



NEW MAIN STREET COMMUNITY ACCREDITATION STANDARDS WITH INDICATORS

Introduction

Main Street America™ is a nationwide network with thousands of communities, who share a passion, common vision, and commitment to revitalizing their downtowns and commercial cores. This movement of grassroots efforts operates with support and direction from the National Main Street Center and state, county, and city-wide Main Street America Coordinating Partners. Collectively, Main Street America helps communities get started, grow, and manage positive transformation.

Why Accreditation Matters

Community accreditation is a key component of participation in Main Street America. For nearly two decades, the accreditation process has helped designated Main Street communities review their progress, recognize accomplishments, and outline recommendations for continued growth and impact. A set of standards known as the “Ten Criteria” was developed by Coordinating partners and at their recommendation, adopted by the National Main Street Center. These standards outline the following general guidelines for measuring performance:

1. *Broad-based Community Support*
2. *Vision and Mission Statements*
3. *Comprehensive Work Plan*
4. *Historic Preservation Ethic*
5. *Active Board and Committees*
6. *Adequate Operating Budget*
7. *Professional Management and Development*
8. *Program of Ongoing Training*
9. *Reporting of Key Statistics*
10. *National Main Street Network Membership*

In addition to confirming if each community meets these minimum set of standards, the accreditation process is an important tool to recognize strengths, understand specific challenges involved with local revitalization, and identify strategies and resources needed to continue to progress and succeed in their efforts.

Evolution of the Main Street Program

The journey of almost 40 years of experience helping communities implement the Main Street Approach™ has demonstrated that building and sustaining a successful downtown or neighborhood commercial district is not a project, but an ongoing process that requires long-term commitment. The refreshed Main Street Approach’s focus on Transformation Strategies, measurable and comprehensive impact, and community engagement provides an important opportunity for better alignment with the national accreditation process.

The National Main Street Center and the Leadership Council of the Main Street America Coordinators are proposing an updated set of National Accreditation Standards that outlines foundational elements necessary to build successful and sustainable revitalization efforts. The proposed National Accreditation Standards are listed below and outlined in more detail in the following pages with benchmarks and key indicators:

1. *Broad-based Community Commitment*
2. *Inclusive Leadership & Organizational Capacity*
3. *Diverse and Sustainable Funding*
4. *Strategy-Driven Programming*
5. *Preservation-Based Economic Development*
6. *Demonstrated Impact & Result*

BASELINE REQUIREMENTS:

To qualify for National Main Street Accreditation, all Main Street communities must meet the following baseline requirements:

1. **Be Officially Designated as A Main Street Community/District** by a licensed Main Street Coordinating Program or directly by the National Main Street Center as it may apply.
2. **Be A Legally Established Organization.** Designated Main Street programs must function as a legally and formally established organization whether as an independent nonprofit or as part of a larger entity.
3. **Be Led by an Active Volunteer Board of Directors.** Designated Main Street organizations must have an active volunteer board of directors committed to overseeing the operations and programming of the organization. The Main Street Board must include broad representation of district stakeholders and public and private community sectors.
4. **Be Managed by Professional Staff.** Designated Main Street organizations must have trained, professional staffing to manage the Main Street Program's operations. Based on population of the local jurisdiction and the maturity of the program, this means at least a full time Main Street Program Director (generally 40+ hours per week). A part-time director (with at least 20 hours per week) might be acceptable in small towns with less than 5,000 population that demonstrate to lack the necessary resources to start with full-time staffing.
5. **Demonstrate Commitment to District Revitalization Through the Main Street Approach®.** Designated Main Street Program must demonstrate through the planning and implementation of their work that they maintain a dedicated focus to downtown or commercial district revitalization and that their programming follows all the Four-Points of the Main Street Approach.
6. **Maintain Main Street America Membership and Follow Main Street America Branding Standards:** All Designated Main Street programs seeking National Community Accreditation must:
 - a. maintain an annual Main Street America membership at the appropriate level.
 - b. utilize the Main Street America Branding according to the National Main Street Center brand standards. (www.mainstreet.org/membership)

The National Main Street Center proposes that these baseline indicators serve as the minimum requirements for the 'Affiliate' level of designation. Coordinators may also include additional requirements for the Affiliate tier.

