City of Sherwood Oregon

Home of the Tualatin River National Wildlife Refuge

RESOLUTION 2011-098

A RESOLUTION SUPPORTING BOOTS (BUSINESSES OF OLD TOWN SHERWOOD) IN ITS APPLICATION FOR "TRANSFORMING MAIN STREET" LEVEL TO THE OREGON MAIN STREET PROGRAM

WHEREAS, Oregon Main Street has been established to assist cities and towns in developing a public/private effort to revitalize urban neighborhood and traditional central business district areas; and

WHEREAS, Oregon Main Street will accept new cities or towns to participate at the Transforming Downtown level and receive technical assistance from Oregon Main Street; and

WHEREAS, the preservation and promotion of Old Town Sherwood is a priority for the City of Sherwood; and

WHEREAS, the City of Sherwood has supported BOOTS as the organization responsible for the preservation and promotion of Old Town and its activity at the "Exploring Main Street" level; and

WHEREAS, the City of Sherwood desires to participate at the "Transforming Main Street level.

NOW, THEREFORE, THE CITY OF SHERWOOD RESOLVES AS FOLLOWS:

Section 1. That the City endorses the submission of this application, attached as Exhibit A, and agrees to participate in the development and support of the local Transforming Downtown Program for the duration of its existence.

Section 2: The City of Sherwood endorses the goal of economic development of the designated downtown district within the context of the preservation and rehabilitation of its historic commercial buildings, recognizing that the Main Street Approach is one of many economic and community development tools utilized by a locale and that it is location specific.

Section 3: That the City of Sherwood supports the establishment of a downtown program representative.

Section 4: The City of Sherwood recognizes that a commitment to commercial district revitalization is an ongoing process requiring long-term attention, community

support and involvement, and a full public/private partnership that is expected to last indefinitely.

Section 5: This Resolution shall be effective upon its approval and adoption.

Duly passed by the City Council this 6th day of December 2011.

Keith S. Mays, Mayor

Attest:

Sylvia Murphy, CMC, City Recorder

OREGON MAIN STREET: Transforming Downtown Level

2011 Application Guidelines

IMPORTANT DATE for 2011 APPLICATION PROCESS:
Application and 3 Copies Due: December 5th, 2011, 4:00pm

Sheri Stuart, Coordinator
Oregon Main Street
725 Summer St. NE, Suite C
Salem, OR 97301
sheri.stuart@state.or.us

www.oregonheritage.org

Oregon Main Street is administered by the State Historic Preservation Office, Oregon Parks and Recreation Department

PREFACE

This manual contains information for communities submitting applications to enter the **Transforming Downtown Level** of Oregon Main Street. Before filling out the application, please read these guidelines and review the application carefully.

The questions you and others will seek to answer and the goals you articulate may help to provide direction to your downtown revitalization efforts and make your community a better candidate for the Oregon Performing Main Street Program in coming years.

Further information concerning the Oregon Main Street Program may be obtained from:

Sheri Stuart, Coordinator
Oregon Main Street Program
725 Summer St. NE, Suite C
Salem, OR 97301
sheri.stuart@state.or.us

Requirements

Original plus 3 copies of the application are to be provided. All photos become the property of Oregon Main Street.

OREGON MAIN STREET OVERVIEW

I. INTRODUCTION

Oregon Main Street provides assistance, training, and technical services to communities who want to strengthen, preserve, and revitalize their historic downtown commercial districts. It is a locally driven process following the proven Main Street Approach® which is a practical and comprehensive model capitalizing on downtown's unique assets. The goal is to build high quality, livable, and sustainable communities that will grow Oregon's economy while preserving historic resources and maintaining a sense of place. Oregon Main Street is administered by the State Historic Preservation Office (Oregon Parks and Recreation Department).

There are 73 communities currently participating in one of the three levels of the Oregon Main Street Network: Performing Main Street, Transforming Downtown, and Exploring Downtown. Over 2,000 communities in over 40 states have initiated this program nationwide.

