

Oregon Main Street Overview

Main Street =
Place-based
Economic
Development





Our “Main Streets” are a symbol of community economic health, local quality of life, pride, and community history

Stakeholders

- Residents/Consumers
- Property Owners
- City/Co./State Govt.
- Retail Business Owners
- Service Business Owners
- Financial Institutions
- Local Corporations
- Neighborhood Associations
- Social Service Agencies
- Religious Institutions
- Preservationists
- Chamber of Commerce
- Utility Companies
- Media Civic Clubs
- Schools
- Regional Planning Commissions

National Main Street Center



National Main Street Center

a subsidiary of the
National Trust *for* Historic Preservation

- Established by the National Trust for Historic Preservation in 1977 as a pilot project
- Independent nonprofit subsidiary of the National Trust in 2013
- Network of statewide coordinating programs and local communities to encourage preservation-based economic development.
- Main Street America™ brand developed in 2015
 - Registered trademark
 - Protected through sublicense agreement
- Flexible framework for use by all size communities
- Also have the UrbanMain program



Main Street America™



- On-line resources
- Access to grants
- National conference/webinars
- Great American Main Street Awards
- Main Street America Institute
- Advocacy
- Field Services

www.mainstreet.org

National Accreditation

- Provides standards of performance for established main street organizations
- Recognition for main street organizations that meet those benchmarks
- Provides visibility for the programs that meet the standards
- Sets realistic goals for communities not yet meeting

National Accreditation Criteria

New Standards

- Broad-based Community Commitment
- Inclusive Leadership and Organizational Capacity
- Diverse Funding and Sustainable Operations
- Strategy-Driven Programming
- Preservation-Based Economic Development
- Demonstrated Impact and Results

Old Standards

- Broad-based Community Support
- Vision and Mission Statements
- Comprehensive Work Plan
- Historic Preservation Ethic
- Active Board and Committees
- Adequate Operating Budget
- Professional Management
- Program of Ongoing Training
- Reporting of Key Statistics
- National Main Street Network Membership

How Main Street Works

- Comprehensive Approach
- Grassroots & Community Driven
- Asset Based
- Time Tested
- Adaptable Methodology



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Organization (Outreach)

- Funding Plan
- Volunteer Development
- Partnerships
- Communication



Growing Need for A Town Square

Town Centers (or public squares) are becoming increasingly popular in Downtown communities throughout the world. The reasons for the growing popularity and the re-emergence of town centers include that they help to build stronger communities by providing an anchor for development as well as offer a better quality of life.

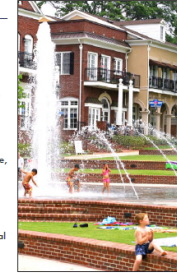
According to Places for Public Spaces (PPS), a non-profit organization to help build public places, "public squares are emerging as the best way to make downtowns more livable." It is further reported that "... these thriving public multi-use destinations are increasingly treasured by the local community, and generate millions of dollars of investment."

The Washington Post highlighted the potential for parks like Detroit's

Campus Martius Park, an award winning park created from a 2.5 acre desolate downtown parcel in a city characterized more often by hardship than success. The park was recognized as an outstanding example of public open space that catalyzed the transformation of the surrounding community.

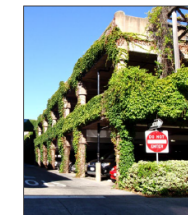
The Boston Globe reported that Discovery Green, another public square, has drawn over one million visitors to downtown Houston.

Much information indicates that public squares not only bring economic rewards but provide a comfortable location to gather for social and cultural activities. If Detroit and Houston can improve their economy and quality of life, Roseburg certainly can do this. DB



Duluth Town Square • Georgia

The Benefits of a Business Association



Beautifying the downtown parking structure, a future project of the DBA

Not unlike downtowns everywhere, Roseburg's downtown businesses and residents reap tremendous benefits from the existence of a downtown community and business association. We all know there is strength in numbers, but what do you think about these numbers? Last year, over 1700 hours were volunteered by the Downtown Roseburg Association's board and committee members to help revitalize and ensure the wellbeing of the Downtown District.

Association volunteer hours benefited downtown with the development of great sources of information and communication. An internet presence (website, blog, Facebook page) was

created, a newsletter is now published, and an email database collection of downtown business owners and residents' all provide notices and pertinent information concerning downtown. The association's time continues to be well spent in creating and executing promotions and social events, in preserving traditions, in beautification efforts, and in attracting new businesses and customers to the district. Yes, many benefits are provided due to having an association, and there is much more to come. The Downtown Roseburg Association entreats all to partner with us to make downtown a premier attraction for the City of Roseburg.