COMMUNITY ACCREDITATION PROCESS

Considering that building and maintaining a direct and strong connection with communities is crucial to understand their needs and to provide the appropriate assistance and support to their efforts, it is expected that the accreditation process will continue to depend on the "Year-end Assessments" practice coordinators have utilized for the past several years. The following basic guidelines confirm the following offsite and onsite components as part of a complete community accreditation process.

- I. **Annual Community Self-Assessment** – formatted to include the complete set of standards and indicators and distributed to local programs and community leaders once per year as a tool for self-reflection with regards to the progress and performance of the local revitalization efforts. This tool should allow the opportunity to highlight achievements and reference specific needs for technical assistance and support. Participation from a broad-base of program and community leaders is expected and should include:
 - a. Main Street program leader base –
 - i. at least 75% of the Board of Directors and Committee Chairs
 - ii. all Main Street Staff

- iii. Committee members will be optional, but highly recommended
 - b. At least one (all if possible) City Official: Mayor, City Manager, Council member representing the District and City staff.
 - c. At least once County Official
 - d. At least 3 district stakeholders, including property, business owners, and residents
 - e. At least 3 Leaders representing partner organizations
- II. **Community Annual Reporting and Background Supporting Documentation** – gathered through ongoing reporting systems in place by coordinators and aligned with the national standards. Submission and review of reporting data intended to help national and coordinating staff compile revitalization statistics for the previous year and/or the current year, if the fiscal year intersects with reporting period to support state and local program initiatives. This documentation should include but is no limited to the following:
- a. *Main Street Program materials* that demonstrate how the community meets each standard and include evidence of planning and implementation of their efforts, such as Transformation Strategy planning materials, work plans, annual reports, board meeting minutes, fliers, etc.
 - b. *Community materials* – from public and private sector partners that demonstrate commitment, plans, and ongoing support to the district’s revitalization efforts.
- III. **Onsite Community Assessment or Progress Visit** – Community Accreditation will not be complete without an Onsite Community Assessment or Progress Visit (see timeline expectations below). This is an essential component in order to directly assess the progress, achievements, and needs of each designated community.
- a. Timeline Expectations: Recommended annually along with the other Accreditation components. However, depending on the coordinating program capacity, the expectation is that every community must receive an Onsite Community Assessment or Progress Visit at a minimum every two-years in order to receive accreditation status.
 - b. Who should conduct this Visit? - A combined team effort between the Coordinating Program, peer Main Street directors, internal specialist, or representatives from Main Street America Field Services is recommended, but not required.
 - c. Since Accreditation is a community-wide responsibility, the visits should include meetings with the Main Street program leaders, City leaders, district stakeholders and representatives from partner organizations. In additions, the visit should include a tour of the district (and community – especially with new coordinating staff) for a visual inspection of the district and to recognize assets, ongoing change, and visible needs.
 - i. For the Main Street Program leadership, invitation to participate in visit should be extended not only to the Board of Directors and Main Street executive staff, but also strive to be inclusive of supporting committee leaders and members and additional staff.
 - ii. Ensure opportunities to meet with a representative base of district stakeholders. This includes property and business owners, but also residents and workforce.
 - iii. City leaders – this includes City Manager/Administrator, Mayor and City Council members (as permitted by local quorum regulations), but also City staff, especially those members that have regular interaction with the district and the Main Street program.
 - iv. Representatives from partner groups – striving to reach a balanced level of participation of economic development, preservation, marketing, and anchor businesses and organizations.

Accreditation Recommended Best Practices:

- 1. Develop a summary from accreditation findings to identify communities’ common and distinctive strengths and needs and to offer recommendations for action to the communities.