Historic Preservation = Economic Development

In 2010, Oregon Main Street's "Performing Main Street" level communities (Albany, Baker City, Corvallis, McMinnville, Oregon City, Salem and Roseburg) saw:

- $15.21 million total public and private investment in physical improvements
- 100 building improvement projects
- 65 net new businesses
- 218 net new jobs
- 12,110 total volunteer hours
- $222,458 monetary value of volunteer hours

THE MAIN STREET APPROACH TO DOWNTOWN REVITALIZATION

While commercial district revitalization can be addressed in many ways, the underlying premise of the Main Street approach is summed up in the program goals – to encourage economic development within the context of historic preservation. This approach advocates a return to community self-reliance, empowerment, and the rebuilding of commercial districts based on traditional assets, unique architecture, personal service, local ownership, and a sense of community.

The Main Street Approach is incremental and will not produce wholesale, immediate change. Expensive improvements, such as pedestrian malls constructed with once plentiful public funds, often fail to address the underlying causes of commercial district decline and do not always produce the desired economic results. If a long-term revitalization effort is to succeed, it will require careful attention to every aspect of downtown – a process that takes time and requires leadership and local capacity building. The Main Street Approach should be seen as one of many tools that a community utilizes to generate economic and entrepreneurial growth. Also, while they may be an important component of an overall plan for downtown revitalization, communities should not confuse substantial public improvement projects for the Main Street Approach.

A local Main Street program is *not* designed to tackle the bigger issues of an entire community. The focus is limited to revitalization of the central business district. This certainly takes into account that a healthy, economically viable, and attractive downtown is important to the whole community's overall health and vitality. Both the public and private sectors of the community must be involved and committed for a local Main Street program to succeed. Each sector has an important role to play and each must understand the other's needs, strengths, and limitations so that an effective partnership can be created.

II. MAIN STREET'S FOUR POINT, EIGHT-PRINCIPLE APPROACH

The Main Street methodology addresses the following four areas of concern and combines activities in these areas to develop a community's individual strategy for redeveloping downtown. The four focus areas are:

A. Organization

The Main Street approach to downtown revitalization requires the effort of the entire community. The merchants, property owners, local government officials, residents, and civic leaders must agree to support common goals for revitalization and join together in a partnership for funding and supporting the local Main Street program for the long term. The downtown organization and the local Main Street Executive Director or Program Manager are key players. A local Executive Director or Program Manager is necessary to act as an advocate for the downtown and to coordinate the various efforts of individuals and groups to ensure that all are working together to develop the downtown. Volunteer involvement from throughout the community is essential for the program to succeed.

B. Promotion

The promotion of the downtown as a single, unified commercial area – in the same way that a major shopping mall is promoted – will help attract customers and strengthen Main Street's role as a viable business center. The downtown organization can coordinate an aggressive promotion and marketing campaign that includes a program of special events and business promotions. If it is to thrive, the downtown must improve both its self-image and the image it projects to potential customers and investors.

C. Design

Good design is essential to all aspects of downtown revitalization. The Main Street design philosophy seeks to utilize and enhance those elements of quality design that remain in each building and encourage appropriate renovation strategies. Good design must be extended to include promotional literature, store windows, merchandise displays, public improvements, and street amenities.

D. Economic Restructuring

Economic Restructuring seeks to change the ways in which downtown "works" by restoring many of the elements that Main Street has lost over the past few decades. While many small downtowns may not regain their dominance as primary retail centers, careful economic and market analysis usually confirms that they can maintain economic strength by diversifying the present mix of retail uses and by attracting new retail and non-retail functions, including office,

recreation, services, and residential uses. Business retention and recruitment, development of effective merchandising techniques, encouraging entrepreneurial reuse of upper floors for downtown housing and office space, and better utilization of existing and potential recreational assets are all aspects of Economic Restructuring.

Successful Main Street Programs are usually structured as non-profit corporations guided by an active working board. Four standing committees that correspond to the four points develop projects and work plans for implementation. Local programs hire a paid director to help coordinate the efforts of volunteers and implement the program.

Eight Guiding Principles

Countless experiences in helping communities bring renewed life to downtown have shown time and again that Main Street Four-Point Approach succeeds only when combined with the following eight foundation principles:

1. **Comprehensive**

   A single project cannot revitalize a downtown or commercial neighborhood. An ongoing series of initiatives of the four points is vital to build community support and create lasting progress.

2. **Incremental**

   Small projects make a big difference. They demonstrate that "things are happening" on Main Street and hone the skills and confidence the program will need to tackle more complex problems. Over time, small changes make a dramatic difference in the commercial district.

3. **Self-help**

   Oregon Main Street can provide valuable direction and hands-on technical assistance, but only local leadership will bring long-term success by fostering and demonstrating grassroots community involvement and building local capacity, entrepreneurism and commitment to the revitalization effort.

