

Oregon Main Street Board Institute

Main Street =
Place-based
Economic
Development



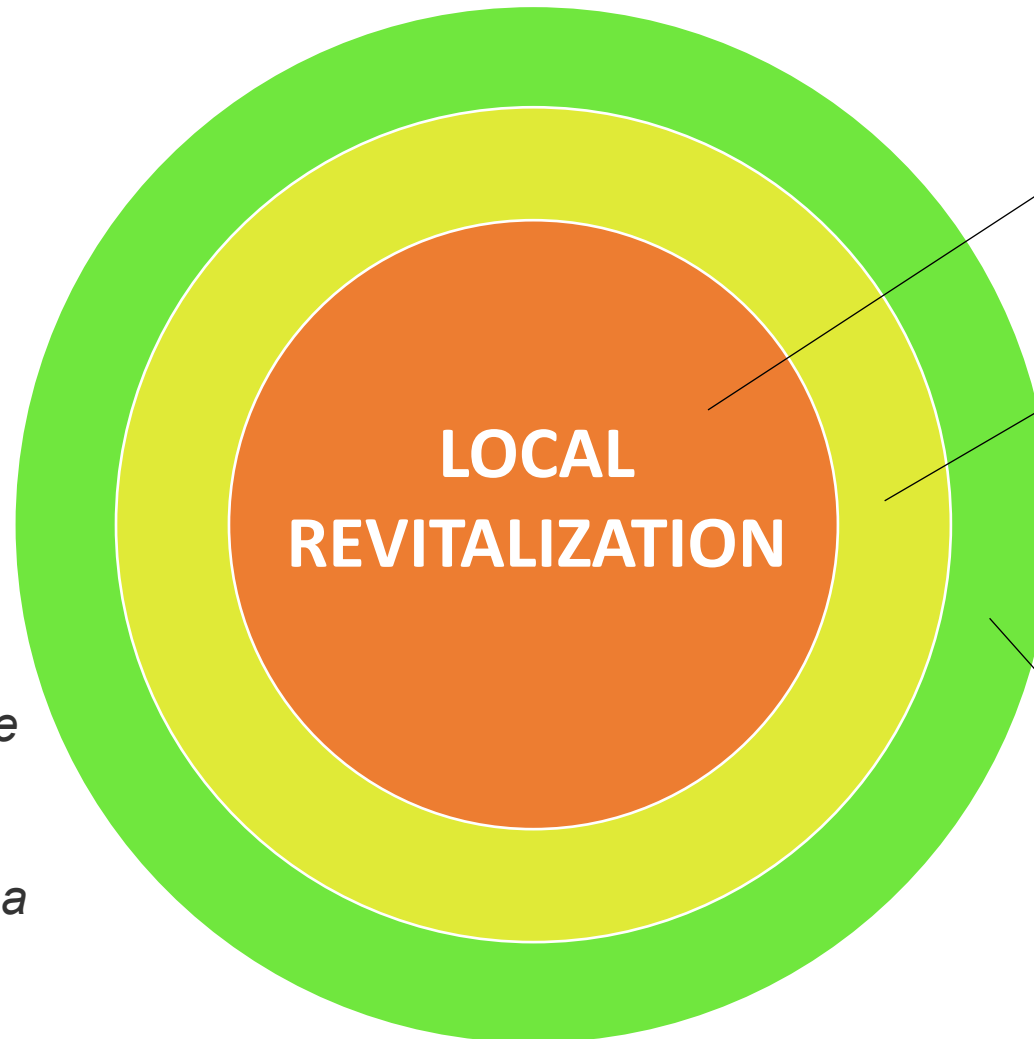


Our “Main Streets” are a symbol of community economic health, local quality of life, pride, and community history

Stakeholders

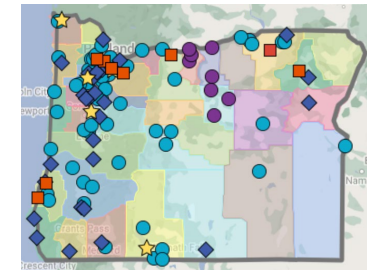
- Residents/Consumers
- Property Owners
- City/Co./State Govt.
- Retail Business Owners
- Service Business Owners
- Financial Institutions
- Local Corporations
- Neighborhood Associations
- Social Service Agencies
- Religious Institutions
- Preservationists
- Chamber of Commerce
- Utility Companies
-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

PROVIDING AN EMPOWERING, MODEL OF COLLABORATION FOR LOCAL REVITALIZATION



**Community & Local
Main Street Program**

Coordinating Partner
(State, County or City-wide)



Main Street America

- ✓ *Locally powered through community-driven revitalization*
- ✓ *Supported by a collaborative model that guides, provides technical assistance, adds resources, and connects to a network & best practices in revitalization.*

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.