THE DOWNTOWN BEAT • www.downtownroseburg.org • 541-675-3352 • 912 SE Washington St. • Roseburg, OR 97400



Design

- Maintenance
- History/Heritage
- Appropriate Design
- Placemaking
- Energy Efficiency



Economic Vitality

Strengthening the district's economic base.



Promotion

Special Events

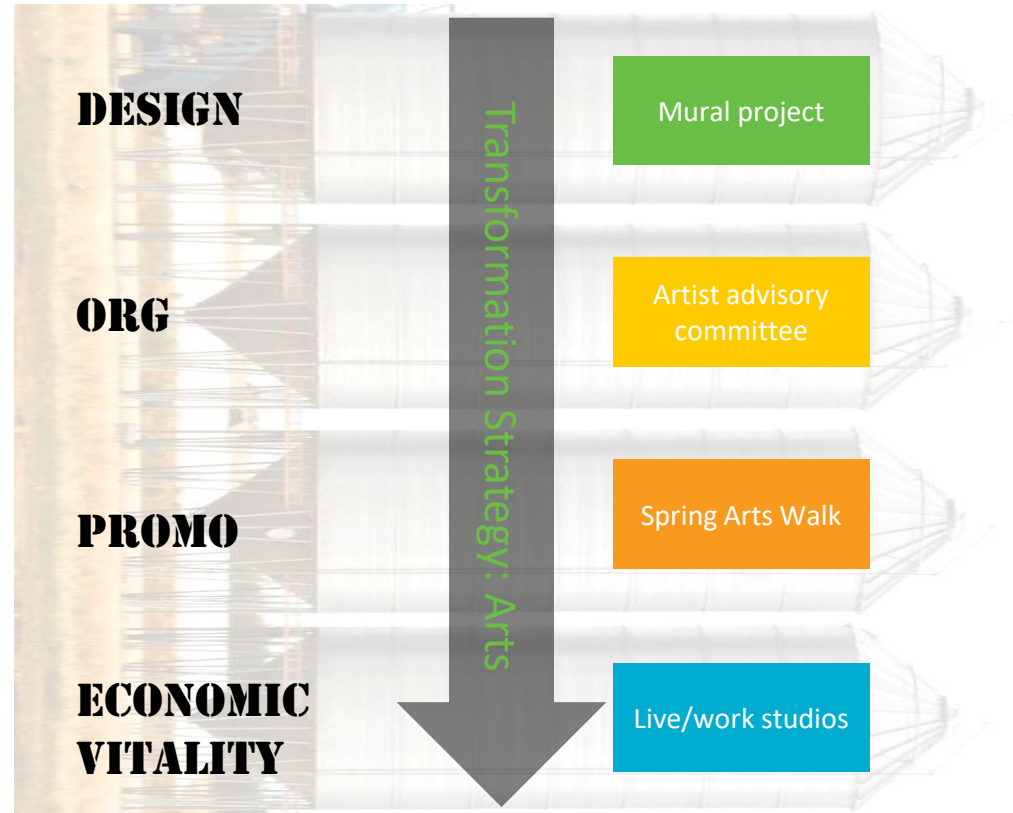


Image Building/ Branding

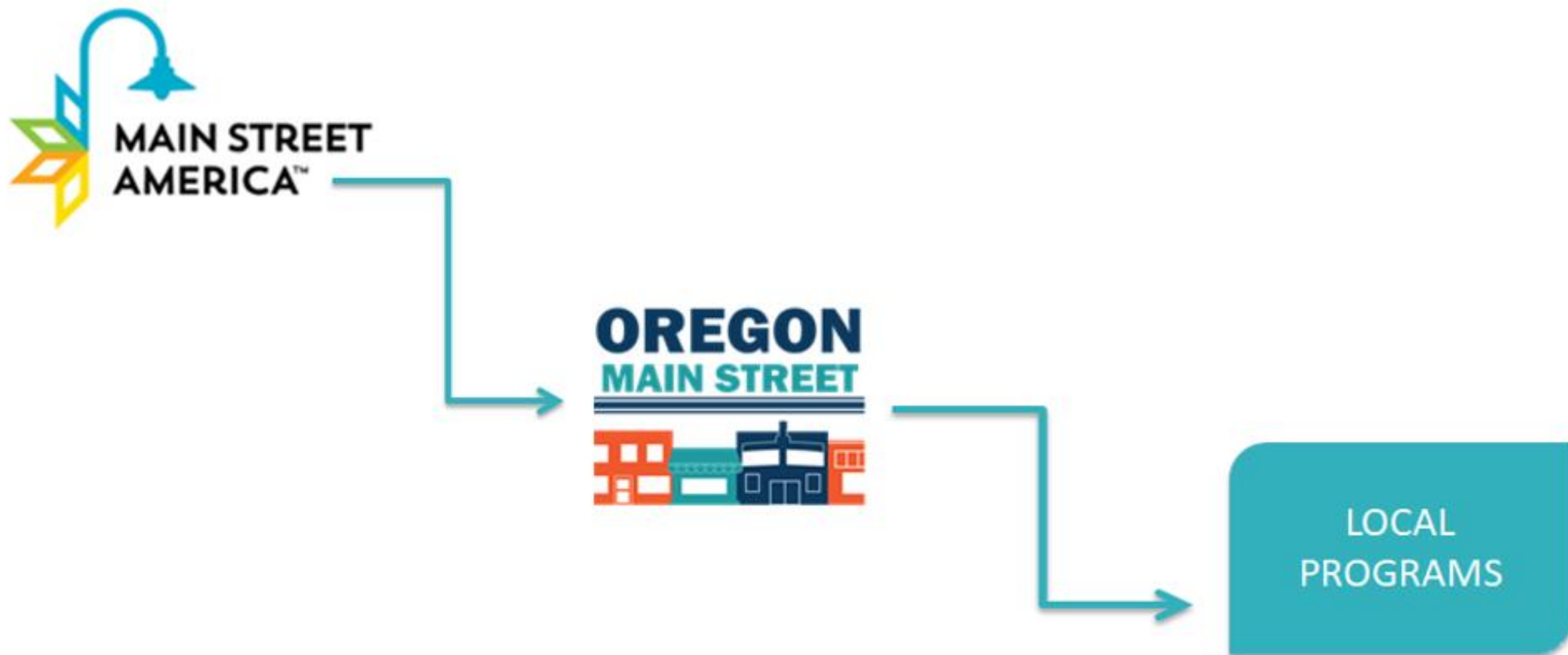


Business/ Retail Events

Strategy-Driven Main Street



National - State - Local



Designation & Accreditation

National Main Street Center

- Owns the rights to the Main Street America™