4. **Public/Private partnership**

   Every local Main Street Program needs the support and expertise of both the public and private sectors. Both local government and the private sector bear responsibility for funding and the local Main Street Program.

5. **Identifying and capitalizing on existing assets**

   To avoid mistakes or create false expectations, one of Oregon Main Street's key goals is to empower communities to recognize and make the best use of their unique offerings. Local assets provide the solid foundation of a successful Main Street initiative.

6. **Quality**

   From storefront design to promotional campaigns to graphics to special events, quality must be the goal. The local Main Street Program and the commercial district must be synonymous with quality.

7. **Change**

   Changing community attitudes and habits is essential to bring about a commercial district renaissance. A carefully planned Main Street Program will help create paradigm shifts that change public perceptions and practices to support and sustain the revitalization process.

8. Action-oriented

Frequent, visible changes in the look and activities of the commercial district will reinforce the perception of positive change. Small, but dramatic improvements early in the process will remind merchants and the community that the revitalization effort is under way. This requires the hands-on involvement of program leaders, staff, and volunteers.

III. SERVICES PROVIDED TO TRANSFORMING DOWNTOWN LEVEL COMMUNITIES

The primary emphasis of the **Transforming Downtown** level is to provide technical assistance to communities selected during their program's formative years. Selected cities can expect to receive the following types of assistance.

A. Reconnaissance Visit
B. Assistance in hiring a downtown Director/Program Manager
C. Developing Mission and Vision Statements
D. Board and Committee Roles and Responsibilities Training
E. Development of a First Year Work Plan
F. Regional Training & Annual State Conference
G. Quarterly Network Meetings
H. Scholarships and discounts to national conferences
I. Public Relations Assistance
J. Telephone Consultation
K. First Year Membership in the National Main Street Network
L. Technical Assistance Visits
M. Access to the Oregon Main Street Program's Resource Library and Four-Point Files
N. Access to the Oregon Main Street listserve

A. Reconnaissance Visit

An initial visit by the State Coordinator will be scheduled shortly after a community has been selected for the Transforming Downtown Program, to determine the technical assistance needed for the local downtown program.

B. Assistance in Hiring a downtown Manager/Executive Director

If during the participation in the Transforming Downtown Program the local organization decides to hire a manager/director, Oregon Main can assist the community by providing an outline of the hiring process; developing a job description; providing information to free job listing services, such as the National Trust's Main Street; and participating in interviews.

C. Developing Mission and Vision Statements

A basic premise for any organization is to understand and state a clear mission, or purpose for the organization. A vision statement is developed to build community consensus as to how downtown should be improved. Oregon Main Street assists with mission statement development and can facilitate a visioning work session.

D. Board and Committee Roles and Responsibilities Training

Oregon Main Street staff works with downtown organization boards to clearly review the role of the non-profit board and the role of staff and committees.

E. **Development of a First Year Work Plan for Downtown**
Oregon Main Street Program will facilitate a board retreat to establish specific goals and objectives for the local Main Street Program and then work with committees to identify projects, tasks, budgets and timelines to meet the goals and objectives.

F. **Regional Training and Annual State Conference**
The local program representative and a minimum of two local volunteers, board, or committee members are required to attend any statewide training sessions held in various locations throughout the state. These training sessions will cover a wide variety of topics including design education, market analysis, fundraising, marketing, and promotion.

G. **Quarterly Network Meetings**
Quarterly Main Street Network meetings will be held to provide an opportunity for you to expand your skills base and to build a stronger OMS network. These meetings will rotate among our Performing Main Street and Transforming Downtown towns to give you a chance to see firsthand what is happening throughout the state. The proposed schedule is to meet for lunch on the first day of the meeting and then have an opportunity to hear brief updates from each program on current projects and activities. The first day will be open only to Performing Main Street and Transforming Downtown communities. The second day will be a focused training on a topic mutually agreed upon by the group in advance and will be open to all Oregon Main Street Network communities.

H. **Discounts and Scholarships**
A limited number of scholarships will be made available to cover the registration cost for community representatives to attend the National Main Streets Conference. In 2012, the conference will be held in Baltimore, Maryland.

I. **Public Relations Assistance**
Oregon Main Street staff will work with local programs to help generate community interest. Information about each community's program and progress will be included in Oregon Main Street's media releases and marketing materials.