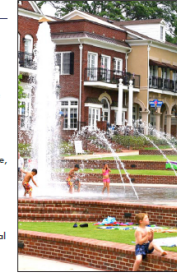
According to Places for Public Spaces (PPS), a non-profit organization to help build public places, "public squares are emerging as the best way to make downtowns more livable." It is further reported that "... these thriving public multi-use destinations are increasingly treasured by the local community, 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 97401



Design

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



Economic Vitality

Strengthening the district's economic base.

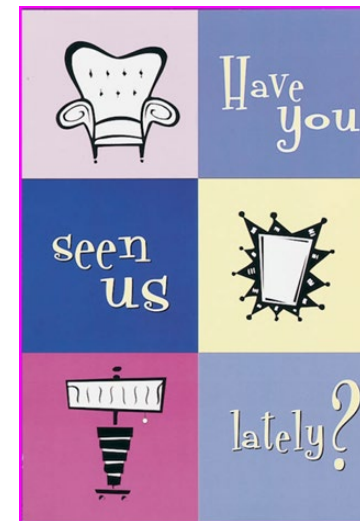


Promotion

Special Events

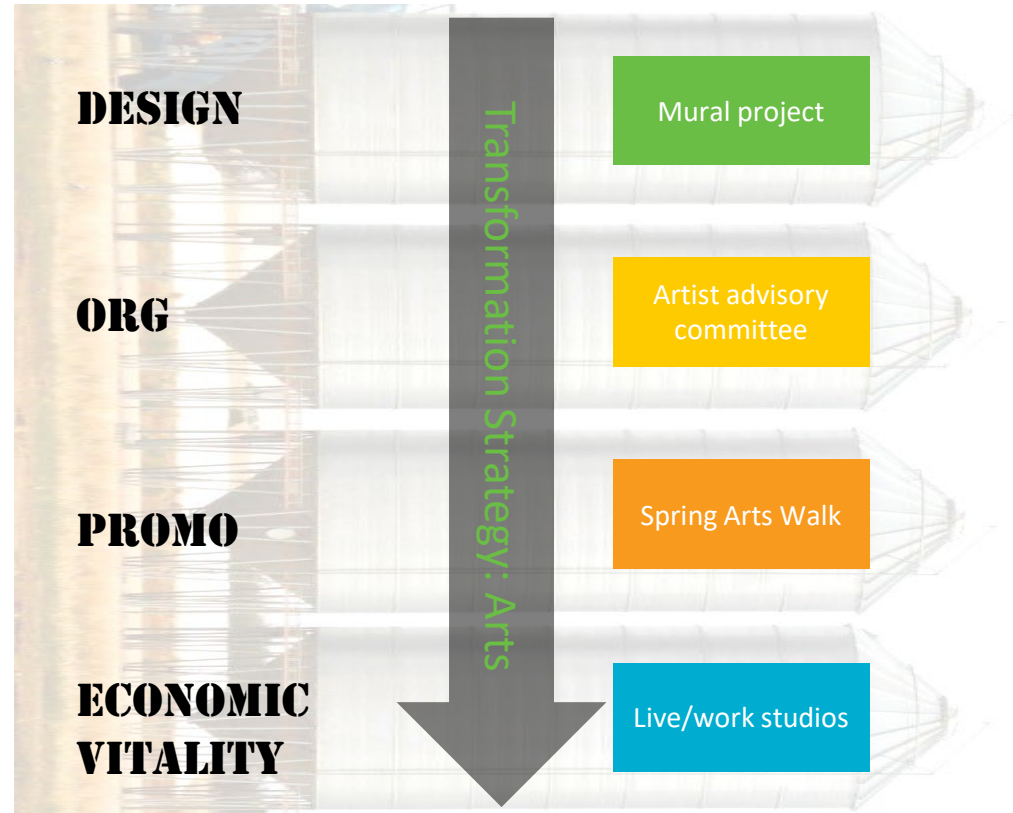


Image Building/ Branding



Business/ Retail Events

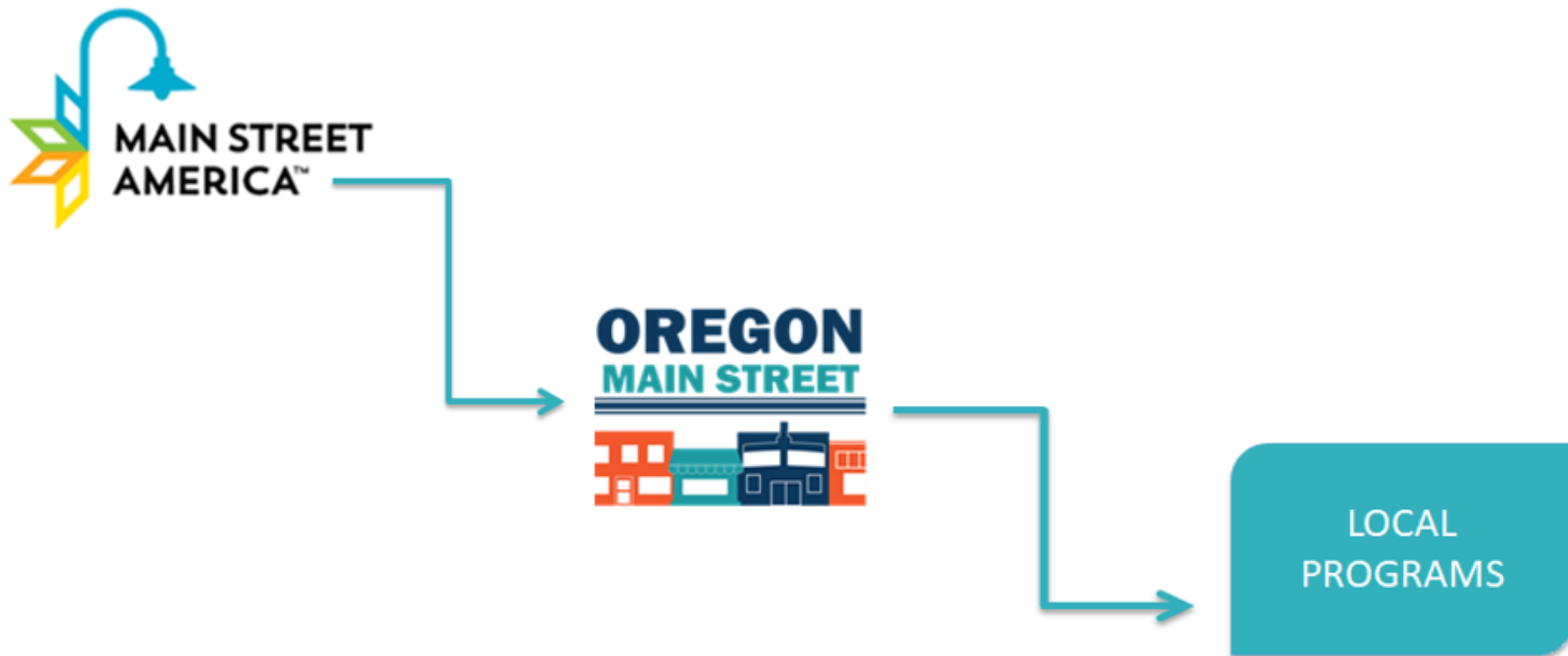
Strategy-Driven Main Street



Oregon Main Street Network



National - State - Local



Designation & Accreditation

National Main Street Center

- Owns the rights to the Main Street America™ brand
- 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

New Community Accreditation Standards

A MORE HOLISTIC FRAMEWORK