- Coordinates national efforts on behalf of MSA members
- Created Accreditation Standards
- Accredits local programs based on OMS recommendations
- Monitors and assesses each state's coordinating program

Oregon Main Street

- Contracts with NMSC to license & sublicense the MSA name
- Coordinates statewide efforts for all communities associated with OMS
- Makes designation recommendations to NMSC
- Assesses Accredited and Designated MS level programs to meet National Accreditation Standards of Performance

Oregon Main Street Network



OMS Mission & Goals

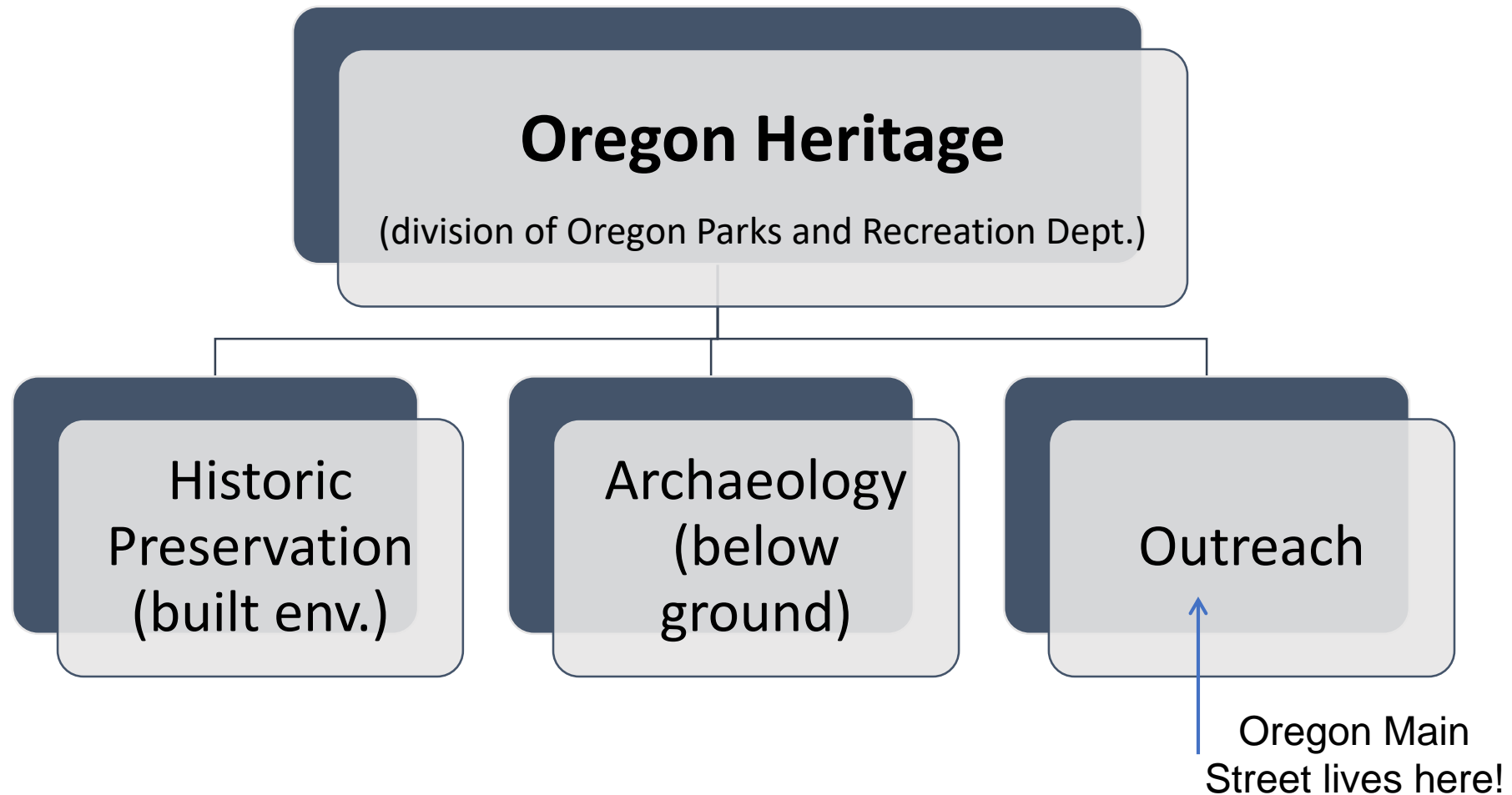
Goals:

- Ensure Organizational Advancement of Main Street Communities Based on Local Priorities
- Strengthen Historic Character Focus
- Increase Awareness of Main Street Impact
- Create Structure That Is Healthy, Impactful, And Sustainable
- Engage Partners



Mission: Support local efforts to create welcoming, sustainable, and livable communities respectful of community heritage.

Where is Oregon Main Street housed?



Oregon Main Street

- Networking: Mornings on Main, listserv, quarterly meetings, Coffee's On-line
- Downtown Revitalization Conference
- Workshops and Trainings
- Technical Assistance
- Historic Surveys
- Program Evaluations & Community Assessments
- Resource Center:
 - Guides
 - Recovery Action Plan
- Oregon Main Street Revitalization Grant



www.oregonmainstreet.org



OMS Tiered Approach



Revitalization Stats

2010-2020 Stats*:

\$125,089,702 million in private sector improvements

\$124,616,454 million in public sector improvements

639 net new businesses

163 business expansions

3,961 net new jobs

1,347 building rehab projects

250,348 volunteer hours

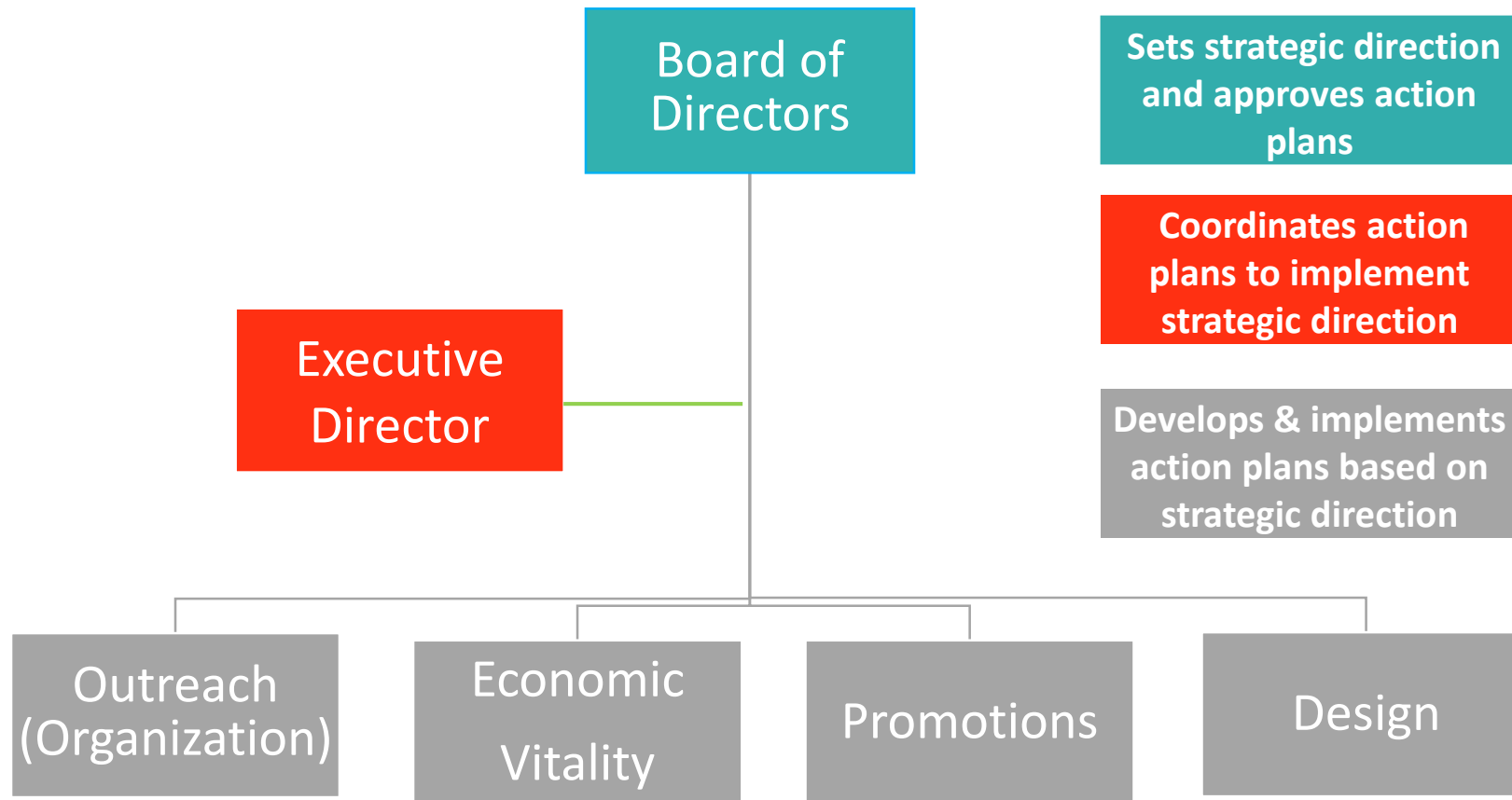
****2010-2020 Performing Main Street & 2011-2020 Transforming Downtown level statistics***



Board Roles & Responsibilities



Main Street Structure



Board Structure

- A *working* board
- Usually 9-13 members
- Individuals give 4-10 hrs./month
- Contains 4 *Ws*
 - Wisdom, wealth, worker
And 1 worrier!
- Broad-based



Legal Duties of Nonprofit Boards

- Duty of Care
- Duty of Loyalty
- Duty of Obedience



Areas of Board of Director's Responsibilities

- Funding & Financial Management
- Public Relations & Advocacy
- Program Direction & Evaluation
- Policy
- Personnel Management
- Committee Oversight



Funding & Financial Management

- Developing an annual budget
- Making an individual donation
- Raising sufficient funds annually
- Monitoring program finances
- Approving expenditures
- Authorizing an audit
- Developing a long-term funding strategy



New Tool: 2021 Oregon Main Street Donor Guide

Public Relations & Advocacy

- Publicize Main Street's work
- Express public support for the organization
