021)	9,000	6,154,913
Population, percent change - April 1, 2020 (estimates base) to July 1, 2021, (V2021)	1.0%	0.2%
Population, Census, April 1, 2020	9,107	6,154,913
Population, Census, April 1, 2010	9,515	5,988,927
<b>Age and Sex</b>		
Persons under 5 years, percent	5.4%	5.8%
Persons under 18 years, percent	18.9%	22.4%
Persons 65 years and over, percent	20.1%	17.6%
Female persons, percent	59.7%	50.6%
<b>Race and Hispanic Origin</b>		
White alone, percent	90.0%	82.6%
Black or African American alone, percent (a)	4.4%	11.8%
American Indian and Alaska Native alone, percent (a)	0.5%	0.6%
Asian alone, percent (a)	1.0%	2.2%
Native Hawaiian and Other Pacific Islander alone, percent (a)	0.0%	0.2%
Two or More Races, percent	3.7%	2.6%
Hispanic or Latino, percent (b)	2.3%	4.7%
White alone, not Hispanic or Latino, percent	89.0%	78.7%

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## INCLUSIVE LEADERSHIP AND ORGANIZATION CAPACITY IN TEXAS MAIN STREET COMMUNITIES

- + Main Street should reflect the diversity of the community
- + City Appointments or recruitment
- + Clear expectations/job descriptions
- + Empower local leaders

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## FOSTERING INVESTMENT IN THE HEART OF OUR COMMUNITY

### Diversified Funding and Sustainable Program Operations

1. **Balanced Funding Structure**
2. **Strategic Revenue Development and Fundraising**
3. **Budget and Work Plan Alignment**
4. **Financial Management Practices**

Program sustainability relies on the diversity of revenue streams as dependency on one primary or only source could jeopardize the program’s operations. Through this Standard, Main Street programs demonstrate a priority for ensuring that the community is investing in the Main Street organization and programming efforts through a comprehensive and balanced funding structure that ensures successful and sustainable revitalization efforts.



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## STANDARD III – DIVERSIFIED FUNDING AND SUSTAINABLE PROGRAM OPERATIONS

### Diversified Funding and Sustainable Program Operations

1. **Balanced Funding Structure**
2. **Strategic Revenue Development and Fundraising**
3. **Budget and Work Plan Alignment**
4. **Financial Management Practices**

### Sample Metrics – Balanced Funding Structure



FUNDRAISING PLAN		
	2022	2023
	\$	\$
<b>Total Income/Operating Budget</b>		
<b>Income Sources</b>		
Municipal Support	\$	\$
All Downtown Businesses (retail, service)	\$	\$
Businesses Outside Downtown (industrial, retail, service)	\$	\$
Residents (giving levels and local philanthropists)	\$	\$
Civic Organizations (can include project support)	\$	\$
Special Event Income (list events separately note the cost of the event and net proceeds, sponsorships)		
1.	\$	\$
2.	\$	\$
3.	\$	\$
4.	\$	\$
Fundraising Event Income (list events separately note the cost of the event and net proceeds)		
1.	\$	\$
2.	\$	\$
Special Projects Fundraising (streetscape, etc.)	\$	\$
Grants (specifically applied for grants not corp. donations)	\$	\$
Merchandise Sales (not related to special events)	\$	\$
Endowments/Planned Giving	\$	\$
Other (please note specifically)	\$	\$

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## FOSTERING STRONG COMMUNITY INVESTMENT IN REVITALIZATION

### Diversified Funding and Sustainable Program Operations

1. **Balanced Funding Structure**
2. **Strategic Revenue Development and Fundraising (staff and volunteers)**
3. **Budget and Work Plan Alignment (balanced)**
4. **Financial Management Practices**

### Main Street

**Creating, Connecting, Celebrating Community**

The Bay City Main Street Program encourages economic development within the context of historic preservation in ways appropriate to today's market place. The Main Street Approach advocates a return to community self-reliance, local empowerment, and the rebuilding of traditional commercial districts based on their unique assets:

- Distinctive architecture
- Pedestrian-friendly environment
- Personal service
- Local ownership
- Sense of community

Bay City Main Street is a 2018 Accredited Main Street America and Texas Main Street Program.





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## FOSTERING STRONG COMMUNITY INVESTMENT IN REVITALIZATION

### Diversified Funding and Sustainable Program Operations

1. **Balanced Funding Structure**
2. **Strategic Revenue Development and Fundraising**
3. **Budget and Work Plan Alignment**
4. **Financial Management Practices**





**Kerrville Main Street**  
KERRVILLE, TEXAS

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## EXAMPLE: DOWNTOWN LEE'S SUMMIT

Diversified Funding  
and Sustainable  
Program Operations

**Annual**  **Monthly**

<input type="radio"/> \$1,000	<input type="radio"/> \$100	<b>YOURS TRULY</b>
<input type="radio"/> \$500	<input type="radio"/> \$50	<b>SINCERE STAKEHOLDER</b>
<input type="radio"/> \$250	<input type="radio"/> \$25	<b>STEADFAST SUPPORTER</b> <small>(Business Outside of Downtown Core)</small>
<input type="radio"/> \$200	<input type="radio"/> \$20	<b>DOWNTOWN BUSINESS</b>
<input type="radio"/> \$100	<input type="radio"/> \$10	<b>DEVOTED FAMILY</b>
<input type="radio"/> \$50	<input type="radio"/> \$5	<b>FRIEND OF DOWNTOWN</b>

**TESTIMONIAL:** "I fell in love with downtown immediately and have been supporting them ever since."  
CHRIS & ALAN FLORES FLORES FAMILY

**PROUD SUPPORTER:** Photo of Chris and Alan Flores.

**SPONSORSHIP MENU:** Lists various sponsorship levels from \$5 to \$1,000 for annual and monthly commitments.

**2022 Sponsorship Opportunities:** Flyer for the 2022 season.

**COMMUNITY MESSAGE:** "DOWNTOWN LEE'S SUMMIT MAIN STREET INVEST IN THE HEART OF YOUR COMMUNITY. Downtown Lee's Summit Main Street is a non-profit organization dedicated to the revitalization of Downtown Lee's Summit. We produce 100+ events each year made possible by donations & nearly 4,000 hours of volunteer service."

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## OUR REVITALIZATION JOURNEY THROUGH MAIN STREET

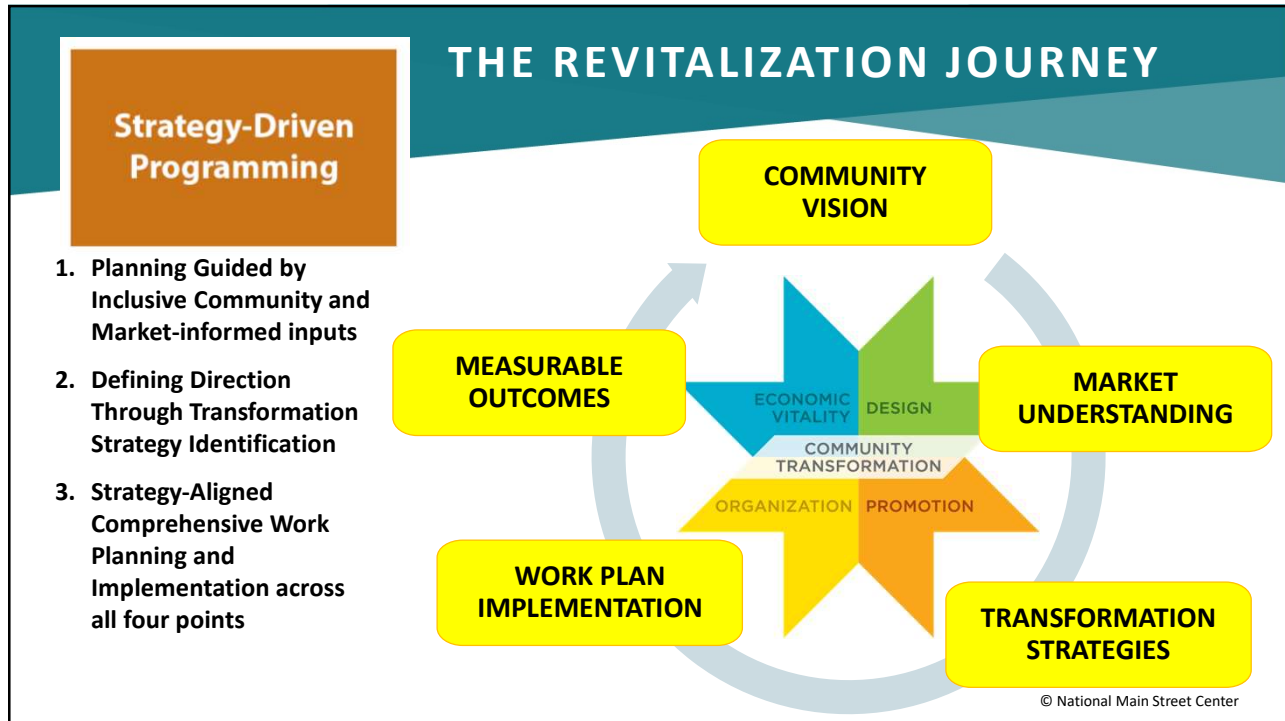
Strategy-Driven  
Programming

1. **Planning Guided by Inclusive Community and Market-informed inputs**
2. **Defining Direction Through Transformation Strategy Identification**
3. **Strategy-Aligned Comprehensive Work Planning and Implementation across all four points**

Change is an important guiding principle for Main Street. But rather than letting change just happen, Main Street programs define and manage it from one year to the next through a strategy-driven work plan and aligned implementation process. Standard Four brings together all integrated components that must be in place to plan and successfully implement the revitalization work. Centered around Main Street's Four Point Approach, these integrated components are driven by a local Transformation Strategy(s) aligned through community participation and based on an understanding of the district's unique and competitive market position.