2. Use the Accreditation process to identify technical assistance and trainings for the following year;
3. Develop incentives to encourage high-functioning local staff and volunteers to excel as sustainable organizations, not just comply with minimum accreditation standards;
4. Target remedial technical assistance and training to strengthen programs that fail accreditation
5. Use the accreditation process to inform the types of services and the Annual Needs and Resource Visit provided during the coming year.
6. Strive for consistency.

Recommended Accreditation “Grading” System:

Each standard is an essential element and collectively establish a strong foundation in building a sustainable revitalization program. The objective of the standards is to encourage Main Street communities to offer a balanced focus to each standard. All six standards - are equally important and should not be neglected from the start and throughout the revitalization process.

With that in mind, the “grading” system will offer a range between **(1) to (5)** for each standard.

- **(5)** indicates *excellent performance* and **(1)** indicates *marginal performance*
 - A range between 4-5 indicates very good to strong performance
 - A range between 1-2 indicates a clear need for improvement & attention
- The minimum total value required to “meet” each indicator is **(3)**.
- Note: once the final number of indicators under each standard is confirmed, a detailed description of the grading system will be outlined. Considering the indicators included in the current draft, the grade should be directly aligned with the range 1-5.
 - For example - indicators that include a list of four specific benchmarks, if the program meets at least 25% of the indicators, please inset 1; 50% a 3; 75% or more, insert a 5;
- Consequently, the **total minimum value required to “meet” each section under each standard** shall be equal to (3) multiplied by the # number of indicators within each section. For example, if a standard has 10 indicators, the minimum value required to meet that standard would be (3*10) = 30.

RECOMMENDED IMPLEMENTATION TIMELINES – incremental process:

- 2019 –
 - introduction of new Community Accreditation Standards to coordinators in Seattle (Mar)
 - Invitation to start conversations with communities about upcoming standards and gather input
 - Revised packet with new proposed standards discussed and confirmed by LC and at the Fall Coordinators Meetings in Owosso, MI: **October 3-4, 2019**
- 2020 – (Jan – Dec)
 - work with Coordinators and communities on transition and alignment to new standards.
 - Share with communities at the Main Street Now Conference
 - Be attentive to feedback and additional input
- 2021 – expectation for full integration of new standards: by **Jan 2021**

STANDARD I. BROAD-BASED COMMUNITY COMMITMENT

Description:

A Main Street program, at its core, is a community-driven revitalization program. Successful efforts across the country have demonstrated that no single entity can revitalize the commercial district and impact the quality of life of the community alone. Continued growth and results don't just happen or can't be sustained without ensuring strong participation from the public and private sectors from the start and throughout the revitalization journey. Just as the Main Street designation is a community-wide recognition, the BROAD-BASED COMMUNITY COMMITMENT standard seeks to confirm that all sectors of the community (public and private) are working together through a common vision with shared responsibility for the district's revitalization.

A. **The Main Street organization** is a unique instrument of support in building awareness to the value of downtown through its efforts and the opportunities for the community to be an active force in its revitalization efforts. Main Street can be an important conveyor in fostering a strong culture of collaborations among all members of the community. Through the following key indicators, the local Main Street organization highlights active efforts and accomplishments in building broad-base community commitment to the revitalization program:

Key Indicators:	Value
1. The Main Street Program has a Community Communication plan in place that: <ul style="list-style-type: none"> a. builds awareness on the value of the district among all community sectors b. shares progress and accomplishments of the revitalization program (e.g. as evidenced by annual reports) c. Strives to connect with all audiences – from individual residents to community organizations, and local elected officials throughout the year d. Shows direct and regular connection with most district stakeholders through active visitation, meetings and activities that bring businesses, property owners together 	1 to 5
2. The Main Street Program has a Community Outreach & Engagement Plan in place to ensure maximum public engagement and inclusive participation from all community members. This plan should include: <ul style="list-style-type: none"> a. Clear understanding of local community demographics b. A variety of inclusive engagement tools for information sharing and input gathering, including online and in-person options, such as public meetings, events, and activities at varied times and locations. c. Clearly outlined volunteer opportunities within the program's leadership base 	1 to 5
3. The Main Street Program has defined Partnership Agreements through Memorandum, Resolution, or Letters of Support that confirm a strong culture of collaboration for with public and private sectors.	1 to 5