FOR SUCCESSFUL & SUSTAINABLE REVITALIZATION

**Broad-based
Community
Commitment to
Revitalization**

**Inclusive
Leadership and
Organizational
Capacity**

**Diversified Funding
and Sustainable
Program Operations**

**Strategy-Driven
Programming**

**Preservation-Based
Economic
Development**

**Demonstrated
Impact and
Results**

BASELINE REQUIREMENTS

- + Board of Directors formed by a representative base of the district stakeholders and community members, dedicated to leading the district's Main Street program.
- + Identified Transformation Strategy to direct the work of the program, based on community input and market understanding.
- + Detailed work plans aligned with 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, and philosophical support.



Standard 2



Standard 5



Standard 4, 5



Standard 1

BASELINE REQUIREMENTS CONTINUED

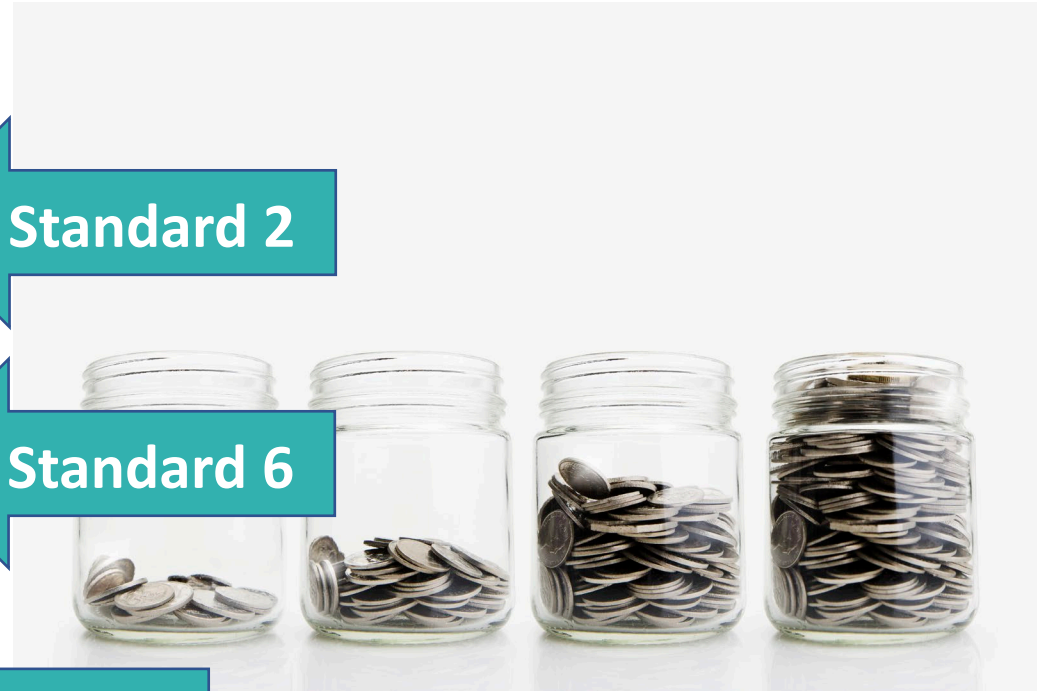
- Budget
- Paid Professional Staff
 - 40-hour expectation for over 5,000 in population
- Reporting Statistics to Coordinating program
- Member of Main Street America