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## STANDARD IV – STRATEGY-DRIVEN PROGRAMMING

### Strategy-Driven Programming

1. Planning Guided by Inclusive Community and Market-informed inputs
2. Defining Direction Through Transformation Strategy Identification
3. Strategy-Aligned Comprehensive Work Planning and Implementation across all four points

### Sample Metrics

**II. DEFINING DIRECTION THROUGH TRANSFORMATION STRATEGY IDENTIFICATION AND DEVELOPMENT**

**INDICATOR I:** Main Street has defined and aligned as an organization around a Transformation Strategy that is guiding the revitalization work. Examples of how these are demonstrated include:

- a. Using a comprehensive set of inputs, the board has identified a consumer-based or industry-, product-, or service-based strategy(s) that can best respond to the district and community vision, needs and market opportunities.
- b. The board formally adopts a Transformation Strategy(s).
- c. Partner organizations or other stakeholders have adopted or endorsed selected Transformation Strategy.
- d. The Strategy(s) have measurable benchmarks.

Score 1 - 5: \_\_\_\_\_

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## Strategy-Driven Programming

1. Planning Guided by Inclusive Community and Market-informed inputs
2. Defining Direction Through Transformation Strategy Identification
3. Strategy-Aligned Comprehensive Work Planning and Implementation across all four points

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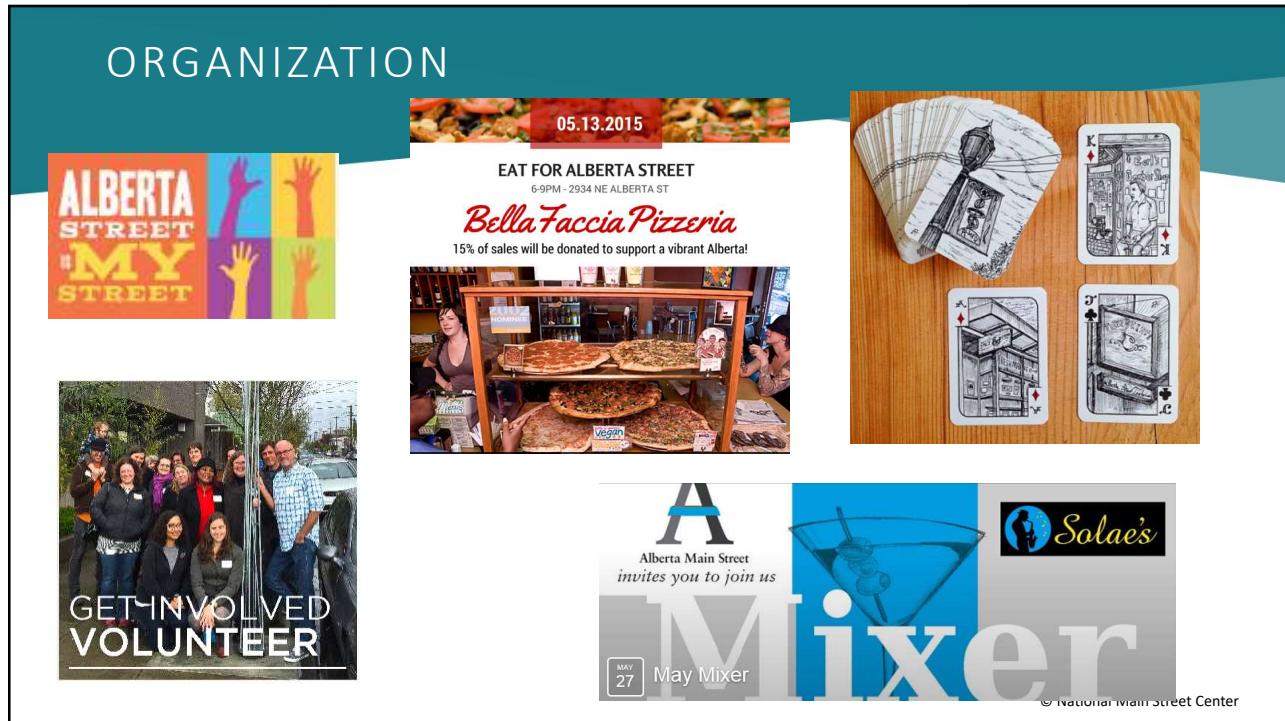
## CASE STUDY OUR VISION BY 2030.....

Alberta Main Street created a network of committed and invested community members (business, commercial property & residential property owners) who worked together to:

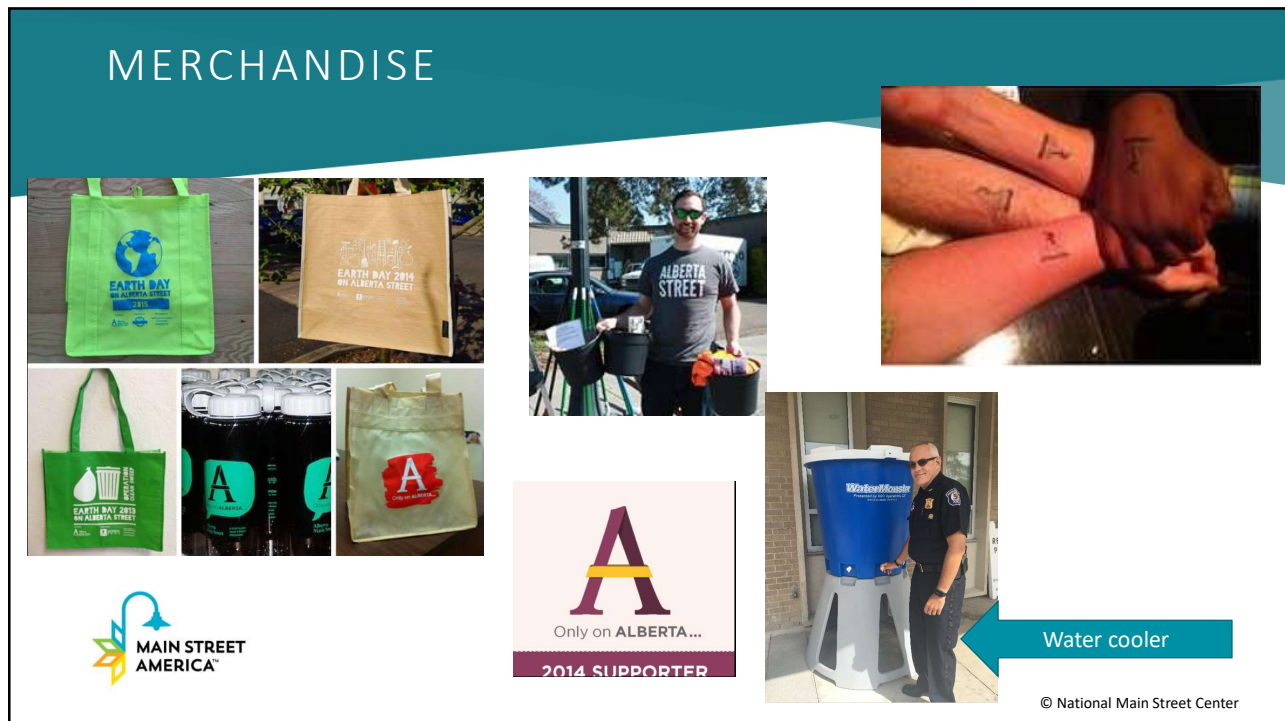
- + Create the most sustainable (social, economic, and environmental) business district in Portland, the nation, the world....
- + Foster the development of Alberta Street as a world class arts/creative district and;
- + Solidified the local, non-corporate small business base on the street.

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## ONLINE FUNDRAISING

Dear Kathy,


A couple of weeks ago we sent you a request to renew your support for Alberta Main Street. We are very thankful for your past support and hope you will again choose to support our efforts as we begin our fifth year and our 2014-15 Annual Pledge Drive. While we have accomplished a great deal, there is still work to be done and we can't do it without you.

Your tax-deductible contribution ensures that Alberta Street continues to develop as a unique place to live, shop and eat. To help us deliver on our mission, please renew your investment of \$50 or support us in a way that is workable and meaningful for you. It truly takes a community to do what we do. You can make an annual contribution or spread your contribution out over the course of the year.

[CLICK HERE](#) to contribute today!

Since 2010, Alberta Main Street has been working to develop Alberta Street as a vibrant, creative, equitable, and sustainable commercial district. We work to support and encourage independent, local businesses that reflect the needs of the community. We've been able to do this with support from the City, residents, businesses and commercial property owners. If Alberta Main Street is to continue, we need your continued commitment and support.

Sincerely,




*James Armstrong*

Sara Wittenberg  
Executive Director  
Alberta Main Street  
1722 NE Alberta Street  
Portland, OR 97211  
[albertamainst.org](http://albertamainst.org)

*Alberta Main Street is a nonprofit 501(c)3 organization. Your donation is tax deductible as allowed by law. (EIN: 27-3399695). Contribution and that no goods or services were provided in exchange for your contribution.*

Sent: Thu 11/23/2014 7:2

Alberta Main Street  
Thank you Robyn Galbos, Jeffrey Walton, Barry Pappenheim and Kathy LaPlante for your generosity and support! Resident contributions to Alberta Main Street are key in helping our community shine! You too can make an investment in your street, contribute online at: <http://bit.ly/alberta15>



Like Comment Share

You and 2 others like this.