B. **The Public Sector.** This refers to local government (such as city or municipality, but also county) as a crucial leader and foundational partner in the revitalization program. Through the following key indicators, the local public sector highlights active efforts and accomplishments that demonstrate their commitment to the downtown or commercial district:

Key Indicators	Value
1. The City demonstrates that the district's revitalization is a priority for the City through: <ul style="list-style-type: none"> a. Guiding planning documents, such as a Master Plan and/or Downtown Plan, and economic development strategies. b. City-driven initiatives to improve the district's physical conditions and historic value c. Local campaigns to promote the value of the district, its positive image, and position in the community and market place 	1 to 5
2. The City leadership is actively engaged with the Main Street program:	1 to 5

<ul style="list-style-type: none"> a. Participation of local elected officials and city staff in the leadership board – within boards and committees b. Working together to implement plans and specific initiatives 	
3. The City actively works with the Main Street program to foster partnerships within the community, county, and region that add resources in support of the district’s revitalization.	1 to 5

C. **District Stakeholders**, including property and business owners, organizations, and residents are the most immediate beneficiaries and the most important investors for successful revitalization.

Key Indicators	Value
1. A majority of district property and business owners show commitment to the district’s vitality through direct investment of resources in physical, economic, and promotional efforts.	1 to 5
2. A broad base of district property and business owners, residents, workforce, and other organizations participate in revitalization through direct involvement in the Main Street program and other organizations supporting the district.	1 to 5

D. **Community at large** – including residents, local organizations and corporations outside the district, but within the community.

Key Indicators	Value
1. A broad base of community members and organizations are involved in leading and/or supporting the district through planning and implementation of revitalization initiatives.	1 to 5
2. Local organizations support district’s programming efforts – directly through activities in the district and in partnership with the Main Street program.	1 to 5
3. Local corporations actively support and invest in the district’s revitalization program through investment of human (leadership & employee participation) and financial resources directly and in partnership with the Main Street Program.	1 to 5

STANDARD II. INCLUSIVE LEADERSHIP & ORGANIZATIONAL CAPACITY

Description:

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. As comprehensive as the Main Street Approach, so are the many opportunities available for everyone in the community to participate. Every member of the community can become an active leader at different points in the revitalization journey and in various capacities. Main Street programs have a unique role in fostering an individual and collective sense of ownership that can strengthen and transform the entire civic culture of a community. This standard encourages Main Street programs to place strong priority in human talent and time as the greatest resource and to develop a clear operational structure that reflects an inclusive environment and increases the organization’s capacity to achieve its mission and goals, and to experience continued success. The following benchmarks provide a guide to developing an active leadership base and an organizational culture that welcomes, values, and rewards the willing investment of talent, time, and other resources provided by the community.

A. **The Main Street Leadership Base Clearly Reflects the District and Community Demographics**

Key Indicators	Value
1. The Main Street leadership base reflects the district and community demographics. This is clearly demonstrated by the diversity in age, race & ethnicity, gender, skills & interests, socio-economic, etc.:	1 to 5

<ul style="list-style-type: none"> a. Within the Board of Directors b. Within the supporting Volunteer Base (committees, sub-committees, task forces, teams, etc.) c. Within the Professional Staff team, including Executive Director and supporting members 	
<p>2. The Main Street leadership base within the Board of Directors and supporting volunteer committees is formed with balanced representation from:</p> <ul style="list-style-type: none"> a. district stakeholders (property & business owners, residents, workforce, and representatives of organizations present in the district) b. public sector leaders (primarily -City elected officials, City management, department leaders, other staff members, but also other local/area government officers) c. community at large (residents, businesses, other community organizations) 	1 to 5