Standard 3

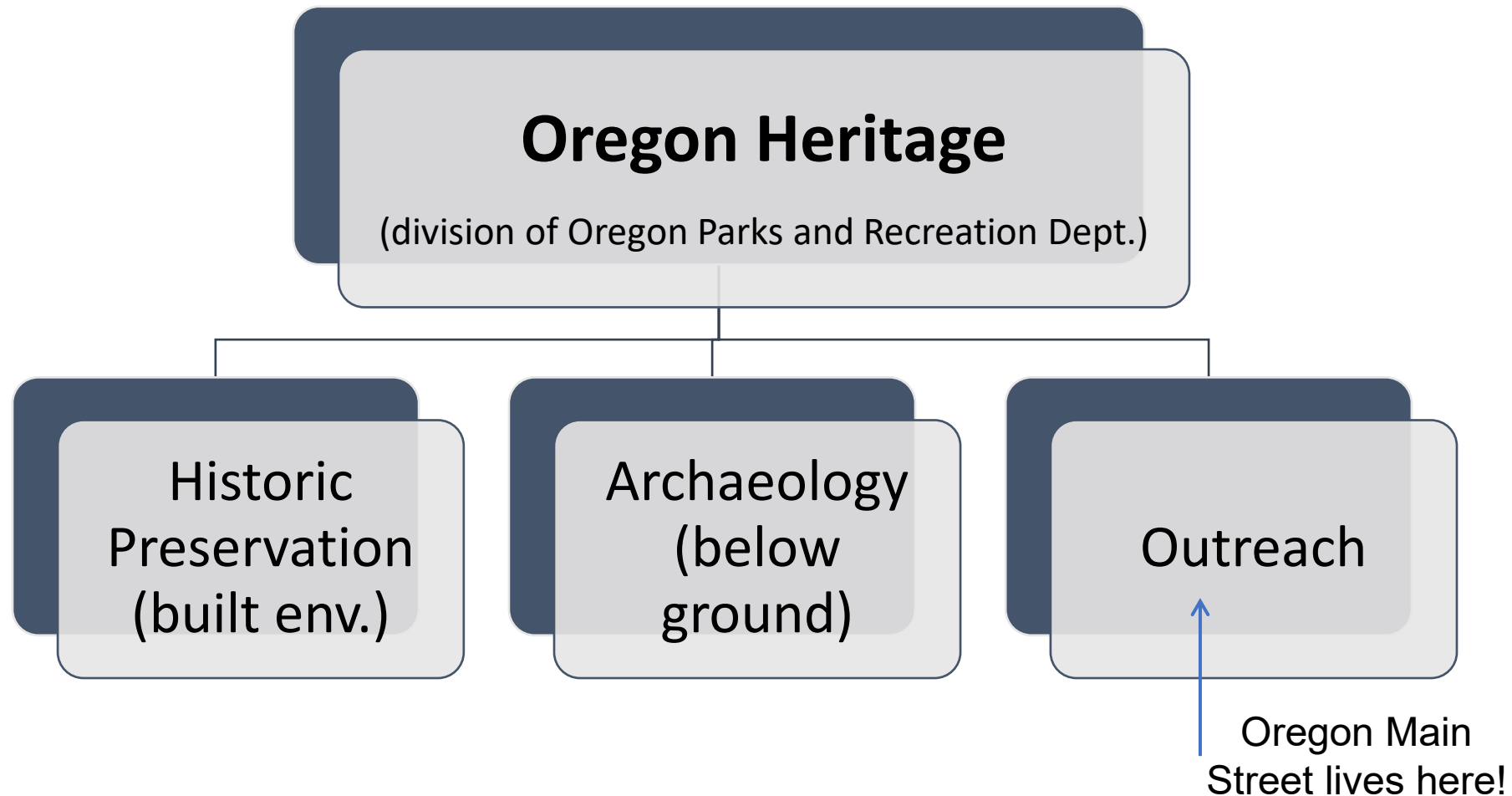
Standard 2

Standard 6

Standard 6



Where is Oregon Main Street housed?