AIN STREET AMERICA™

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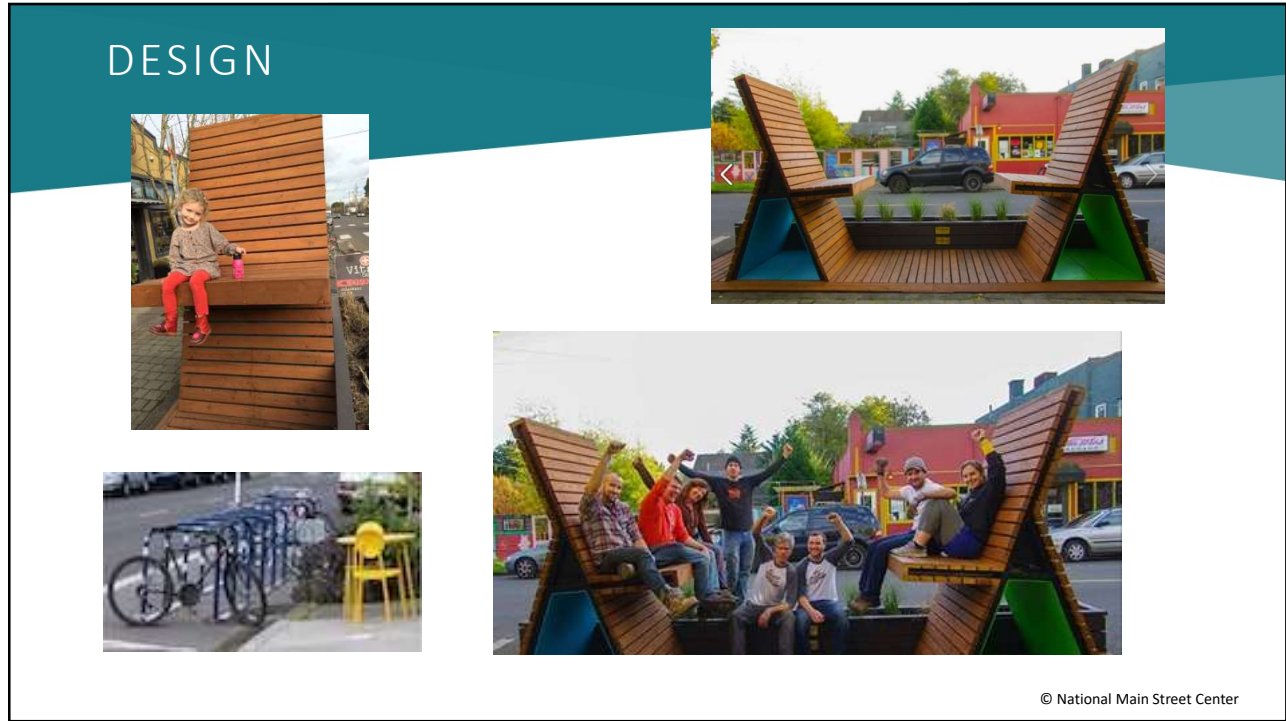
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## DESIGN



Center

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## DESIGN ELEMENTS




**Façade Grants:**

- Low VOC (Volatile organic compounds) paints
- Reuse
- Community painted murals

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## DESIGN – BIKE PATHS & CAR CHARGING




**NE/SE 20s Bikeway Project North Section**

**Design Options**

- NG Neighborhood Greenway
- BL Bike Lanes
- BB Buffered Bike Lanes
- EM Enhanced Pavement Markings
- PR Requires Parking Removal
- BC Bike Couplet: 1-way bike lane + 2-way Neighborhood Greenway
- CC1 Bike Corridor 1: 2-way bike lane + 2-way Neighborhood Greenway
- CC2 Bike Corridor 2: Enhanced Pavement Markings + 2-way Greenway

**Crossing Improvements**

- CI Curb extensions w/crosswalk
- MI Median Island w/crosswalk
- BS Beacon w/ crosswalk
- RF Rapid Flash or HAWK
- OT Other



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## ECONOMIC DEVELOPMENT



Alberta Main Street on Instagram: "Welcome to #albertastre...  
INSTAGRAM



**Bollywood Theater Reopens on NE Alberta**  
Fans of Indian food and sitting will have a reason to smile this week, when Bollywood Theater reopens its Northeast Alberta Street location after a recent expansion.



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## SUSTAINABILITY/GREEN BUSINESSES



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# PROMOTION

**12/13 to 12/21**  
GNOME FOR THE HOLIDAYS

**ARTRAGEOUS HOLIDAY ART & CRAFT EXTRAVAGANZA**  
Featuring:  
Artists: Chris Huberman, George Piroos, Madison Weiss  
Crafters: RL Littlegrass, Riverland Crafts, Sue Frankman, Jackie Avery  
Auction: Paul Gerold  
Stalls: River Street Designs, Kelly Gough  
Clubs: Lyla Wolfenstein  
Costume Designers: Laura McShane  
120 NE Alberta (Alberta & Mallory) PDX 97211  
And many more!!!!

**TANNENBAUM MADNESS**  
ON VIEW FROM NOV 23-JAN 1  
OPENING CELEBRATION NOV 23, 4-8PM  
TREE LIGHTING DEC 1

**TRICK OR TREAT ALBERTA STREET**

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# ALL THAT ALBERTA DOES IS ABOUT GETTING TO THEIR SHARED VISION

**RECLAIM IT!**

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## CASE STUDY BRUSH! CO

**Assets & History**

- + Brush! Area Museum and Cultural Center
- + Pawnee Pioneer Trail Scenic & Historic Byway
- + Access to water, rich soil and a good climate to farm in.
- + The famous cattle drive, the Texas Montana Trail, passed right through Brush!
- + Brush boasts a rich history, limitless recreation, genuine country feel and outdoor fun galore.

- Brush Rodeo
- 90 miles from Denver
- Location described as Pioneering Plains
- Oktoberfest
- primarily as an ag-based community.

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## BRUSH! COLORADO

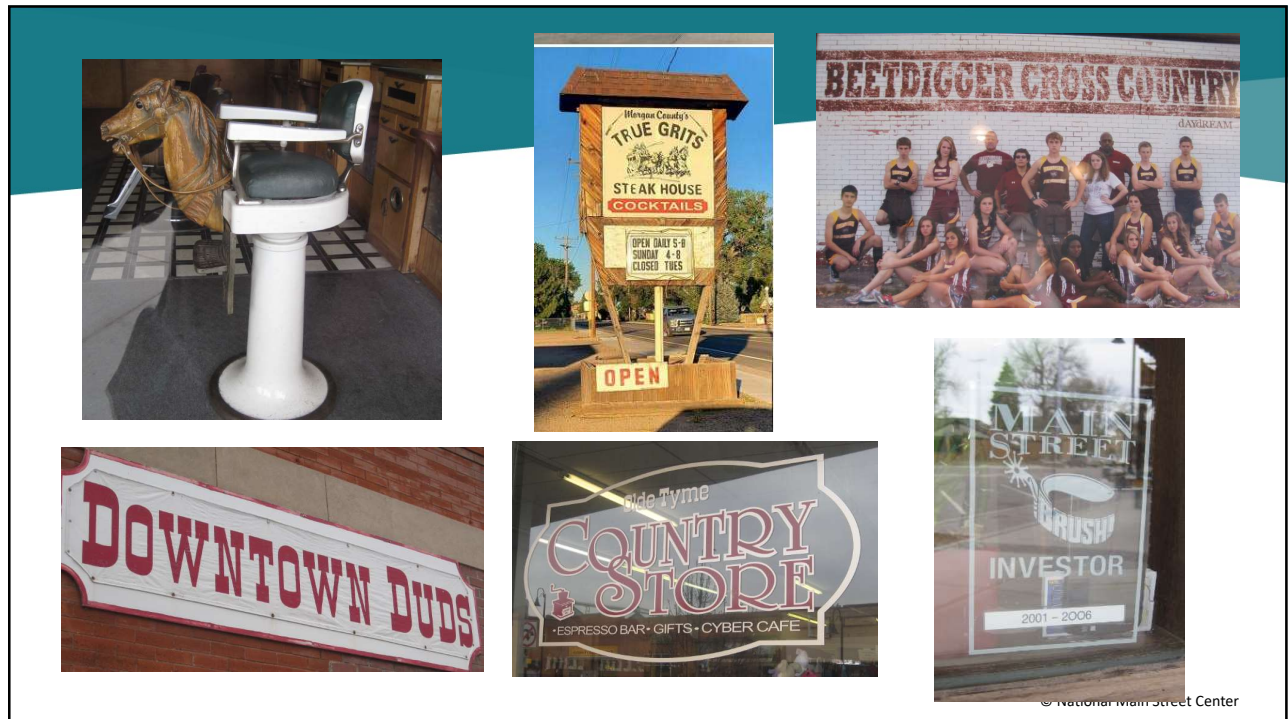


### Agricultural Strategy

- **WHO ARE THE CUSTOMERS FOR THIS STRATEGY?**
- In districts that serve agricultural communities, the primary customers are the people who live in and near the community. They represent a captive market for basic goods and services, as well as a market interested in specialized agriculture-related goods and services.

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## POTENTIAL ORGANIZATION ACTIVITIES

- + Invite one or more people involved in rural economics to serve on a task force or committee and provide initial and ongoing guidance on developing the Agriculture strategy.
- + Explore potential grant opportunities to support food production, distribution, and marketing (e.g., from the US Department of Agriculture's Rural Development Programs and from private foundations interested in improving access to healthy food).
- + Invite ranchers and farmers to serve on the board, committees, or advisory board
- + Assure publicity on what your doing in downtown reaches ranchers and farmers
- + Get kids from FFA or 4H involved



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## SAMPLE PROMOTION ACTIVITIES:

- + Organize a farmers market or annual local food festival
- + Host a Farm to Table dinner on Main Street
- + Incorporate sugar beet bowling (or other local products) into special events
- + Ugly pickup contest or antique tractor show
- + Farm Art Contests
- + Ag Tours
- + Special business promotion for farm/ranch families



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## POTENTIAL DESIGN ACTIVITIES

- + Design and install an urban orchard in a vacant parcel between storefront buildings.
- + Add fresh herbs to planter boxes throughout the district and encourage shoppers to take home a handful.
- + Historic walking tour with hoof prints on the sidewalk
- + In vacant storefront windows showing ag related displays (equipment, photos, etc.) Provide guided tour for schools and interpret displays
- + Ag related mural featuring local farm and people









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## SAMPLE ECONOMIC VITALITY ACTIVITIES:






- In small, agriculture-focused towns, conduct a survey of area households to find out what products and services they would shop for locally, if they were available.
- Launch a community-owned variety store or small department store.
- Develop or recruit a restaurant that grows some or all of its produce on-site (on an adjacent or nearby district lot, for instance, or on the building's roof).
- Encourage more restaurants to buy more local produce to serve
- Encourage businesses to support the strategy with naming their businesses
- Crowd funding to buy a building – to target an ag-related business

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## BUSINESS DEVELOPMENT

**Potential products, services, and business types that support an Agricultural Economy strategy may include:**

- + Livestock feed
- + Seed (both for farming and for home gardens)
- + Canning and preserving equipment and supplies
- + A commercial kitchen, for processing and packaging farm products
- + Natural and chemical fertilizers, insecticides, and herbicides
- + Work clothes, shoes, boots, and accessories
- + Insect-resistant, UV-protective, and cooling clothing, hats, and scarves
- + Agricultural hardware
- + Equipment repair services
- + Farm insurance
- + Extension service office
- + A community-owned or co-op variety store
- + Family restaurants
- + Specialized food incubators
- + Brewery or distillery