B. The Main Street Program is Led by an Active Board of Directors.

Key Indicators	Value
<p>1. The Board of Directors Leads the Main Street Program’s Work:</p> <ul style="list-style-type: none"> a. confirming Transformation Strategy to direct the program’s work b. guiding the work planning process to ensure that the supporting volunteer structure projects and initiatives align with the selected strategy c. managing the implementation of the strategy regularly through active progress reviews at board meetings throughout the year d. participating – collectively and individually – in the program’s projects and activities throughout the year. 	1 to 5
<p>2. Each Board Member is Committed to Active Leadership through a signed Board Commitment Letter, which should include:</p> <ul style="list-style-type: none"> a. commitment to individual leadership role as agreed b. commitment to orientation and familiarization with personal role, the collective role of the Board, and with the Main Street Approach c. expectations for attendance to Board’s meetings and support to volunteer base d. expectation for participation in trainings and leadership development opportunities offered throughout the year by the organization, the respective Coordinating Partner and the National Main Street Center 	1 to 5

C. The Main Street program includes an Appropriate Supporting Volunteer Structure

Key Indicators	Value
<p>1. The organization has a supporting volunteer structure (committee/teams, etc.) that supports the Board of Directors in the implementation of the Transformation Strategy and ensures comprehensive focus through the Main Street 4-Point Approach.</p> <ul style="list-style-type: none"> a. Each supporting volunteer committee, team, task force, and project or activity has an active chair or co-chairs and enough supporting members to address their focus areas and to carry planning and implementation of their efforts successfully b. The supporting volunteer base connects with the Board of Directors and respective committees (as applicable) regularly throughout the year (avoid silos) to ensure alignment of strategy and collaborations. 	1 to 5
<p>2. The Main Street Program has a clearly defined plan for internal coordination to maximize the talent and support offered by the existing volunteer base. This plan includes attention to:</p> <ul style="list-style-type: none"> c. appropriate role distribution at all levels within committees, teams, task forces, and projects d. clearly defined onboarding, coordination, rotation of roles, and retention processes and tools e. appropriate orientation and volunteer leadership development opportunities throughout the year to support their roles and knowledge on revitalization as offered by the organization, the Coordinating Program, and the National Main Street Center 	1 to 5

f. active volunteer recognition initiatives and activities that highlight the talent, contributions, and impact provided by individuals and groups within the organization	
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D. The Main Street Program has Active Professional Management

Key Indicators	Value
1. The Main Street organization maintains the level of professional staff necessary to help the organization achieve its mission, goals, and to provide dedicated focus, facilitation, and coordination for effective management of the revitalization program. <ul style="list-style-type: none"> a. Depending on the maturity of the program, this means at a minimum, a full-time Executive Director (40 hours/week) in place for at least 8 of the 12 months during the past year). b. Main Street staff salary & benefits are consistent with other economic development professionals in the area/region c. The Main Street executive director (and additional staff members if in place) have outlined job descriptions and clearly defined performance expectations 	1 to 5
2. A formal performance review process is in place and conducted annually for all program staff. <ul style="list-style-type: none"> a. the chain of command between the Main Street Board, Program Director, and supporting staff is clearly defined, followed, and reviewed annually. b. The Board Chair, representing and involving the board, leads the executive staff's annual performance review. The Main Street Director leads additional staff's review. c. The Main Street Board provides staff constructive feedback, encouragement, guidance, and recognition regularly throughout the year 	1 to 5
3. Main Street staff participates in adequate training on revitalization trends and management to stay in tune with revitalization trends and enhance leadership and management skills. This includes: <ul style="list-style-type: none"> a. training requirements by the coordinating program b. professional development offered by Main Street America Institute and other educational trainings such as the Main Street Now Conference (annual national conference). 	1 to 5
4. A staff transition plan is in place to address unexpected or anticipated staff changes, including succession and coordination of search & recruitment for new staff. This plan includes the appropriate processes to maintain program management during temporary transitions.	1 to 5