J. **Telephone Consultation**
Oregon Main Street staff is available to the local program representative for telephone consultation and advice on any downtown issue.

K. **First Year National Trust Main Street Network Membership**
It is a recommended that Transforming Downtown Communities become members of the National Main Street Center. Communities receive access to "Members Only" area of the NMSC website, discounts to attend the National Main Street Conference, and monthly newsletters. Dues are $250 per year. If your program is not currently a member, the Oregon Main Street Program will pay this membership fee for the first year that a community participates in the Oregon Transforming Downtown Program. In the second year, the local program is expected to pay these membership dues.

L. **Customized Technical Assistance**
The Oregon Main Street Coordinator will determine in conjunction with the local contact person the specific technical assistance for the local downtown program based on the community's needs. Experts may be contracted to work in the community for 1 to 2

days. The local program representative and partners will work with the Oregon Main Street Program to help define the focus for the visit. Oregon Main Street establishes attendance requirements to ensure broad information exchange at the local level.

M. **Access to the Oregon Main Street Program Resource Library and Four-Point files**
Oregon Main Street has a downtown revitalization library and Four-Point file with sample projects and ideas. Information from the Resource Library or Four-Point file system is provided at no fee to communities. Communities **are** responsible for replacement costs of any lost material.

N. **Access to the Oregon Main Street Listserve**

IV. TIME REQUIREMENTS

Communities at the Transforming Downtown level are required to have a local program representative dedicated to a minimum of twenty per cent (20%) of their time (an average of one day per week) to downtown revitalization through the Main Street Approach. This includes time working with the State Coordinator or contractors that will work with the communities during the agreement period. The local program representative can be a volunteer or paid employee from the local government, local non-profit organization, membership organization, or other organization with a commitment to downtown revitalization. The local community must understand that a long-term commitment to the downtown revitalization will require the formation of an organization and paid staff.

Typical responsibilities for this local program representative will be to make arrangements for meeting space, notify partners of upcoming meetings, coordinate community announcements, lead activities for local organization efforts, and attend required trainings and workshops. To be effective with these responsibilities, a Transforming Downtown program must provide office space for the local representative to coordinate these activities, have access to printing and mailing, have email/internet access, and access to computer.

V. ELIGIBILITY REQUIREMENTS

Any city, town, or downtown organization that meets the following requirements is eligible to apply for participation in the 2011 round at the Transforming Downtown level:

1. All cities in the State of Oregon are eligible to apply at the Oregon Transforming Downtown level, that are under 50,000 in population. In larger metropolitan areas, applications may be for distinct neighborhood commercial districts rather than for the traditional central business district. Communities larger than 50,000 population must contact the Oregon Main Street Coordinator for eligibility.

2. The boundaries/primary focus area of the organization must be that of a traditional downtown or neighborhood commercial district – basically a "Main Street district." This area must be:
   a. A traditional central business district and center for socio-economic interaction.
   b. Characterized by a cohesive core of historic or older commercial and mixed-use buildings that represent the community's architectural heritage. It may also include compatible in-fill development.
   c. Have a sufficient mass of businesses, buildings, and density to be effective.
   d. Typically arranged with most of the buildings side-by-side and fronting the sidewalk along a main street with intersecting side streets.

e. Compact, easily walkable, and pedestrian-oriented.

In general, districts containing newer low-density automobile-oriented commercial development (e.g., sprawl), strip malls, and enclosed shopping/entertainment centers will not qualify for designation unless they are fully integrated into the fabric of a traditional "Main Street district."

VI. LOCAL COMMITMENT TO APPLY AT THE TRANSFORMING DOWNTOWN LEVEL

Communities selected to participate at the Oregon Transforming Downtown level must agree to:

A. *Guarantee a dedicated local program representative*

B. **Guarantee adequate support for the local program representative**
Each community is encouraged to generate in-kind or paid assistance from the local municipality, private business, or through a volunteer organization. This is considered very important for the long-term viability of a program.

C. **Organize a downtown revitalization organization**
A lasting downtown revitalization effort will only succeed in communities having a well structured, ongoing, and active downtown development organization. Such groups assume responsibility for certain tasks such as downtown promotions, facilitation of private sector building improvements and other cooperative projects. The downtown organization is responsible for establishing the overall direction of local revitalization efforts, program budget, and staffing. This organization should ultimately become a major resource for local government on all matters affecting the downtown. This entails building a certain amount of trust and understanding of each entity's interrelated role.