- Tell others about Main Street's work
- Represent the Main Street district's interests
- Advocate for public policy beneficial to the M.S. district



Board's Planning Role

- Establishing a vision for the district – how you want the district to look, feel, function w/n 10 years
- Clear mission statement – why your organization exists
- Developing a strategic plan – identifies short and long term goals
- Developing annual action plan/work plan
- Establishing project implementation plan

New Tool: 2022 Strategic Plan Workbook



Board Evaluation Role

- Establish performance standards
- Review operations
- Monitor activity progress
- Evaluate progress toward achieving goals



Board Role in Establishing Policy & Procedures

- Legal operation & reporting
- Operational policies:
 - Financial
 - Personnel
 - Volunteer
 - Conflict of interest
 - Confidentiality
 - Communications, etc.



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Board Role in Committee Oversight

(At Board Meetings)

- Recruiting effective committee chairs
- Monitoring committee activities & progress
 - Not micromanaging!
- Coordinating work of committees
- Requesting/requiring committee implementation or action plans
- Providing board feedback to committees



Board Role in Managing Your “People” Resources

- Hire, direct staff
 - Not micromanage!
- Cultivate volunteer leadership
- Establish expectations and performance standards
- Evaluate staff & compensation annually
- Develop, approve, & review personnel policies



Community-based Strategic Plans

Importance of Strategic Plans

- Establishes a community vision for success that is rooted in an understanding of the market realities of the district.
- Engages the community in establishing a community-wide agenda for downtown revitalization.
- Manages the wide range of activities an organization wants to accomplish through comprehensive, simultaneous activity in the Four Points.
- Develops a timetable and budget for activities.
- Explains the organization's purpose and its activities to the public.
- Helps demonstrate the impact and measurement of both qualitative and quantitative outcomes of the organization's success.