E. The Main Street Program Has A Defined Mission and Strong Organizational Capacity

Key Indicators	Value
1. The Main Street program has a clearly defined purpose outlined by the board of directors through a mission statement. <ul style="list-style-type: none"> a. The Board reviews the mission statement annually b. The Board uses it as a tool to help evaluate the organization's priorities, areas of focus and involvement and to drive the program's work c. The mission statement is highly visible and promoted in the program's online, printed communication tools, and projects and activities 	1 to 5
3. The Board of Directors Ensures Organizational Capacity by developing and conducting regular review of: <ul style="list-style-type: none"> a. the organization's By-Laws b. policies for organizational and operational procedures, including internal communication, reporting, insurance, emergencies, volunteer leadership transition and succession planning, etc. d. policies for staff management, including recruitment, retention, annual performance, and recruitment and transition 	1 to 5
2. The program has a clearly outlined process and annual calendar with defined timelines for work plan development, approval, and coordination of implementation of projects and activities.	1 to 5

3. Program volunteers' input is collected regularly to gather perspectives on internal organizational culture, coordination and retention practices, programming value, etc. Volunteer feedback is appropriately utilized by staff and board to improve the program's overall volunteer and programming structure.	1 to 5
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STANDARD III. DIVERSE FUNDING & SUSTAINABLE PROGRAM OPERATIONS

Description:

A successful revitalization program must have the financial resources necessary to carry out its work and prepare for the future. Because a revitalized district benefits and strengthens the quality of life of the entire community, the opportunity and responsibility from all community sectors is essential for growth and long-term sustainability. Developing a strong funding structure includes a two-fold approach to funding the organizational and programming needs for successful, long-term revitalization. This includes not only financial commitment needed to have an organization that is dedicated to managing the district's revitalization process, but also the financial investment needed for improving the district's physical and economic conditions and strengthening its position within the community and its marketplace.

The Main Street program will need to work with the district stakeholders, local governments, and community at large to build a diversified mix of funding sources and develop appropriate financial management systems to identify, confirm, and maximize resources. The size of a program's budget will change as the program matures. In addition, program budgets are likely to vary according to regional economic differences and community size.

A. The Main Street Program Has Developed a Diversified Funding Structure that includes a Balanced Mix of Funding Sources from both Public and Private Sectors.

Key Indicators	Value
1. District stakeholders (businesses and property owners, workforce, residents, organizations present within the district boundaries) invest in and/or support the Main Street revitalization program through one or more of the following: <ul style="list-style-type: none"> a. Investors, partnerships, memberships programs b. Donor campaigns c. fundraising initiatives d. sponsorship or funding for specific initiatives 	1 to 5
2. Community stakeholders (businesses and property owners, workforce, residents, organizations) invest and support the Main Street program through one or more of the following: <ul style="list-style-type: none"> a. Sponsorships for events b. marketing initiatives c. capital campaigns d. investors, partnerships, or membership programs e. foundation grants 	1 to 5
3. Local government (City, County) has a financial commitment to building or maintaining a dedicated revitalization program for the district through at least one of the following: <ul style="list-style-type: none"> a. General funds allocation b. Purchase of service agreement c. Sponsorship of events or specific initiatives d. Grants e. Capital campaigns f. Marketing initiatives g. Management of a local Business Improvement District, Special Service Area, Downtown Development Authority, etc. 	1 to 5

4. The Main Street pursues the following additional funding opportunities <ul style="list-style-type: none"> a. State and/or federal grant programs, such as CDBG, USDA, etc. b. Fundraising events or activities c. Creation of a Business Improvement District, Special Service Area, Downtown Development Authority, etc. 	1 to 5
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B. The Main Street Program Has Sustainable Program Operations.