D. **Commit to learning and using the Four-Point Main Street Approach and Eight Guiding Principles**
Successful downtown organizations work systematically through a workplan stating goals and objectives based on the Four-Point, eight-principle Main Street approach to downtown revitalization – concentrating attention on issues related to Design, Organization, Promotion, and Economic Restructuring. While the approach is tailored to each community, all technical assistance is geared to this successful model.

E. **Participate in training sessions** scheduled by OMS throughout the year. Program representative's attendance at managers' meetings is mandatory unless excused by the OMS Coordinator.

F. **Complete the Application Process.**

G. **Participate in training sessions scheduled by OMS throughout the year.**
Program representative's attendance at manager's meetings is mandatory unless excused by the OMS Coordinator.

H. **Enter into a Memorandum of Agreement with Oregon Main Street.**

Oregon Main Street's ability to assist a community in the revitalization of its downtown is dependent upon the level of local commitment and involvement. For this reason, Oregon Main Street asks the local government to pass a resolution that endorses the local application effort. And, if selected, have the sponsoring entity sign a Memorandum of Agreement with Oregon Main Street that clearly specifies the responsibilities of the local program and those at the Transforming Downtown level.

VII. THE SELECTION PROCESS

A formal written application must be submitted to the Oregon Main Street office by December 5, 2011. After the application deadline, the Oregon Main Street coordinator will convene a Review Committee to assess and score applications and make recommendations to the coordinator. The coordinator and the Review Committee may ask for additional information to clarify an application before selecting communities. It is the intent of Oregon Main Street to announce the selection of Transforming Downtown communities in January 2012.

Completed applications – original plus three (3) copies – must be received at the following address by **4:00 PM, December 5, 2011.:**

Sheri Stuart, Coordinator
Oregon Main Street
725 Summer St. NE, Suite C
Salem, OR 97301

To deliver in person, call for directions.

An application will be considered complete if all questions are answered in the allotted space, all attachments requested in the application are included, and the original application plus three (3) copies are submitted. **Applications may be rejected if not complete.**

VIII. GENERAL SECTION CRITERIA

The following general criteria will be used to evaluate all Transforming Downtown applications.

1. Fulfillment of eligibility requirements.

2. Strong commitment from the municipal government and various private sector organizations to support the local revitalization efforts and a clear understanding that the Main Street Approach is a process that will require commitment.

3. Designate a local program representative for a minimum of 20% time commitment and provide support for the local program.

4. The community's need for commercial district revitalization/preservation.

5. The likelihood that demonstrable change will occur in the commercial district as a result of the community's participation in the Transforming Downtown Program.

6. Past record of community development efforts.

7. The community's readiness to begin a downtown revitalization effort.

8. Broad-based community support.

IX. APPLICATION OVERVIEW

Section I – Community Characteristics

To give a better picture of the community, this section covers questions about community demographics, competing commercial areas, and residential attributes. Asks for a brief description of the proposed downtown area. Community is defined as the city or area as a whole, including commercial and residential areas.

Section II – Downtown Characteristics

This section gives applicants the chance to describe the target area for revitalization efforts. It examines various characteristics of the district including predominant uses, assets, liabilities, and the condition of the built environment.

Section III – Historical Identity

This section relates to a community's historic preservation efforts. The applicant is requested to provide information for any completed or planned historic preservation projects.

Section IV - Program Goals - Need

It is important for the Oregon Main Street team to understand the needs, goals, and expectations for your downtown program.

Section V – Readiness to Participate

Designed to assess a community's ability to begin a downtown program, this section includes questions about the groups and partners involved in downtown revitalization, interest in learning about downtown revitalization, and your efforts to inform the community about these efforts.

Section VI - Support

This section examines how your community has supported downtown revitalization through past and planned projects, programs, and activities. This section also provides more information about the local program representative proposed in your application. Finally, we want to understand how your local program will be supported. A general budget is required showing the value of services that will be provided by your local program.

To demonstrate the partnerships and support for your application and downtown revitalization, up to 20 letters of support may be attached.

X. APPLICATION GUIDELINES

Applications must be submitted following the 2011 Transforming Downtown application format. Alternative formats will not be accepted. Unless otherwise noted, answers must be limited to the space provided. Do not use a font smaller than 11 points.