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## THE MAIN STREET APPROACH® FOR COMPREHENSIVE REVITALIZATION

**ECON/VITALITY**

**DESIGN**

**PROMOTION**

**ORGANIZATION**



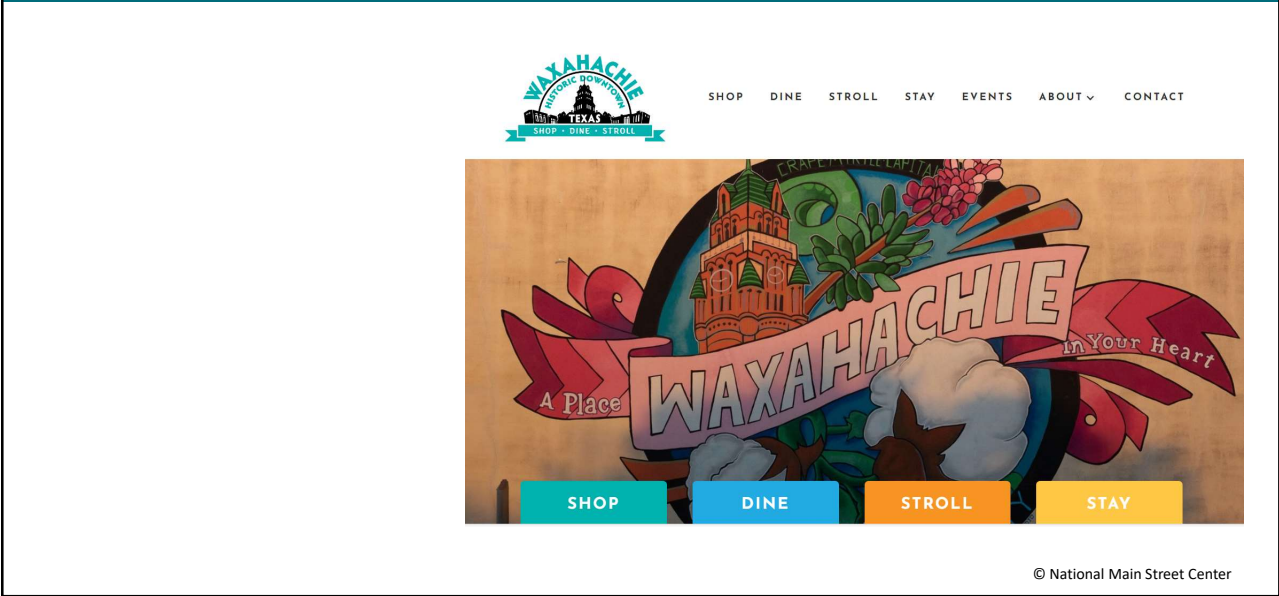
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# STRATEGY-DRIVEN PROGRAMMING IN TEXAS



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# PRESERVING & EDUCATING ABOUT DOWNTOWN'S HISTORIC CHARACTER & CULTURAL ASSETS

## Preservation-Based Economic Development

Key areas of focus:

1. Preservation Ethics and education on Historic and cultural assets
2. Standards and best practices for place-based, people-focused Design
3. Promotion of historic, heritage, and cultural assets

Standard Five confirms our strong belief that a community's own place-based and diverse cultural assets reflect the richness and strength of its identity and establish a competitive market advantage.



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## STANDARD V – PRESERVATION-BASED ECONOMIC DEVELOPMENT

### Preservation-Based Economic Development

### Sample Metrics

**I. PRESERVATION ETHICS AND EDUCATION ON HISTORIC AND CULTURAL ASSETS**

**INDICATOR 1:** Main Street demonstrates the community's commitment to its historic and cultural assets. Examples of how these are demonstrated include:

- a. The district has historic buildings listed as local landmarks, a national landmark district, or listed in the National Register of Historic Places.
- b. The community is a Certified Local Government (CLG).
- c. The district has received cultural, arts, or other special designations or recognitions.
- d. Main Street advocates for a local preservation ordinance or the community has one.
- e. Main Street has developed or supported the development of design standards, guidelines, and tools property owners can use to preserve, improve, and maintain historic buildings.
- f. Incentives or in-kind services are in place to assist with improvements to historic and cultural resources (e.g., facade grant, sign grant, low interest loan, design assistance)
- g. Local, county, and/or regional strategies acknowledge and incorporate the preservation of heritage and cultural assets as economic development priorities.

Score 1 - 5: \_\_\_\_\_

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## PRESERVING & EDUCATING ABOUT DOWNTOWN'S HISTORIC CHARACTER & CULTURAL ASSETS

### Preservation-Based Economic Development

### Sample Metrics

**I. PRESERVATION ETHICS AND EDUCATION ON HISTORIC AND CULTURAL ASSETS**


**INDICATOR 1:** Main Street demonstrates the community's commitment to its historic and cultural assets. Examples of how these are demonstrated include:


- a. The district has historic buildings listed as local landmarks, a national landmark district, or listed in the National Register of Historic Places.
- b. The community is a Certified Local Government (CLG).
- c. The district has received cultural, arts, or other special designations or recognitions.
- d. Main Street advocates for a local preservation ordinance or the community has one.
- e. Main Street has developed or supported the development of design standards, guidelines, and tools property owners can use to preserve, improve, and maintain historic buildings.
- f. Incentives or in-kind services are in place to assist with improvements to historic and cultural resources (e.g., facade grant, sign grant, low interest loan, design assistance)
- g. Local, county, and/or regional strategies acknowledge and incorporate the preservation of heritage and cultural assets as economic development priorities.

Score 1 - 5: \_\_\_\_\_

**Key areas of focus:**

1. **Preservation Ethics and education on Historic and cultural assets**
2. **Standards and best practices for placed-based, people-focused Design**
3. **Promotion of historic, heritage, and cultural assets**





**Historic Preservation INFORMATIONAL MEETING**

About the  
Chillicothe Expanded Downtown Historic Area Survey

Join Paula Mohr with Bentonsport Preservation, LLC for a brief presentation to discuss:

- What is Historic Resource Survey?
- What is the Purpose of the Survey?
- What is the Process for this Project?

Please feel free to bring photos and stories you would like to share about the neighborhood.

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## PRESERVATION-BASED ECONOMIC DEVELOPMENT IN TEXAS

- + Everyone’s strong suit with TX Historic Commission housing the TX Main Street program
- + Preservation and education.



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## BUILDING THE CASE FOR MAIN STREET

### Demonstrated Impact and Results

*Key areas of focus:*

- 1. Demonstrating the Value of Main Street**
- 2. Measuring and Packaging quantitative and qualitative Outcomes**
- 3. Promoting progress and demonstrating impact and results**

Standard Six highlights the importance of tracking, packaging, and demonstrating the qualitative and quantitative impact of the program’s revitalization efforts. It also provides the opportunity for the local Main Street program to tell their stories and advocate for resources needed for sustainability.



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# STANDARD VI – DEMONSTRATED IMPACT AND RESULTS

## Demonstrated Impact and Results

### Key areas of focus:

1. **Demonstrating the Value of Main Street**
2. **Measuring and Packaging quantitative and qualitative Outcomes**
3. **Promoting progress and demonstrating impact and results**

### III. PROMOTING PROGRESS AND DEMONSTRATING IMPACT AND RESULTS

**INDICATOR I:** The district's revitalization programming, achievements, stories, and reinvestment statistics are promoted. Examples of how these are demonstrated include:

- a. Sharing through the Coordinating program reporting system according to the timeline-outlined in annual agreements.
- b. Sharing with district stakeholders, local units of government, anchor organizations,-funders, and the community at large.
- c. Highlighting and publishing success stories of impactful projects on digital platforms(website, social media channels, etc.) and local media outlets.
- d. Publishing and distributing an annual report and summary of revitalization statistics.
- e. Highlighting key statistics and testimonials on website and other marketing materials.

Score 1 - 5: \_\_\_\_\_



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# IMPACT MEASUREMENTS FOR PROMOTIONS

### Measurable metrics:

- ✓ Audiences reached
- ✓ New partnerships
- ✓ Volunteers engaged
- ✓ Increased sales
- ✓ Foot traffic
- ✓ Media attention
- ✓ Business exposure
- ✓ Funds raised by nonprofits
- ✓ Cost + money generated into community



Rochester, MI

# HOW DO YOU MEASURE THE SUCCESS OF YOUR FARMER'S MARKET?

- + Number of vendors and vendor retention
- + Number of attendees
- + Sales of market vendors
- + Financial outcome (money-maker?) Increase sponsors
- + Entertainers' tips
- + Supplemental Nutrition Assistance Program (SNAP)
- + Sales and foot traffic to district businesses
- + Social media response/engagement and media coverage
- + Surveying customers at market (who, where, how often do they come?)
- + Bricks and mortar stores opened by vendors

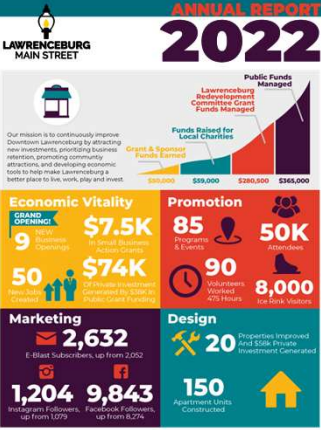


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# BUILDING THE CASE FOR MAIN STREET

**Demonstrated Impact and Results**

- Key areas of focus:**
1. **Demonstrating the Value of Main Street**
  2. **Measuring and Packaging quantitative and qualitative Outcomes**
  3. **Promoting progress and demonstrating impact and results – Texas Main Street and MSA logo use**



### BY THE NUMBERS

The Evolution of Main Street Chillicothe

<b>Milestones:</b> 2008 - Main Street Chillicothe formed 2009 - First public meeting 2010 - Public meeting project started 2011 - Public meeting project started 2012 - Public meeting project started 2013 - Public meeting project started 2014 - Public meeting project started 2015 - Public meeting project started 2016 - Public meeting project started 2017 - Public meeting project started 2018 - Public meeting project started 2019 - Public meeting project started 2020 - Public meeting project started 2021 - Public meeting project started 2022 - Public meeting project started	<b>State Awards:</b> Recognition of Main Street Chillicothe 2008, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022 2010 - Public Improvement Project 2011 - Outstanding Special Project 2012 - Heritage Trail 2013 - Economic Development Project 2014 - Special Event 2015 - Cultural New Event 2016 - Outstanding Community Education Campaign 2017 - Best Business Branding
---	--