Key Indicators	Value
1. Financial management is a priority and demonstrated through a comprehensive fund-development plan addressing the organization’s financial needs to maintain its operations and implement its programming.	1 to 5
2. A comprehensive budget is in place: <ul style="list-style-type: none"> a. specifically dedicated to the purpose of the district revitalization b. aligned with strategy and work planning and implementation c. adequate to cover organizational related expenses, such as administration of office, communication tools, materials, and activities; professional staffing, volunteer and staff development, fund-development expenses, etc. d. adequate for programming related initiatives across all 4-Points (organization, design, economic vitality, and promotion) e. recognizes in-kind contributions provided by volunteer time, skilled services, materials and other donations provided by both the public and private sectors. 	1 to 5
3. Financial management practices are in place with <ul style="list-style-type: none"> a. following appropriate timeline expectations and details for monthly reporting and audits b. outlining processes and procedures for appropriate financial oversight c. ensuring positive conditions, with a 3 to 6-month minimum reserve 	1 to 5
4. Financial Oversight and fund-development roles are clearly outlined between <ul style="list-style-type: none"> a. Staff b. Board of Directors c. Supporting leadership base 	1 to 5

STANDARD IV. STRATEGY-DRIVEN PROGRAMMING

Description:

Decades of experience implementing the Main Street Approach™ in communities of all sizes has demonstrated that building and sustaining a successful downtown or neighborhood commercial district is not a project, but an ongoing process that requires long-term commitment. While the first few years of a Main Street program is usually focused on establishing a foundation of community support and achieving small wins that show momentum, as vitality grows, opportunities for incremental change should be identified to move the program beyond the routine and address more complex aspects of revitalization.

Sustaining positive change from one year to the next, requires continued dedication to reviewing the focus of our efforts and its alignment with the community’s vision for the district and on understanding how existing market conditions and emerging trends can positively impact the district’s future. The following indicators are intended to guide the Main Street program’s programming beyond ideas and project-driven efforts to an elevated focus that uses community’s input and market information to define purposeful strategy that can transform the district and sustain its vitality.

A. Main Street Has a Vision for the future of District and Defined Strategic Direction for the Program’s Work.

Key Indicators	Value
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<p>1. The Main Street program places priority on gathering community input and market data to guide the program’s planning efforts.</p> <ul style="list-style-type: none"> a. At least annually, the program has facilitated community input gathering activities and/or tools that help the organization keep a pulse on the community’s perspectives for the district. b. Use of relevant district market profiles and community demographics profiles to identify important economic conditions and market opportunities. c. a highly visible vision statement outlines the future of the district, informed by the community and reflecting understanding of community’s demographics and market opportunities 	1 to 5
<p>2. Annually, the Main Street Board utilizes inputs to define strategic direction for district transformation:</p> <ul style="list-style-type: none"> a. confirm a Transformation Strategy/strategies to guide the programs work for the next 3-5 years b. outline specific goals and measurable benchmarks that align with the selected strategy review progress made from year-to-year to make appropriate adjustments to annual work plans 	1 to 5
<p>3. As part of the planning process, the Main Street Board shares the Program’s Transformation Strategy (ies)</p> <ul style="list-style-type: none"> a. with its supporting volunteer structure to guide the selection of appropriate projects and activities that align with the selected Transformation Strategies b. with the City and local partners to highlight common grounds and strengthen collaborations 	1 to 5
<p>4. The Main Street program develops and implements detailed work plans</p> <ul style="list-style-type: none"> a. reflecting a balanced level of activity across the Four Points - Economic Vitality, Design, Promotion, and Organization b. including anticipated measurable outcomes a. ensuring the application of Main Street Guiding Principles, such as focus on quality over quantity, incremental steps, implementation oriented, etc. 	1 to 5
<p>5. The Main Street program works with District and Community partners to addresses foundational support and resources for preservation-based economic development</p> <ul style="list-style-type: none"> a. Working with business owners to maintain business inventories to understand the district’s economic base, promote existing strengths and to leverage market opportunities. b. Working with property owners to maintain building inventories to understand improvement needs and to encourage and support strategic use of space for business development c. Working with the local governments (City and County as it applies) to understand the conditions of the public space, recognize opportunities for improvements to enhance sense of place, and to assemble resources and incentives to strengthen the local economic base. 	1 to 5