A well-organized application facilitates review. Each application should be securely bound or attached with staples or binder clips. Attachments should be confined to an 8½" x 11" format. Items can be folded or reduced to fit this size but must be bound in the application.

Completing the Application

The application is not intended to be completed by any single individual. Your partners and local government are expected to contribute to the application. It is also not intended to burden your organization with research, surveys, and extensive writing. As a suggestion, the following is an approach to completing the application;

1) Conduct at least 2, not longer than 3-hour, meetings with representatives from all partners with a stake in the downtown to: a) define your downtown area, b) define priorities for downtown, c) list previous and planned downtown improvement projects/programs, d) list greatest assets and liabilities, e) expand list of partners, f) compile commitments to the program (budget), g) divide up writing and data sections of the application, and h) set due dates: **6 hours meeting, 2 hours to type up notes**

2) Ask the city to draft map of the downtown area defined in the meetings

3) Schedule a work session and consideration of resolution with the City Council: **4 hours**

4) Request maps from the City Planning Department, divide up survey areas, and conduct half-day survey of Business/Service Types and take photos (Question 28-38), compile results

5) Send information about the program and request for support letters to community partners and organizations (with date needed): **2 hours**

6) Conduct at least one community open house to inform community members about the program or meet with local service organizations to tell them about your proposal (**8 hours**)

7) Write, compile, fill-in application (**Should not take more than 20 hours**)

8) Edit, proofread, review your checklist, make copies and send in application (**6 hours**)

Various other individuals or constituent groups can be involved with completing the application as well. City or town government will need to be a close partner in completing the application.

Applications and all attached materials become the property of Oregon Main Street. If photographs are copyrighted or need attribution, this must be clearly stated.

Do not include materials in the application that have not been requested, such as oversized maps, brochures, etc. **One copy of any downtown plan, survey, or study completed in the past five years may be included with the original application only.**

XI. HELPFUL HINTS

For assistance, please contact **Oregon Main Street:**

Sheri Stuart, Coordinator
Oregon Main Street
(503) 986-0679
sheri.stuart@state.or.us

HINTS:

- Research the Main Street approach and downtown revitalization.
- Conduct a public presentation, inviting the Oregon Main Street Coordinator to present the Main Street Approach to others in your community.
- Complete the entire application, including all supplemental information and attachments. Answer every question.
- The downtown target area should be the well-defined historic commercial core of your community. Select an area that has the strongest concentration of commercial buildings. Avoid the temptations to include many peripheral areas with mixed uses, scattered buildings, and vacant land. Part of the assistance that will be provided by the Transforming Downtown Program will be to review this area and help your community refine this area.
- Broad-based community participation is essential to a successful downtown program. Letters and resolutions of support from a wide range of organizations offer a strong indication of community commitment. We encourage you to think of the application process as a tool to seek community opinions and to build partnerships. Groups that you may wish to solicit for support are: businesses, residents, shoppers, hospitals, schools, local organizations, government (municipal), individual merchants, chambers of commerce, tourism/convention and visitor bureaus, historical societies, financial institutions, arts associations, civic organizations, realtors, property owners, and other constituents. Letters of support should explain the writer's commitment to the Downtown Program including: financial support, in-kind contributions, volunteer time or interest in the program. You may include up to 20 letters of support in the same application binder. Additional support letters will not be considered. Form letters are strongly discouraged.
- Understand that revitalization is a long-term process of improvement that must involve the entire community. Main Street is an incremental and continuous process for downtown revitalization.
- The application is designed to be completed by staff and volunteers. It represents an opportunity for you to learn more about your community and gain public input for the revitalization process.
- Proofread the application! Use the application checklist to assure a complete submission.

XII. SPECIFIC APPLICATION INSTRUCTIONS

Cover Page

Applicant Information (Page 2)

Answer as directed. Note that the Contact Person should be the person the Oregon Main Street Program may contact for more information. For question 11, if there currently is no downtown organization enter "none", but if your team is acting as a committee or task force under an existing organization, enter the name of that organization and answer the additional questions. Population totals should be those recorded by the 2010 U.S. Census.

Local Assurances and Authorization (Page 3)

The preparer and the Organization **or** the City Official (whichever is the lead applicant for the Transforming Downtown Program should complete and sign the appropriate section.