**Statistics:**  
 Our statistics from 2006-2022:  
 \$3,182,658 public investment +  
 \$3,356,798 private investment =  
 \$11,397,448 total investment  
 213.5 net new jobs  
 54 net new businesses  
 75 building rehabilitations  
 30,657 volunteer hours  
 Vacancy Rate: 2006-24%, 2017-3%

**Partnerships:**  
 Partnership formed between Main Street Chillicothe and various entities:  
 Chillicothe Development Corporation  
 City of Chillicothe  
 Livingston County  
 Greater Chillicothe Visitors Region  
 Chillicothe Area Chamber of Commerce  
 Farmers Market  
 Great River Museum  
 Cultural Center Art Guild  
 Livingston County Library  
 Missouri Main Street Connection  
 Main Street America

**MAIN STREET IMPACT**

Main Street Delaware, Inc.  
 20 E. William St.  
 Delaware, Ohio  
 740.362.6050  
 officeassistant@mainstreetdelaware.com

MAIN STREET AMERICA

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## GREAT EXAMPLE FROM BERLIN

Best Small Town for Shopping:  
Berlin, Maryland

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## MEASURING SUCCESS

- + Standard reinvestment stats (net business gains, net job growth, investment by the public and private sectors, volunteer hours).
- + Track outcomes that change the impact on strategies – for example, if arts and entrainment is your strategy, is attendance at arts and entrainment venues increasing? Have new partners joined your efforts? Has funding increased from these events?

Build a diverse economic base | Catalyze smart new investment | Cultivate a strong entrepreneurship ecosystem

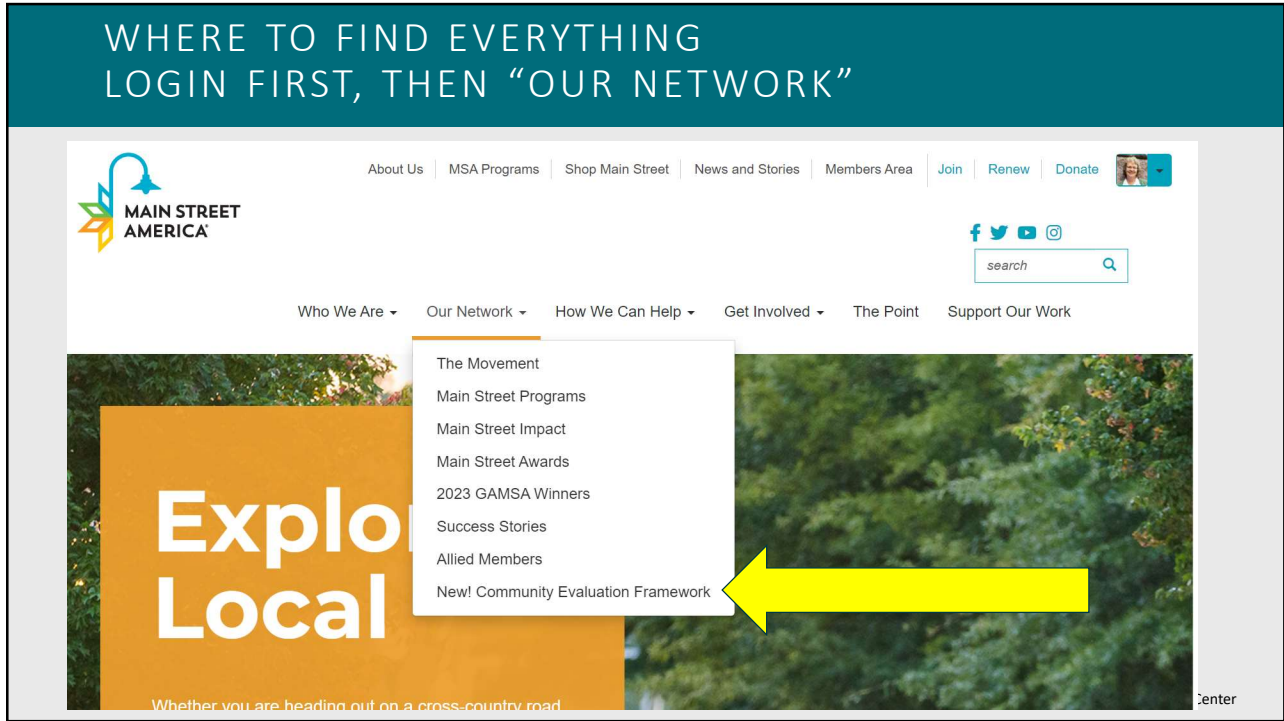
Build leadership and strong organizational capacity | Ensure broad community engagement | Forge partnerships across sectors

Create an inviting, inclusive atmosphere | Celebrate historic character | Foster accessible, people-centered public spaces

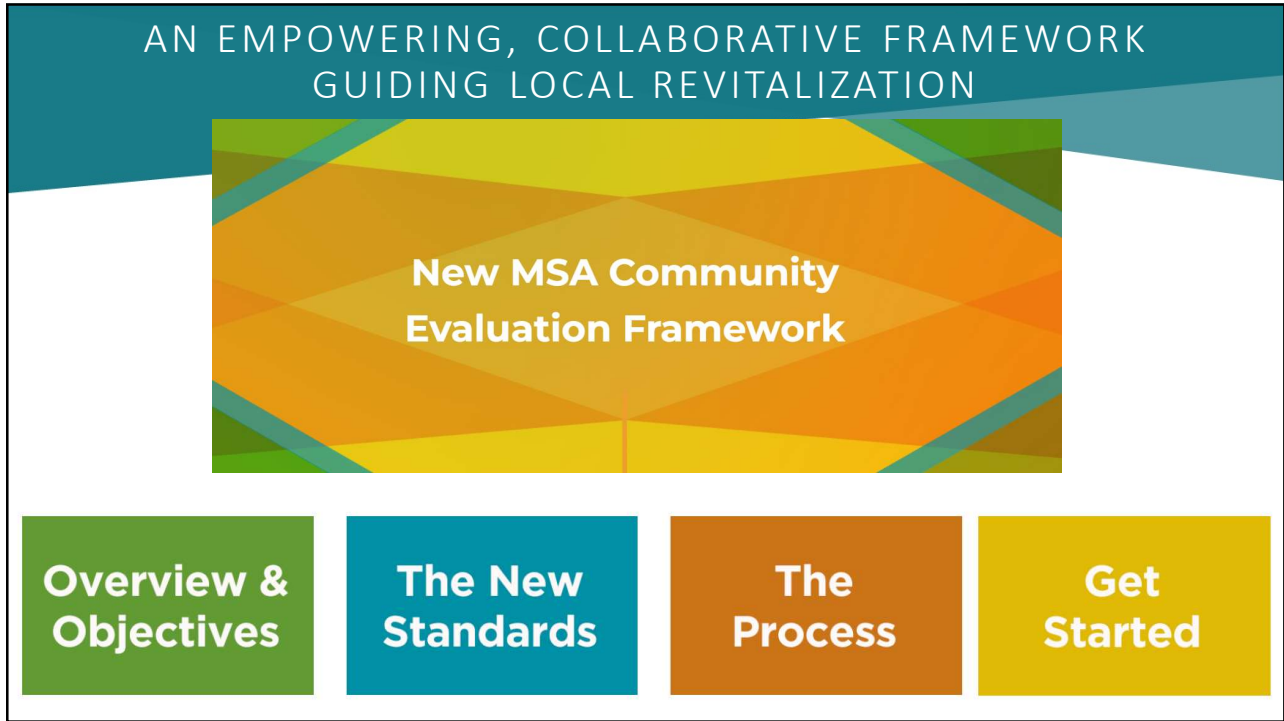
Market district's defining assets | Communicate unique features through storytelling | Support buy-local experience

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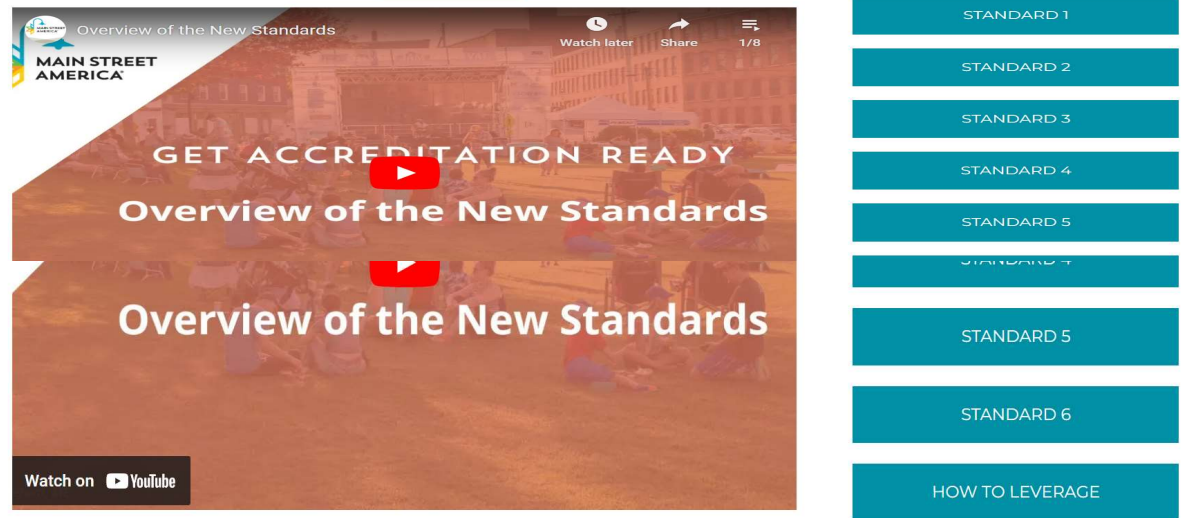
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## VIDEO SERIES



The video player shows a thumbnail for 'Overview of the New Standards' with the text 'GET ACCREDITATION READY Overview of the New Standards'. Below the player is a table of contents with buttons for STANDARD 1 through STANDARD 6, and a button for HOW TO LEVERAGE. The video player interface includes 'Watch later', 'Share', and '1/8' controls. The 'Watch on YouTube' logo is visible in the bottom left of the player.