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.

Oregon Main Street

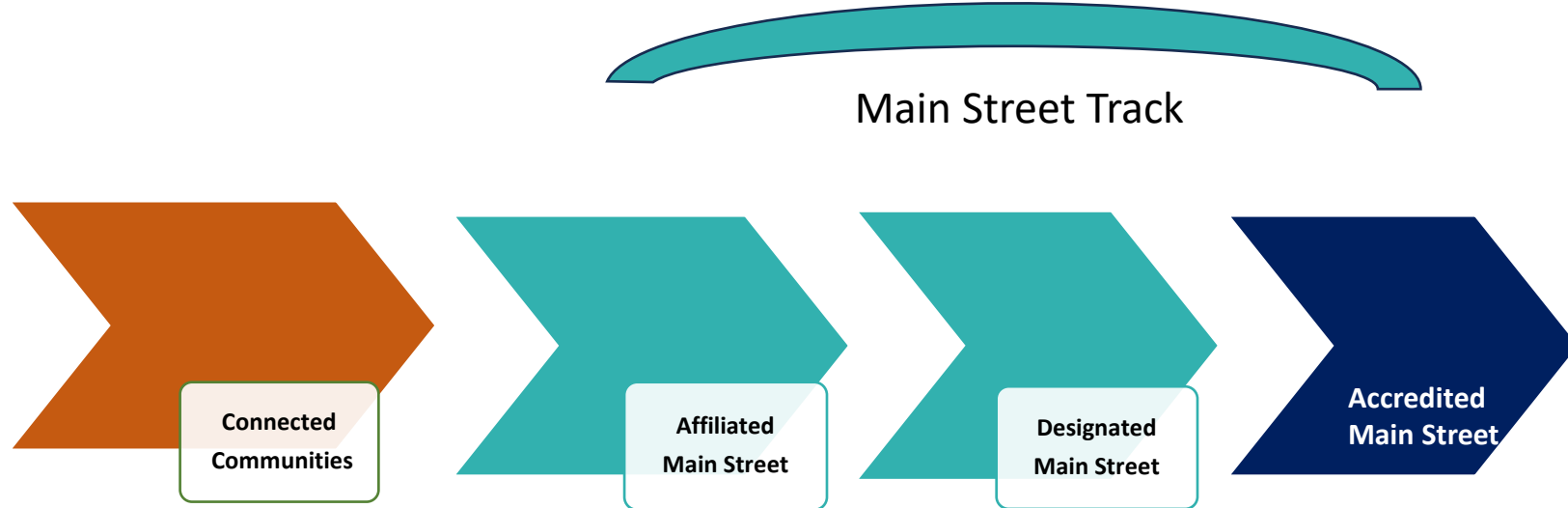
- Networking: Mornings on Main, listserv, quarterly meetings, Coffee's On-line
- Downtown Revitalization Conference
- Workshops and Trainings
- Technical Assistance
- Historic Surveys
- Program Evaluations & Community Assessments
- Resource Center:
 - Guides
 - Recovery Action Plan
- Oregon Main Street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



www.oregonmainstreet.org



OMS Tiered Approach



Revitalization Stats

2010-2021 Stats*:

\$136,204,096 million in private sector improvements

\$134,976,254 million in public sector improvements

717 net new businesses

172 business expansions

4,470 net new jobs

1,489 building rehab projects

268,878 volunteer hours

\$173,810.00 average budget

****2010-2021 Performing Main Street & 2011-2021 Transforming Downtown level statistics***



Oregon Main Street generates impact by...



Historic Preservation

Preserving the charm, beauty, and character of Oregon's historic downtowns.



Placemaking and Public Realm

Creating quality places that are inviting and attractive to all people.



Tourism and Customer Attraction

Celebrating community culture and bringing more people to experience Oregon's downtowns.



Economic Development and Resiliency

Supporting small and local businesses in Oregon's downtowns while creating pathways for new businesses.