STANDARD V. PRESERVATION-BASED ECONOMIC DEVELOPMENT

Description: The Main Street Program was developed with historic preservation at its core. A community’s historic buildings and structures are some of its greatest assets to reflect the richness of its fabric and the strength of its character and to convey a unique and inviting sense of place. Consequently, preservation and rehabilitation should be a priority goals for all Main Street programs. Promoting a historic preservation-based program includes educating the public on their value and history to the community, as well as, working with businesses and property owners in appropriate improvements, uses. Communities often provide design assistance and incentives to assure successful projects.

Key Indicators	Value
<p>1. The organization has built and/or maintained relationships with preservation stakeholders in its community and state, such as</p> <ul style="list-style-type: none"> a. State Historic Preservation Officer b. Local Preservation Commission, City Planner/Planning Staff c. City and State Departments of Transportation d. City and State Parks and Recreation/Department of Natural Resources 	1 to 5

e. Local university's preservation and planning.	
2. The downtown or commercial district's appearance shows visible physical improvements, including <ul style="list-style-type: none"> a. appropriate façade and building rehabilitation projects b. new appropriate signage, awnings c. attention to maintenance 	1 to 5
3. The organization and/or its partners are actively engaged in Historic Preservation best practices <ul style="list-style-type: none"> a. Downtown or commercial district is listed in the National Register of Historic Places or eligible b. Community is a Certified Local Government c. Community has a preservation ordinance and/or design standards or guidelines, based on the Secretary of Interior Standards, in place and applies them during Design Committee reviews d. Local program design guidelines e. City, County or State Designations (e.g. Arts, Cultural, Entertainment Districts, etc.) 	1 to 5
4. There is an active preservation educational program and advocacy in place to build community awareness about the economic and cultural value of the district's older historic building assets, history, and its impact in the community's identity and positive image within <ul style="list-style-type: none"> a. District stakeholders leverage preservation as an economic development tool b. local governments (city, county) offer resources for preservation-based economic development c. local and state preservation groups co-create educational materials and co-lead workshops and trainings when applicable d. the community at large to foster a strong sense of pride and ownership e. Within surrounding communities – highlighting the district's position in the area as it applies. 	1 to 5
5. Organization works proactively throughout the year to protect historic resources and responds to threatened structures with <ul style="list-style-type: none"> a. proactive advocacy efforts and campaigns among property owners, City, and community b. creative adaptive reuse initiatives c. efforts to assemble necessary preservation-related resources 	1 to 5

STANDARD VI. DEMONSTRATED IMPACT & RESULTS

Description:

Main Street communities are part of a national movement with a proven track record for celebrating community character, preserving local history, and generating impressive economic returns. Programs must be able to demonstrate the wise use of resources, which translates to real results on the ground.

Key Indicators	Value
1. The Main Street Program works with district stakeholders and partners to collect and submit reinvestment statistics to its coordinating program. This includes: <ul style="list-style-type: none"> a. Business related - net new jobs, net new businesses b. Real estate – property sales, increase in housing units, vacancy rate change over the last year c. Investment by the public and private sectors d. volunteer hours e. additional data that highlights measurable change and transformation 	1 to 5
2. Main Street plans for projects and activities include a defined evaluative process and benchmarks to help track impact to the district and the organization, including <ul style="list-style-type: none"> a. Qualitative indicators of success b. Quantitative measures of success, such as event attendance, sales, etc. 	1 to 5
3. The Main Street Program shares evidence of growing visibility with its Coordinating and national partners	1 to 5
4. The organization has made significant progress in addressing the district's economic vitality needs, based on the work plan submitted with documentation	1 to 5