Steps to Developing a Strategic Plan

- Assemble the team
- Assess your district
- Review data, reports, survey results, listening session info
- Develop your vision, strategy
- Share draft
- Community engagement
- Committee work sessions
- Identify partners & share results
- Follow-up



Elements of Action Plans

Goals, Objectives, Activities, Tasks

Importance of Action Plans

- Manage the range of activities for a successful revitalization effort
- Explain the Organization's purpose to the public
- Help quantify the revitalization effort successes
- Attract the people & financial resources to implement the revitalization effort

Goal, Objectives, Activities, Tasks...

Goals

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

Sample Goals

- Outreach (Organization) Committee – Provide the motivation and focus to engage individuals and community organizations in downtown revitalization projects and activities to achieve a collaborative vision.
- Promotion Committee – To promote the downtown as the community's social, cultural, and economic center.
- Design Committee – To encourage visual improvements through good design compatible with historic features.
- Economic Vitality Committee – to strengthen and broaden the economic base of downtown.

Goal, Objectives, Activities, Tasks...

Objectives

- Objectives are specific statements of how a goal will be reached. They usually outline the major areas of responsibility for committees. Objectives give structure to the numerous activities undertaken and help explain why a specific activity has been chosen.

Sample Objectives

- Design Goal: To encourage visual improvements through good design compatible with historic features.
 - **Design Objectives**
 - Clean-up vacant spaces
 - Encourage façade improvements

Goal, Objectives, Activities, Tasks...

Activities

- Activities are specific projects that have an identified timeframe and documents what needs to be done and by whom.. When completed, they are usually recognized as tangible accomplishments.

Sample Design Activities

Objective: Clean-up vacant spaces

- **Activities:**

- Temporary historic photo display in storefront windows
- Moveable art mural

Goal, Objectives, Activities, Tasks...

Tasks

- Tasks are specific steps required to complete an activity.

Sample Tasks

Objective: Clean-up vacant spaces

- Activity:
 - Moveable art mural
 - Tasks:
 - Contact property owners of vacant spaces to see if they will allow a temporary art mural
 - Identify supply sponsor
 - Apply for Arts Build Community Grant
 - Contact high school art class
 - Develop PR plan to share news about the project from conception to implementation

Your Main Street

ORGANIZATION COMMITTEE

SAMPLE WORK PLAN

Goal: To build and sustain a strong volunteer-driven commercial district revitalization organization

Objectives: 1. Attract and retain a variety of volunteers for the Main Street organization
2. Inform the community about the program and its projects
3. Identify and develop sources of funds for Main Street's operation

Project: Main Street Youth Board (to engage high school students in Main Street's revitalization) Completion date: 5/1/2003

Chair: Jon Phone: 332-2291 Fax: 588-6050 E-mail: fearlessleader@hotmail.com

Committee Members: Inez, Kara, Bill, Melissa, Scott

<i>Task</i>	<i>Responsibility</i>	<i>Timetable</i>	<i>Cost</i>	<i>Revenue</i>	<i>Progress/Completion</i>	<i>Comments</i>
Compile list of area schools	Jon	1/15/03				Scott will maintain database
Call schools for key teacher						
Contact/sponsor; schedule visits	Inez		1/15			
Make school presentations	Jon, Kara, Scott		1/15-2/28			
Identify student liaisons	Kara	2/28				Scott will maintain database
Plan organizational meeting	Jon, Inez	2/15-3/5	\$150	Sponsor will underwrite		
Make buttons	Inez, Bill	2/26	\$45	Sold for \$1 each		Committee will manage project, use revenue
Site arrangements	Bill	2/1				
Agenda	Jon, Scott	2/1				
Food	Bill	3/1				
List of student media, channels	Kara, Bill, Scott	3/31				Scott to maintain
Develop database of students/interests	Kara	3/31				
Distribute student list to other committees, district businesses	Kara, Inez, Jon	4/1-4/30				
Press release/photo	Jon, Scott	4/1				
Bi-monthly flyer, e-mail	Students, Jon	Ongoing	\$300	1 adv / issue		Scott will assist

TOTAL: \$500 \$500 (profit for future projects)

Board Approval

- Upon completion of work plans, each Committee needs to submit them to the board for review and approval.