STANDARD 1
STANDARD 2
STANDARD 3
STANDARD 4
STANDARD 5
STANDARD 6
HOW TO LEVERAGE

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## WEBINAR BY THE RELISH JAR

January 10, 2024 at 2PM CT

- Get board members to listen
- 

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# MAIN STREET MEMBERSHIP BENEFITS

## Latest Trends & Topics

- + Main Street News (*e-newsletter weekly, Spotlights, State of Main (annual on-line journal)*)
- + Webinars (dozens on the website & You Tube)
- + **Access to Peers & Best Practices through the Point**
- + Board and Committee handbooks digital
- + Online "Resource Center" ... *hundreds of samples, case studies, guidelines and resources.*
- + Discounts to the National Main Street Conference and NDC trainings
- + Main Street America Certification Institute
- + Grants with partners (AMEX, USDA, PPS, NPS)

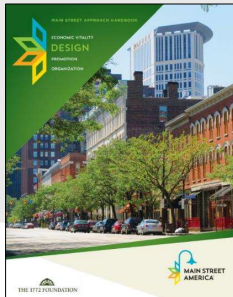
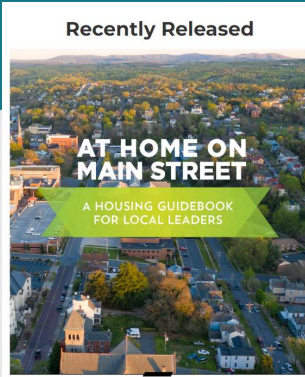


Main Street America Institute

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# PUBLICATIONS

All Downloadable and Free for Members



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# RESOURCES AT MSA

## Digital Libraries

- COVID-19 RESOURCES
- MSA HANDBOOKS & GUIDES
- REVITALIZATION TOOLKITS
- WEBINAR SERIES
- MAIN STREET NOW ARCHIVE
- VIDEO SERIES
- STATE OF MAIN

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# ALLIED SERVICES DIRECTORY


## Main Street Services Directory

Consulting Services | Business Assistance | Marketing & Promotions | Fundraising | Strategic Planning | Community Engagement | Organizational Development


Products | Banners & Signage | Streetscape Products | Holiday Decorations | Technology | Insurance | Fundraising Items



Smartify Media – SmartCityStorefront Program



Downtown Decorations, Inc.



ORIANA solutions

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## MAIN STREET AMERICA

*PROVIDING EDUCATIONAL OPPORTUNITIES & LEADERSHIP DEVELOPMENT FOR REVITALIZATION PROFESSIONALS & VOLUNTEERS*

- ✓ *New Main Street Directors Orientation*
- ✓ *Volunteer Management on Main Street*
- ✓ *Time Management for Main Street Directors*
- ✓ *Market your Main Street: Low-cost, High-Impact Strategies to Get Out Your Message*
- ✓ *USDA - Strategic Economic and Community Development (SECD) Program*
- ✓ *TGIF: Town Gown Is Fundamental*
- ✓ *Small Business Saturday*
- ✓ *Why Aren't You Asking for Year-End Gifts?*
- ✓ *Cultural Districts and Placemaking*
- ✓ *New Market Tax Credits*
- ✓ *The Great American Main Street Awards: An Insider's Guide to Applying for and Winning GAMSA*





Main Street Center

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## MAIN STREET AMERICA

### *RECOGNIZING REVITALIZATION SUCCESS & INNOVATION*

### Great American Main Street Award

**Criteria**

These award-winning communities demonstrate exemplary achievement in the process of strengthening their downtowns and commercial districts based on the following selection criteria:

- Overall strength of the Main Street program and documented success in creating an exciting place to live, work, play and visit;
- Demonstrated impact aligning with the Main Street Approach;
- Commitment to historic preservation;
- Active involvement of the public and private sector;
- Model partnerships, including inclusive engagement of community members and local stakeholders in the downtown revitalization process; and
- A Main Street America Accredited program.



**2022 GAMSA Winners**

Heart of Biddeford

Hammond Downtown Development District

Laramie Main Street Alliance

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# FUNDING OPPORTUNITIES



## Inclusive Backing

Presented by 

Third round, 60 businesses get \$5,000

We want to hear about the innovative ways you celebrated Small Business Saturday® as an American Express Neighborhood Champion in 2022! The Neighborhood Champion Innovation Contest is open now through March 31, 2023 at 11:59 p.m. CT.



## INVESTING BIG IN SMALL TOWNS

We are committing \$25 million in grants over the next five years to towns with 50,000 people or less.

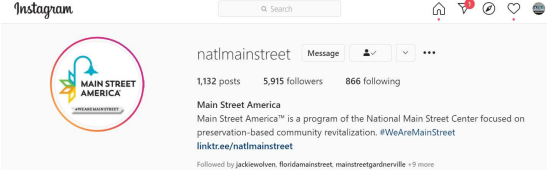
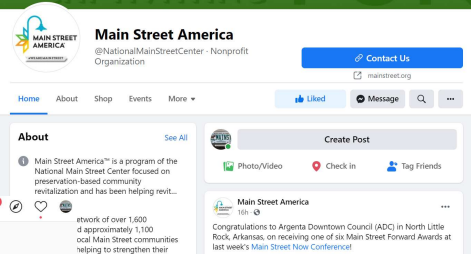

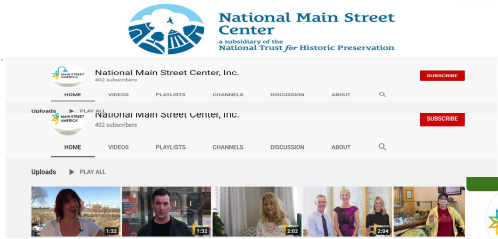
[Find out more](#)

**We're invested in helping communities across America thrive. That's why we're committing \$25 million to small town grants over the next five years—and it starts with you.**



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# FOLLOW US



**We want to hear your stories!**


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## MAIN STREET AMERICA

ACCESS TO ADDITIONAL RESOURCES

- National Trust Insurance Services  
[www.nationaltrust-insurance.org](http://www.nationaltrust-insurance.org)
- National Trust Community Investment Corporation  
  - [www.ntcicfunds.com](http://www.ntcicfunds.com)

National Trust awarded almost **\$10M in grants in 2022** and are encouraging both Main Street coordinator programs and their communities to apply. If coordinators have specific questions, the Director of Grants & Awards Nicky Vann and Renee Kuhlman are offering a session on Monday p.m. and will also be at their booth in the Exhibit Hall.



**National Trust Insurance**  
33 South Gay Street  
Baltimore, MD 21202  
[Get Map](#)  
Phone: 866-269-0944



Directors and Officers  
Volunteer Accident Coverage  
Special Events  
Collections and Fine Arts  
Vacants and Builders Risk  
Historic Tax Credit

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## WE WANT TO HEAR YOUR STORIES

### OVERHEARD ON THE POINT

- If money were no object...
- Make up for missed board meeting?
- Sample satisfaction surveys
- Do you collect rent data in MaestroCM?
- Internet Provider
- Granby, Colorado - Seeking applicants for Main Street Director

### MAIN STREET HEADLINES

- Denham Springs Main Street gearing up for first-ever St. Patrick's Day Parade (La.) *Livingston Parish News*
- Woodbine celebrates 15 years as Iowa Main Street Community (Iowa) *Bulletin-Review*
- To Build a Healthier City, Begin at the Sidewalk (USA) *Bloomberg*

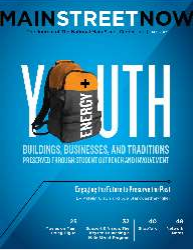
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## BENEFITS OF NMSC MEMBERSHIP SHARE YOUR MEMBERSHIP

### Sharing Member Benefits

Standard Network membership benefits extend to all those in the member organization, including staff and volunteers of the network member organization. Program managers can now easily allow staff, board, volunteers and others access the solution center and other areas for the website without sharing your own login information. Learn how to share your benefits with our [Member Access Guide](#).



Primary User Account	Linked User Accounts
<p>This is the main user account for your organization's membership, used by your organization's manager, executive director, or main point of contact to administer the membership online.</p> <p>It will be the only account that contains your membership number.</p> <p>You need it to do the following:</p> <ul style="list-style-type: none"> <li>• Update your membership address, used for mailing Main Street News, Preservation Magazine, and renewal notices</li> <li>• Renew your membership</li> <li>• Share your benefits</li> </ul> <p><i>Please note: If you are not part of an organization and have joined the Main Street Network as individual, this will be the only account you need.</i></p>	<p>These are individual user accounts for your staff, committee, and board members. This account type gives users access to members-only Main Street content, while keeping a single login for all their participation in the PreservationNation community.</p> <p><i>Please note: these user accounts are not able to manage your membership.</i></p>



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## RESOURCES - MEMBERSHIP


### Get Started

[Log in](#) with your individual sub-member account to view the communities you belong to or can join.

JOIN THE CONVERSATION

If you don't have an individual sub-member account yet, follow our [Account Setup Guide](#) or watch our video tutorial to get started.

Not a member yet? [Join today.](#)



If you need help with membership reach out to Tali Jamir or Sylvie Warfield at 312.610.5611.

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**MAIN STREET AMERICA**  
Nationally recognized.  
Locally powered.™



**TEXAS MAIN STREET**  
TEXAS HISTORICAL COMMISSION

National Main Street Center  
53 West Jackson Blvd. Suite 350  
Chicago, IL 60604  
[mainstreet.org](http://mainstreet.org)

**Hope to see you in Birmingham!**



**MAIN STREET Now 2024**  
MAY 6-8  
BIRMINGHAM ALABAMA  
SAVE THE DATE

**KATHY LA PLANTE**  
Senior Director of Coordinating Programs  
[klaplante@mainstreet.org](mailto:klaplante@mainstreet.org)

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# CATALYST STRATEGIES “CHEAT SHEET”

Catalyst Strategies are off-the-shelf Transformation Strategies that can be adapted to a wide variety of places. Many can exist at any price point (e.g., Apparel or Home Furnishings); a few are organized around an existing institution (e.g., College Town or Military Installation). All can be further customized to local needs.