Partnerships and Program Operations

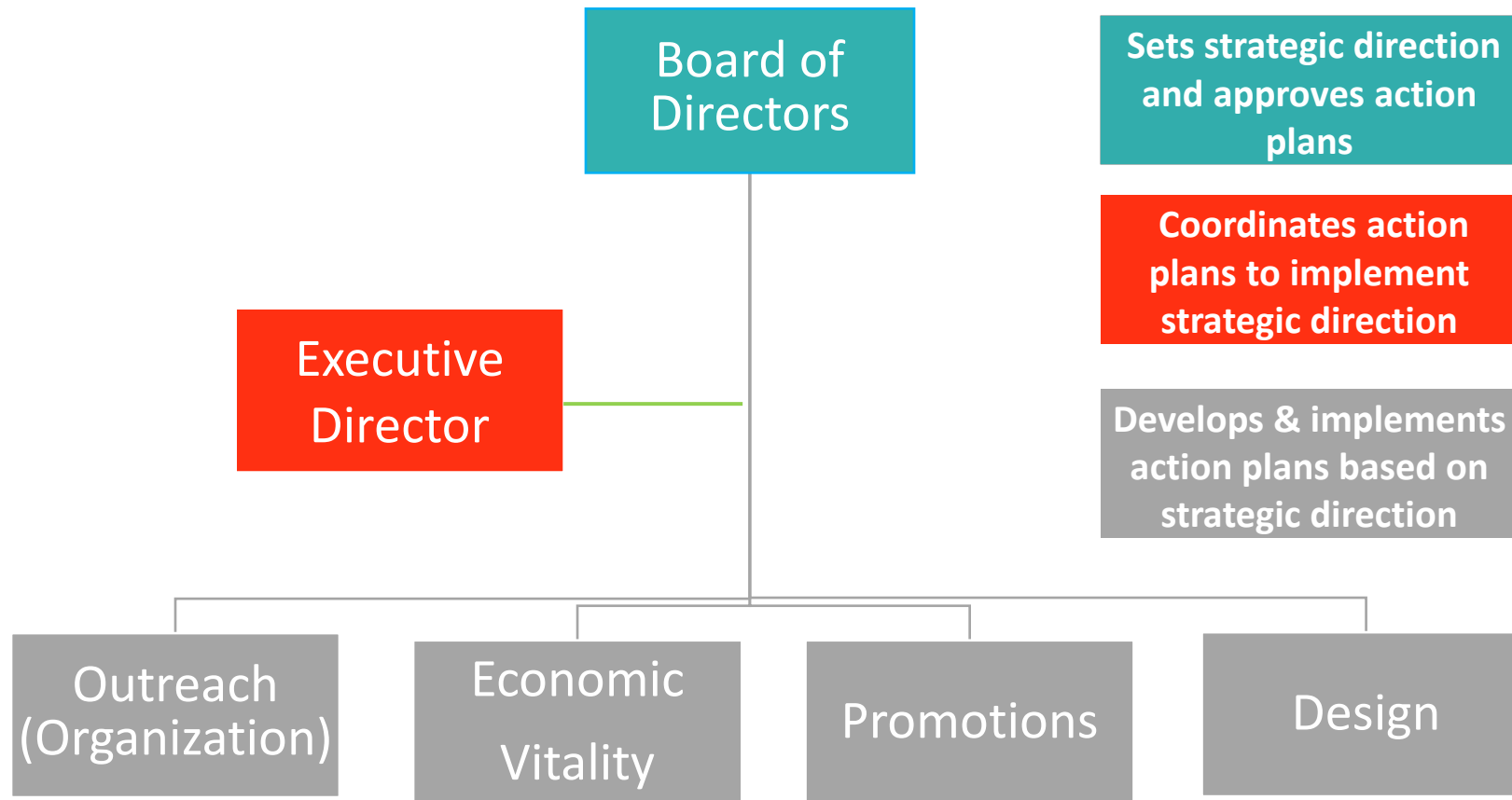
Strengthening networks and partnerships towards the collective visions for the future.



Board Roles & Responsibilities



Main Street Structure



Board Structure

- *A working board*
- Usually 9-13 members
- Officers include:
 - President/Chair
 - Vice-president/Vice-chair
 - Secretary
 - Treasurer
- Other board members include:
 - Committee chairs
 - Community stakeholders
- Broad-based



Individuals give 4-10 hrs./month

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

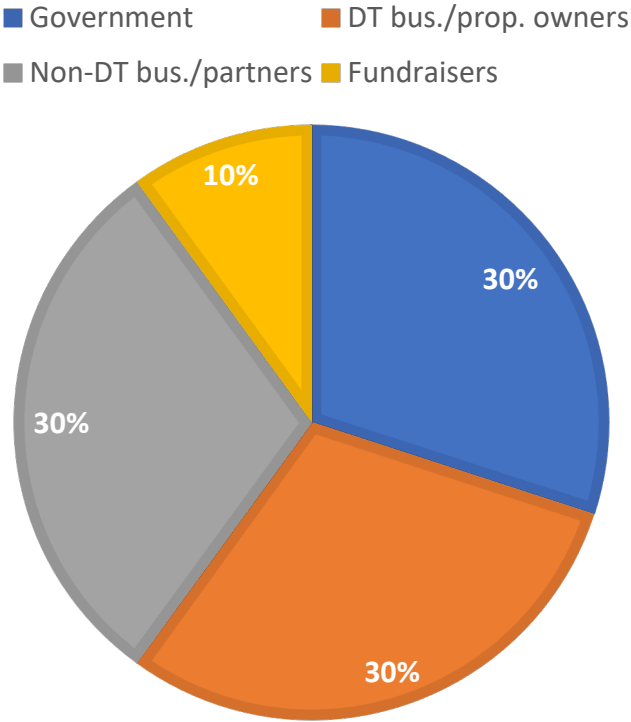
Where's the money?