Sustainable Funding



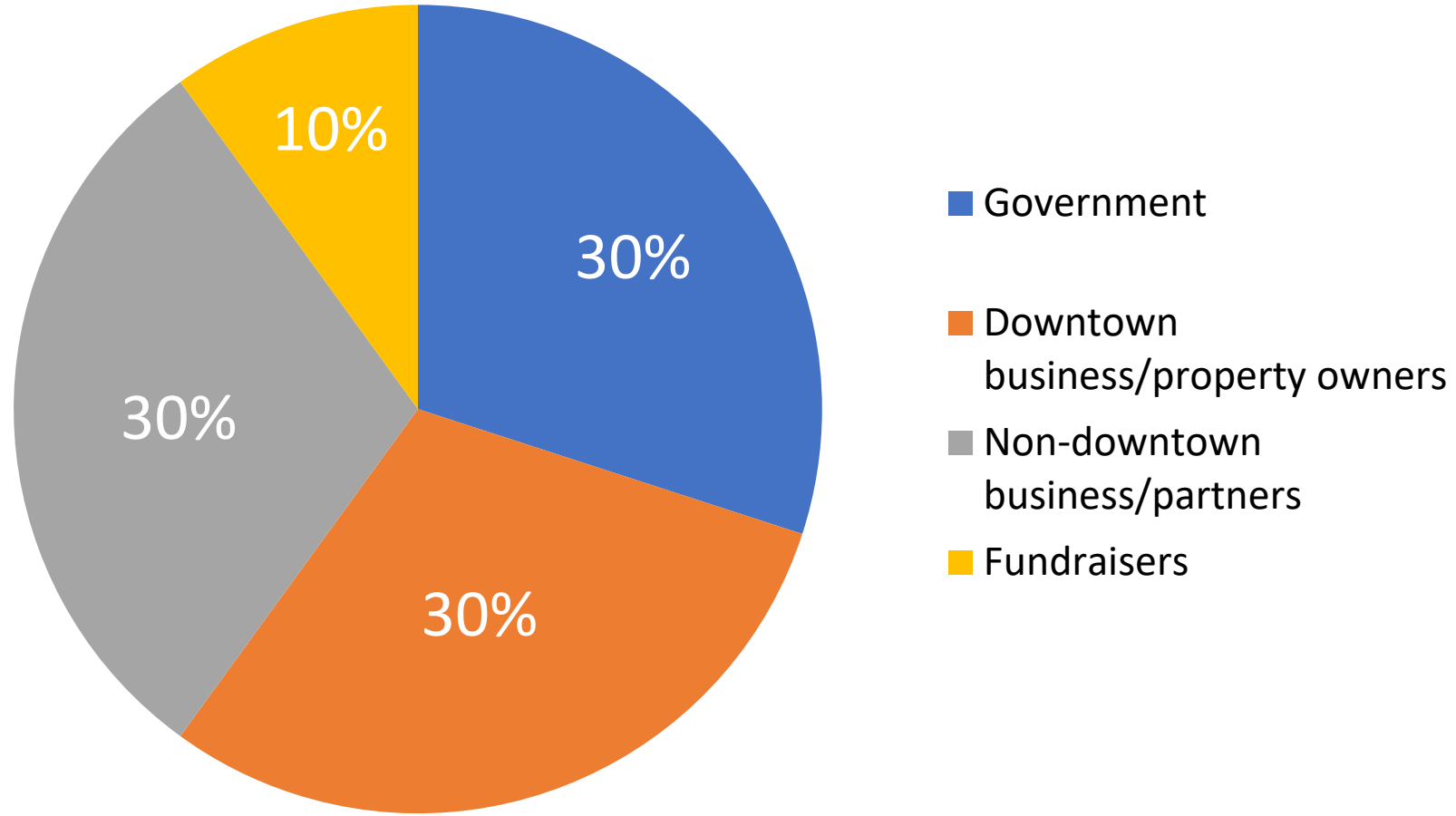
Where's the money?