CATALYST STRATEGY	DESCRIPTION	CUSTOMERS	SPECIAL CONSIDERATIONS	BENEFITS, TRADE-OFFS	EXAMPLE ACTIVITIES
<b>AGRICULTURAL ECONOMY</b>	Products and services that serve agricultural communities, OR support small-scale agriculture and local food production	<ul style="list-style-type: none"> <li>▸ Live nearby</li> <li>▸ Agricultural families</li> <li>▸ Agricultural workers (incl. seasonal)</li> </ul>	<ul style="list-style-type: none"> <li>▸ Appropriate for rural, agricultural communities</li> <li>▸ Also appropriate for urban districts interested in sustainability and urban agriculture</li> </ul>	<ul style="list-style-type: none"> <li>▸ Serves locals’ needs</li> <li>▸ Serves local economic drivers</li> </ul>	<ul style="list-style-type: none"> <li>▸ Install an orchard in a vacant downtown lot</li> <li>▸ Organize a farmers’ market</li> <li>▸ Launch a community-owned variety store</li> </ul>
<b>APPAREL</b>	Apparel cluster, typically differentiated and independent, so as not to compete with malls.	<ul style="list-style-type: none"> <li>▸ Everyone... but, primarily women</li> <li>▸ Preferably a target niche (e.g., vintage, work clothes, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>▸ Street visibility</li> <li>▸ Competitive industry (malls, online)</li> <li>▸ Online sales possible</li> </ul>	<ul style="list-style-type: none"> <li>▸ Often highly desired retail mix, but highly competitive</li> <li>▸ Can position district as regional destination</li> </ul>	<ul style="list-style-type: none"> <li>▸ Visual merchandising assistance to apparel biz.</li> <li>▸ Lunchtime fashion shows</li> </ul>
<b>ARTS</b>	“Arts” involves all creative industries, incl. film, music, dance, fine art, theatre, etc.	<ul style="list-style-type: none"> <li>▸ Demographically diverse; may be shaped by ethnicity, income, etc.</li> <li>▸ Some sales business to business (rather than consumer)</li> </ul>	<ul style="list-style-type: none"> <li>▸ Different from “Entertainment districts”, though some overlap.</li> <li>▸ Creative industry workers often keep odd hours, enlivening the district.</li> </ul>	<ul style="list-style-type: none"> <li>▸ Arts industries can make use of hard-to-use spaces</li> <li>▸ Arts often serve as a draw for other types of businesses.</li> </ul>	<ul style="list-style-type: none"> <li>▸ Create a public arts strategy</li> <li>▸ Pair artists with retailers for window displays</li> <li>▸ Launch an “open studios” day</li> <li>▸ Develop live/work space</li> </ul>

<b>COLLEGE TOWN</b>	Makes connections between business district and anchor educational institution.	<ul style="list-style-type: none"> <li>▸ Students, faculty, staff at college/university</li> <li>▸ Returning alumni, visiting parents</li> <li>▸ Tourists/visitors</li> </ul>	<ul style="list-style-type: none"> <li>▸ Residential institutions differ from commuter schools</li> <li>▸ Strategy may work better where institution already a center of community life</li> </ul>	<ul style="list-style-type: none"> <li>▸ Builds on existing economic anchor</li> <li>▸ No new parking demand (in many cases)</li> <li>▸ But: Can be associated with nuisance issues (e.g., noise, drinking)</li> </ul>	<ul style="list-style-type: none"> <li>▸ Install college flags, pennants downtown</li> <li>▸ Establish direct liaisons to university admin and student body</li> <li>▸ Set up loyalty card</li> </ul>
<b>CONVENIENCE GOODS + SERVICES</b>	Pursues a cluster of retail and retail-service businesses that fulfill day-to-day needs of nearby shoppers. E.g., groceries, dry cleaning, drug store, flowers, hardware, etc.	<ul style="list-style-type: none"> <li>▸ People who live nearby</li> <li>▸ People who work nearby</li> <li>▸ People passing through (e.g., commuting)</li> </ul>	<ul style="list-style-type: none"> <li>▸ Highly desired by many communities, but...</li> <li>▸ Competitive</li> <li>▸ Not differentiated</li> <li>▸ Functions as an “amenity” to residential</li> </ul>	<ul style="list-style-type: none"> <li>▸ A “full-service” district</li> <li>▸ But: Convenience businesses can be generic in nature and they don’t draw customers from elsewhere</li> </ul>	<ul style="list-style-type: none"> <li>▸ Improve short-term parking options</li> <li>▸ Install bike racks</li> <li>▸ Set out water bowls so residents walk dogs downtown</li> <li>▸ Shop-local campaign</li> </ul>
<b>CATALYST STRATEGY</b>	<b>DESCRIPTION</b>	<b>CUSTOMERS</b>	<b>SPECIAL CONSIDERATIONS</b>	<b>BENEFITS, TRADE-OFFS</b>	<b>EXAMPLE ACTIVITIES</b>
<b>DINING + ENTERTAINMENT</b>	Focuses on things people do for fun, usually in the evenings. Often serves as a regional destination.	<ul style="list-style-type: none"> <li>▸ Younger (though not always)</li> <li>▸ Singles and couples (not kids, typically)</li> </ul>	<ul style="list-style-type: none"> <li>▸ Can be complementary to a daytime strategy</li> <li>▸ Can be associated with nuisance issues (e.g., noise, drinking)</li> <li>▸ Complements Arts strategy</li> </ul>	<ul style="list-style-type: none"> <li>▸ Extends business days into evenings</li> <li>▸ Parking demand complementary to daytime demand</li> <li>▸ Works well with historic buildings</li> </ul>	<ul style="list-style-type: none"> <li>▸ Improve lighting to increase safety at night</li> <li>▸ Engage business owners in “responsible hospitality” program</li> <li>▸ Organize a “night market”</li> </ul>
<b>DISTRICT WORKERS + RESIDENTS</b>	A convenience-oriented strategy (e.g., take-out meals, greeting cards, hair, daycare)	<ul style="list-style-type: none"> <li>▸ Nearby, but demographically diverse</li> </ul>	<ul style="list-style-type: none"> <li>▸ Captive market</li> <li>▸ Workers can only shop before or after work, or at lunch</li> </ul>	<ul style="list-style-type: none"> <li>▸ A “full-service” district</li> <li>▸ Price competitive and chain-dominated segment</li> <li>▸ May generate new housing demand (people want to live near work)</li> </ul>	<ul style="list-style-type: none"> <li>▸ Create lunchtime gathering places</li> <li>▸ Schedule promo activities at lunchtime</li> <li>▸ Offer delivery service</li> <li>▸ Develop upper-story apartments</li> </ul>

Item 2.

<b>ELDER-FRIENDLY + AGING-IN-PLACE</b>	Recognizes that people have different needs as they advance in age and life stage. An Elder-Friendly strategy helps people continue living independently for as long as possible.	<ul style="list-style-type: none"> <li>▸ Elders... but,</li> <li>▸ More active than previous generations of retirees</li> <li>▸ Greater proportion of single-person and multi-generation households</li> </ul>	<ul style="list-style-type: none"> <li>▸ More than other strategies, must be particularly attentive to the physical environment – e.g., traffic safety, seating, amenities</li> </ul>	<ul style="list-style-type: none"> <li>▸ Seniors spend more money on experiences (less on things)</li> <li>▸ Empty-nesters and down-sizers</li> <li>▸ Buy stuff for grandchildren</li> </ul>	<ul style="list-style-type: none"> <li>▸ Improve sidewalk lighting</li> <li>▸ Grants to make stores accessible</li> <li>▸ Set up walking/exercise groups in district</li> <li>▸ Offer home delivery</li> </ul>	<i>Item 2.</i>
<b>ETHNIC SPECIALTIES</b>	Pursues a cluster of retail and retail-service, entertainment, industrial, and wholesaling businesses that primarily serve the needs of a particular ethnic or cultural group, but may be patronized by any shopper	<ul style="list-style-type: none"> <li>▸ Members of a specific ethnic or cultural community</li> <li>▸ Others seeking out authentic cultural foods, products, or experiences</li> <li>▸ More than other strategies, the customer defines the district</li> </ul>	<ul style="list-style-type: none"> <li>▸ Ethnic economies can be fairly self-contained and even insular</li> <li>▸ Business mix can be very wide-ranging – manufacturing to galleries to restaurants</li> </ul>	<ul style="list-style-type: none"> <li>▸ Creates a regional destination</li> <li>▸ Highly differentiated (does not typically compete with malls, chains)</li> <li>▸ But: May not be embraced by whole community, if diverse ethnicities</li> </ul>	<ul style="list-style-type: none"> <li>▸ Install bilingual signs</li> <li>▸ Partner with local social service agencies</li> <li>▸ Organize a “Street Fare” of local, ethnic foods</li> <li>▸ Establish a commercial kitchen to grow culinary businesses</li> </ul>	
<b>FAMILY-FRIENDLY, FAMILY-SERVING</b>	Focuses on local families; characterized by family-friendly events and businesses	<ul style="list-style-type: none"> <li>▸ Families, particularly with babies and young children at home</li> <li>▸ Grandparents</li> <li>▸ Teens</li> </ul>	<ul style="list-style-type: none"> <li>▸ A daytime strategy</li> <li>▸ Most active on weekends</li> <li>▸ Appropriate for communities with young demographic, growing families</li> </ul>	<ul style="list-style-type: none"> <li>▸ Offers products and entertainment locally</li> <li>▸ Helps engender positive downtown experiences for young people</li> <li>▸ But: Not compatible with strategies dependent on bars and nightlife</li> </ul>	<ul style="list-style-type: none"> <li>▸ Add kid-scale street furniture in public spaces</li> <li>▸ Offer internships to high school students</li> <li>▸ Show family films outdoors on weekends</li> <li>▸ Expand business mix with gifts and toys</li> </ul>	
<b>CATALYST STRATEGY</b>	<b>DESCRIPTION</b>	<b>CUSTOMERS</b>	<b>SPECIAL CONSIDERATIONS</b>	<b>BENEFITS, TRADE-OFFS</b>	<b>EXAMPLE ACTIVITIES</b>	
<b>FOOD</b>	Establishes the commercial district as a food hub, including farmers’ markets, food production, catering, restaurants	<ul style="list-style-type: none"> <li>▸ People who live or work in the district</li> <li>▸ People looking for a social experience</li> <li>▸ Business to business sales of food production</li> </ul>	<ul style="list-style-type: none"> <li>▸ Works well with historic, interesting spaces</li> <li>▸ Can complement arts or entertainment businesses</li> </ul>	<ul style="list-style-type: none"> <li>▸ District becomes a food destination</li> <li>▸ Presence of restaurants often attracts new office-based businesses</li> <li>▸ But: High startup costs for food businesses; high failure rate</li> </ul>	<ul style="list-style-type: none"> <li>▸ Develop a public orchard in a pocket park</li> <li>▸ Partner with closest culinary school</li> <li>▸ Establish a deferred repayment loan program for restaurants</li> </ul>	