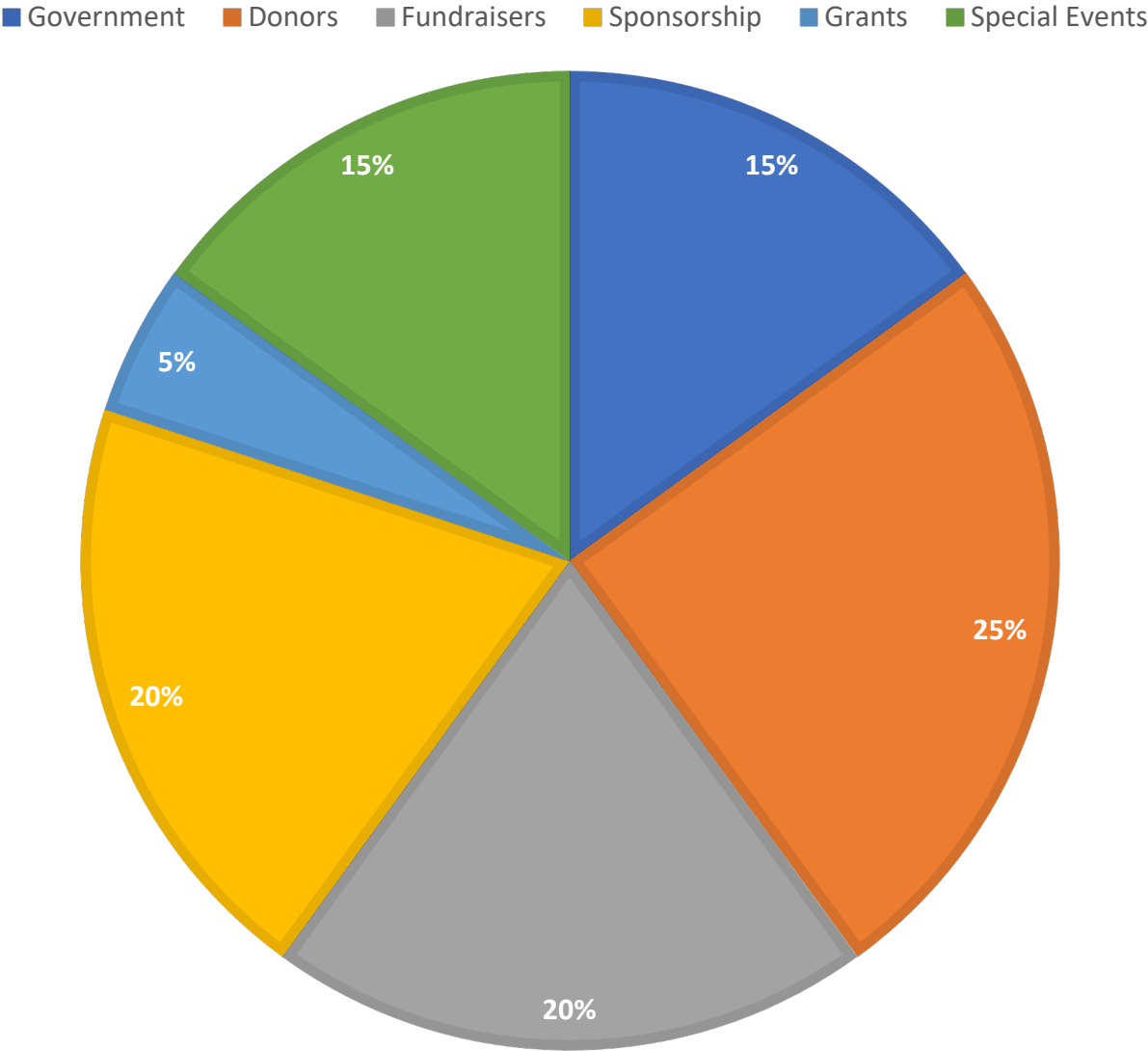
- Public Sector
- Annual Campaigns
- Special Assessment Districts (EID, BID, TIF)
- Sponsorships
- Events
- Earned Income
- Contract for Services
- Private Foundations



Start-up Budget



MS Funding in 5 Years



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 community-based 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



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



New Tool: 2022 Strategic Plan Workbook

SAMPLE WORK PLAN

Alberta Main Street 2010-11 WORK PLAN FOR: ☐DESIGN ☒ECONOMIC RESTRUCTURING ☐ORGANIZATION ☐PROMOTION ☐BOARD

Priority Goal & Objective:	Business Retention				
Chair/Person Responsible:	Robert	Phone:	(503) 555-1212	Email:	
Project Team Members:	Christopher, Robin, Nita, Summer, Adam, Jenny				