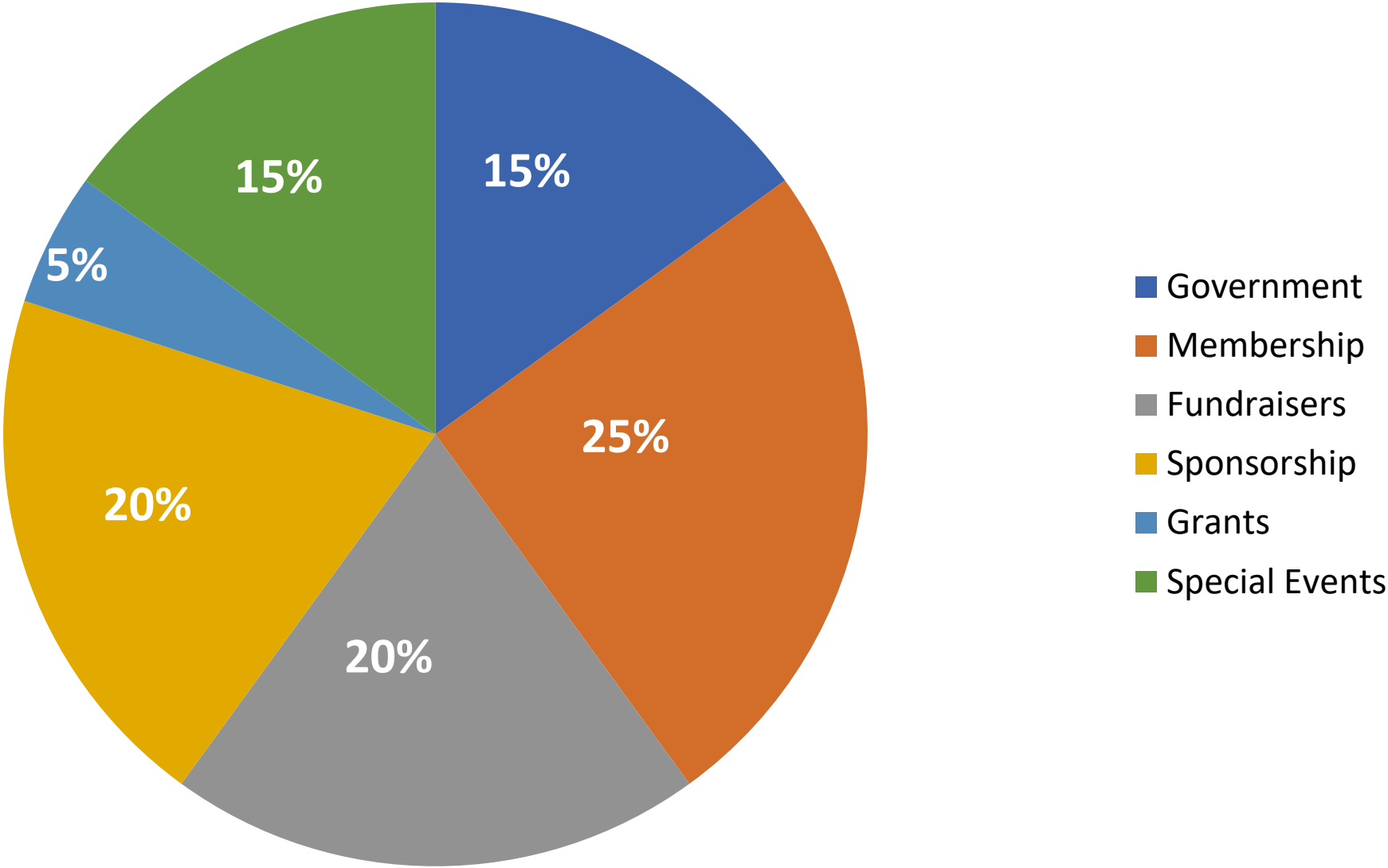
- Public Sector
- Annual Campaigns
- Special Assessment Districts (EID, BID, TIF)
- Sponsorships
- Events
- Earned Income
- Contract for Services
- Private Foundations



MS Funding at Start-up



MS Funding in 5 years



Sample Funding Plan

• Major Donors	
• 1 @ \$5000	5000
• 2 @ \$2500	5000
• 4 @ \$1000	4000
• 10@ \$500	5000
• Membership	
• 20 @ \$250	5000
• 20 @ \$125	2500
• Friends	
• 20 @ \$50	1000
• Fundraiser	5000
• Special Events	
• Event 1	10000
• Event 2	5000
• Local Government	
• Contract	<u>25000</u>
• Total	\$72,500

Final Thoughts & Resources

Working Together Effectively - PAUSE

- Participate – contribute ideas and share concerns – ask questions if you don't understand
- Hold and attend regular meetings & communicate in between
- Understand mission of your organization, role of the board, & your individual role
- Respect the opinions and perspectives of your fellow board members – support decisions
- Seek and attend training and educational opportunities
- Be realistic about your capacity



Resources

- Oregon Main Street – www.oregonmainstreet.org
 - Guides
 - Webinars
 - Sample Documents
- National Main Street Center – www.mainstreet.org
 - Publications
 - Webinars
 - Grants
- Nonprofit Association of Oregon – www.nonprofitoregon.org
 - Webinars
 - Advocacy
- BoardSource – www.boardsource.org
- Nonprofit Accounting Basics – www.nonprofitaccountingbasics.org

More Information

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