<b>GREEN PRODUCTS + SERVICES</b>	Pursues environmentally-friendly economy for the commercial district; supports businesses concerned with recycling and upcycling, and service businesses that use sustainable practices	<ul style="list-style-type: none"> <li>▸ Tend to be younger, highly educated, values-driven</li> <li>▸ Young families</li> <li>▸ Idealistic and aging “Boomers”</li> </ul>	<ul style="list-style-type: none"> <li>▸ Green practices become part of district’s identity</li> <li>▸ Renewable energy, zero-waste practices, public transit, historic preservation, local sourcing all play a role</li> </ul>	<ul style="list-style-type: none"> <li>▸ A forward-looking strategy that leverages the benefits of traditional business districts</li> <li>▸ But: Typically associated with higher price points</li> </ul>	<ul style="list-style-type: none"> <li>▸ Install bike lanes</li> <li>▸ Install rain gardens</li> <li>▸ Hold zero-waste special events</li> <li>▸ Help businesses to purchase energy from renewable sources</li> </ul>	<i>Item 2.</i>
<b>HEALTH + WELLNESS</b>	Pulls together retail, recreational, educational, and professional businesses (including social service orgs) and organizes them around improving people's wellbeing	<ul style="list-style-type: none"> <li>▸ Families to seniors</li> <li>▸ Tend to be more highly educated</li> <li>▸ Tend to be more affluent</li> </ul>	<ul style="list-style-type: none"> <li>▸ Can work equally in a spa/vacation community or convenience-based district</li> <li>▸ Often relies on marketing to make the strategy visible to public</li> </ul>	<ul style="list-style-type: none"> <li>▸ Many businesses can participate (even those not explicitly health-related)</li> </ul>	<ul style="list-style-type: none"> <li>▸ Mark walking and running trails in district</li> <li>▸ Identify healthy options on restaurant menus</li> <li>▸ Work with local gym or trainer to offer outdoor “boot camps” downtown</li> </ul>	
<b>HOME FURNISHINGS</b>	Clusters retail, service, and professional businesses related to the home and home life, including, furniture and housewares, floors and finishes, garden and outdoors, design and construction services	<ul style="list-style-type: none"> <li>▸ Younger (people still at a stage when acquiring the things they need)</li> <li>▸ Homeowners (esp. for appliances, renovations, etc.)</li> <li>▸ Renters (smaller furniture, furnishings)</li> </ul>	<ul style="list-style-type: none"> <li>▸ Strategy can exist at any price point, from used to vintage to new, designer</li> <li>▸ A regional destination strategy: district is known as home furnishings source</li> </ul>	<ul style="list-style-type: none"> <li>▸ Works well in historic setting, buildings</li> <li>▸ Works well for larger spaces</li> <li>▸ Still a bricks-and-mortar retail purchase</li> <li>▸ But: Not a daily consumer need for locals</li> </ul>	<ul style="list-style-type: none"> <li>▸ Paint some old wooden chairs and place them around district</li> <li>▸ Stage living window displays</li> <li>▸ Turn a café into a furniture store (or vice versa)</li> </ul>	
<b>KNOWLEDGE ECONOMY</b>	Primarily focuses on software and technology, but also includes workers in creative professions and the traditional professions (e.g., lawyers, etc.)	<ul style="list-style-type: none"> <li>▸ Typically younger</li> <li>▸ Highly educated</li> </ul>	<ul style="list-style-type: none"> <li>▸ Requires excellent broadband service</li> <li>▸ Workers keep long/odd hours, making the district more vibrant at night</li> </ul>	<ul style="list-style-type: none"> <li>▸ Attracts young, creative entrepreneurs</li> <li>▸ Can be a way for rural communities to grow jobs and population</li> </ul>	<ul style="list-style-type: none"> <li>▸ Establish a co-working space</li> <li>▸ Make wifi available in all businesses</li> </ul>	

CATALYST STRATEGY	DESCRIPTION	CUSTOMERS	SPECIAL CONSIDERATIONS	BENEFITS, TRADE-OFFS	EXAMPLE ACTIVITIES
<b>MANUFACTURING</b>	Focuses on small-scale manufacturing compatible with commercial districts, appropriate for upper-floor spaces, warehouses, and other secondary or peripheral spaces.	<ul style="list-style-type: none"> <li>▸ Sales to other businesses</li> <li>▸ Direct-to-consumer</li> </ul>	<ul style="list-style-type: none"> <li>▸ Can be associated with a local agricultural product, specialty, or ethnicity</li> </ul>	<ul style="list-style-type: none"> <li>▸ Can be a good secondary strategy, especially to make use of difficult spaces</li> <li>▸ Employees of manufacturing businesses become customers of the district</li> </ul>	<ul style="list-style-type: none"> <li>▸ Activate windows by bringing production to front of stores</li> <li>▸ Assist manufacturers with distribution and marketing</li> <li>▸ Establish a “maker space” for entrepreneurs</li> </ul>
<b>MILITARY INSTALLATIONS</b>	Appropriate for communities with a military installation nearby; makes better economic and social connections between installation and downtown.	<ul style="list-style-type: none"> <li>▸ Military personnel</li> <li>▸ Military spouses and families</li> <li>▸ Civilian staff</li> <li>▸ Military contractors, vendors</li> <li>▸ Military heritage visitors</li> </ul>	<ul style="list-style-type: none"> <li>▸ In the new military, which is very career-oriented and family-centered, quality of life and community are important</li> <li>▸ But: May find strategy competes with on-post restaurants, retail</li> </ul>	<ul style="list-style-type: none"> <li>▸ Provides shopping and social alternatives for military families, whether living on-post and off-post</li> <li>▸ Fosters stronger links to local economic driver</li> </ul>	<ul style="list-style-type: none"> <li>▸ Install American flags throughout downtown</li> <li>▸ Create driving tour guide to military historical sites</li> <li>▸ Establish liaison to post</li> <li>▸ Host military appreciation event</li> <li>▸ Promote downtown residential options to military singles, families</li> </ul>
<b>MILLENNIALS</b>	Addresses the demographic slice born between the early 1980s and early 2000s. The authenticity and “retro” nature of traditional business districts appeals to this generation.	<ul style="list-style-type: none"> <li>▸ Younger</li> <li>▸ Educated</li> <li>▸ Entrepreneurial</li> </ul>	<ul style="list-style-type: none"> <li>▸ Reaching milestones later than previous gen’s (e.g., purchase a car, own a home, marry, have kids)</li> <li>▸ Interested in experiential retail, authenticity, and local sourcing</li> <li>▸ Digitally connected</li> </ul>	<ul style="list-style-type: none"> <li>▸ Demographic aligns well with traditional business districts, esp. for entertainment, independent businesses</li> <li>▸ Trendsetting demographic attracts “piggybackers” to district – older followers</li> <li>▸ But: Millennials are accustomed to buying many things online</li> </ul>	<ul style="list-style-type: none"> <li>▸ Install native plant landscaping</li> <li>▸ Encourage Millennial-appropriate design sensibility in signs</li> <li>▸ Recruit Millennials to Main Street board</li> <li>▸ Connect businesses through social media</li> <li>▸ Establish a co-working space</li> </ul>
<b>SPORTS + RECREATION</b>	Connects outdoor activities – camping, boating, hiking, climbing, hunting, etc. – with supporting businesses and amenities. This includes outfitters and equipment sales, restaurants and food services, accommodations, and others.	<ul style="list-style-type: none"> <li>▸ Outdoor enthusiasts</li> <li>▸ Varied spectrum of ages and abilities, and travel lifestyle preferences</li> </ul>	<ul style="list-style-type: none"> <li>▸ While frequently associated with youth, many outdoor enthusiasts are seniors traveling without families or children</li> </ul>	<ul style="list-style-type: none"> <li>▸ Connects the downtown to those who use nearby outdoor or recreational attractions</li> </ul>	<ul style="list-style-type: none"> <li>▸ Install wayfinding signs from nearby trails or paths to downtown</li> <li>▸ Install a climbing wall (or ice-climbing wall) downtown</li> <li>▸ Work with sporting equipment businesses to offer guided tours</li> </ul>

CATALYST STRATEGY	DESCRIPTION	CUSTOMERS	SPECIAL CONSIDERATIONS	BENEFITS, TRADE-OFFS	EXAMPLE ACTIVITIES
<b>TOURISTS + TOURISM</b>	Addresses people who visit the district from elsewhere, usually to experience something unique to the place, such as history or architecture, arts and culture, or shopping	Vast and varied customer profiles, including <ul style="list-style-type: none"> <li>▸ Heritage travelers</li> <li>▸ Cultural tourists</li> <li>▸ Weekend/second home-owners</li> <li>▸ Resort-goers</li> <li>▸ Conventioneers</li> <li>▸ Business travelers</li> <li>▸ Outdoors enthusiasts</li> </ul>	<ul style="list-style-type: none"> <li>▸ Tourism and tourism-related amenities exist at all price points</li> <li>▸ Needs of regional tourists are different from national or international visitors</li> <li>▸ Create a place that locals love, and visitors will love it, too</li> </ul>	<ul style="list-style-type: none"> <li>▸ Brings outside consumer spending; adds to local buying power</li> <li>▸ But: Locals may not be happy about outsiders making it feel “less local”</li> <li>▸ Increased tourism can result in higher prices (food, housing) for locals</li> </ul>	<ul style="list-style-type: none"> <li>▸ Install way-finding signs geared toward those unfamiliar with district</li> <li>▸ Convene regional tourism professionals to share data</li> <li>▸ Set up large-format maps in stores and have customers mark where they live</li> </ul>