Project: Develop & implement a business seminar series				Anticipated Completion Date: ongoing					
Tasks	Assign To	Potential Partners	Deadline	Est Exp	Est Income	InKind Contrib	Vol Hrs	Staff Hrs	Completed
PLANNING									
Identify sponsor for 6 seminar series	Robert	Umpqua Bank	2/1/11		\$1000			.5	✓
Create & conduct business owner survey to determine areas they may want help with/be interested in.	Asher	Org Committee eNews	1/15/11				2		✓
Compile survey results and identify priority needs/wants.	Robin/Summer		2/1/11				2	1	✓
IMPLEMENTATION – March 29 Seminar: Marketing on a Dime/Utilizing Social Media Effectively									
Identify speakers	Robin	Venture Portland	2/25/11			\$200	1		✓
Identify location	Sara	St. Andrews	2/25/11			\$50		.5	✓
Promote the series – deliver fliers to biz	Robin/Summer	Paperjam Press/ Umpqua Bank	3/15/11	\$50			6		✓
Promote the series electronically – eNews & facebook	Sara	Org Committee	3/1/11					.5	✓
Coordinate event logistics	Robin/Summer								
- Audio Visual	Summer	Cons. Srv. Group	3/29/11			\$25	.5		✓
- Refreshments	Robin	Co-op	3/29/11	\$35			1		✓
- Sign In Sheet	Sara		3/29/11					.5	✓
EVALUATION									
Get feedback from participants to inform future seminars	Summer		3/29/11				1		✓
Total Anticipated Resources				\$85	\$1000	\$275	13.5	3	
Comments & Notes:		Seminar 1: Solar Feed In Tariff Program; Seminar 2: Marketing on a Dime/Utilizing Social Media Effectively; Seminar 3: Business Plan Basics 4: Urban Renewal Area Overview; Seminar 5: Sustainable business practices. Seminar 6: TBD							
Anticipated Result/Measure of Success:		Hold 6 seminars in calendar year 2011							

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

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

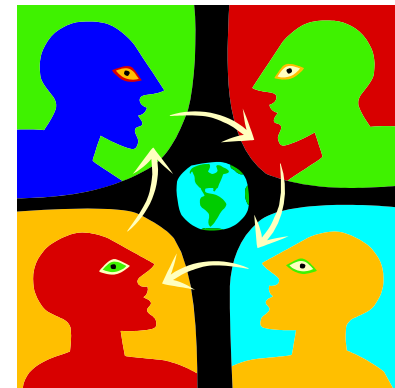


Committee Roles & Responsibilities



General Committee Roles

- Meet regularly
- Develop work plans
- Implement projects
- Report to the board
- Record keeping



Committee Chair Responsibility

- Participates in choosing members
- Organizes work load
- Prepares agenda (with the executive director)
- Calls meetings
- Runs meetings
- Ensures everyone's opinion is heard and respected
- Delegates tasks
- Follows-up to see if tasks are progressing
- Reports to the board

Member Role in Committee

- Commits to at least 1 year of service
- Attends meetings
- Works 3 to 5 hours per month outside mtgs
- Attends trainings
- Prepares for meetings
- Follows through on promises
- Recruits/orients new members
- Cooperatively drafts annual work plan
- Always presents the organization positively to the public

Why Meetings Fail

- Unclear objectives – why are we here today?
- No clear accomplishments
- Lack of involvement
- No record of decisions or who needs to what by when



Staff Role & Responsibilities



Role of Staff

- Work at the pleasure and uphold decisions of board
- Be accountable to and report directly to the board president
- Administrator: records, reports, files
- Support & uphold board decisions
- Work plan coordination
- Handle public relations
- Educate the district on Main Street, economic development, and historic preservation
- Become the district technical assistance provider
- Motivate volunteers to do the work of the program
- Work closely with business & building owners
- Establish strong relations w/city, chamber, county, etc.
- Give credit to board & volunteers



Staff Role with Committees

- Committee Role:

- Chair runs meeting & provides report to board
- Write work plan
 - Establish budget request to board
- Organize tasks
- Implement tasks
- Write press releases
- Run event or execute projects
- Recruit volunteers

- Staff Role:

- Attend meetings
- Brings ideas to the committee to consider
- Arranges contracts
- Provide administrative and meeting support
- Provide day-of-the-event support
- Facilitate cross-committee communications
- Helps recruit & train volunteers
- **Staff does not chair committee**

The director does not:

- Become the fund-raiser for Main Street... nothing diminishes your credibility faster than hitting the streets trying to raise your own salary
- Take the minutes at board meetings; this is the secretary's responsibility
- Chair, lead, or preside over meetings of the Board of Directors or committees
- Write the entire newsletter for the program
- Voice their own opinion unless it is consistent with the opinion of the board
- Do the books for the organization... this is the treasurer's responsibility
- Sign their own paychecks
- Implement the activities of the program... they must empower volunteers to take responsibility

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
 - Impact of Oregon's Main Streets report
 - Guides (e.g., Donor Campaign guide, Strategic Planning workbook, Policies & Procedures handbook)
 - 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
- Blue Avocado – <https://blueavocado.org/>
- Nonprofit Accounting Basics – www.nonprofitaccountingbasics.org

More Information

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