Section I – Community Characteristics – Resources and Asset Identification

1	Briefly summarize your community's history of development and significant factors and events that have occurred downtown. For most communities the "community" is the city area. Local organizations, city staff, the library, and local historical society should assist you with this description.
2-4	Questions 2 to 4 refers to the entire community, not just the downtown area. Get this information from your local government, internet sites, or U.S. Census.
5-6	Community assets broadly include those things that the community values, both physical and social. They can include geographic features, infrastructure, historical features, park system, quality of life attributes, etc. Liabilities are those physical features, social qualities, or perceptions that features that you feel may limit the success of the community.
7-11	Questions provide background information on your community. Your City planning staff or City Manager will know the answers to many of the questions, including what awards the City has received.

Section I I – Downtown Characteristics

The "Downtown" area is the compact commercial area that you and your partners have agreed to focus on for downtown revitalization. See the notes in "Helpful Hints" Section XII about selecting the area.

12-13	Downtown assets are more specific things that the community values, both physical and social. This could include such things as the

buildings, roads, views, parks, gathering places, and trees to name a few. Consider the things that make your downtown unique.

Liabilities are those physical features, social qualities, or perceptions that you feel do not support the character of the downtown that the community wants to preserve and develop. This could include vacant lots, abandoned buildings, lack of sidewalks, inappropriate signage, etc.

14-25 If you do not have this information, a quick walking survey of your downtown area using a tally sheet can provide the information needed. See suggested approach in Section XI – Completing the Application. The County Assessors Office can provide you the assessed property value (Question 30) within the area if you provide them with a map of the Downtown Area. The Assessor can also provide you with a list of property owners within the same area, that will provide you with the answer for Question 34. Realtors or interviews of several downtown businesses can provide an approximate average rental rate for Question 31.

26-27 Check with your Planning Board, city manager, or city planner if you do not know the answers.

28-30 Self-explanatory

31 This question may require some research and investigation. Your team, the chamber of commerce, and your local business owners can usually tell you what commercial areas compete with your downtown businesses. Asking your friends and downtown shoppers is also a good way to gather this information and provides an opportunity to tell them about this program.

☑ Include a map of your downtown area.

Section III – Historical Identity

32 Answer as directed. If you do not have a historic inventory, this can be "**approximate**" based on a quick downtown survey. Invite an architect or local historian to help you with the survey.

33-35 Your local building official and local historian are the best resources for this information.

Section IV – Program Goals – Need

36 Answer as directed. Ideally, responses will reflect community consensus rather than opinion of a few people.

37 Answer as directed. Goals described should reflect planning and zoning efforts by your municipality in regards to downtown housing, green space, and commercial development. Your downtown plan

should be consistent objectives of the Comprehensive Plan, Urban renewal plans, or other downtown plans adopted by the City Council.

38 If your community has set specific goals for the commercial area, such as developing second story affordable housing, establishing a retail incubator, expanding City Hall, attracting a downtown grocery store, etc.; include these goals for this question.

Section V – Readiness to Participate, Willingness to Share

39 Answer as directed. What are your strengths that will ensure a successful program for many years to come?

40 Briefly describe the local organizations and partnerships that have worked on previous and current revitalization efforts. If there were previous groups, describe their accomplishments and why their efforts were discontinued.

41 Please note all individuals who worked on the application and note which sections they were responsible for.

42 We are interested in your efforts to involve others in your community in the application process. The demonstration of local support for the Transforming Downtown Program is important. Attach up to 20 letters of support or other evidence of support for your local program from citizens, businesses, property owners, industries, corporations, civic groups, clubs, churches, financial institutions, media, etc.

☑Letters of Support should be included in the application.

43 List the names and dates of people who have attended the application workshop and previous presentations or conferences on downtown revitalization.

SECTION VI – Support and Funding – Public/Private Sector Commitment

44 Answer as directed. Will they provide financial and/or in-kind support? Have they committed to investing in downtown public improvements?

45 A resolution by the local government supporting the downtown revitalization effort and supporting the application. Label as "Municipal Support ".

46-47 Answer as directed. Question 46 asks about the previous activities in the downtown area, such as streetscape improvements, banners, crosswalks, benches, flower baskets, public art, building plaques, façade improvements, awnings, etc. Question 47 asks what similar projects are planned for the next two years.

48 Tell us more about the qualifications of designated local program representative and other support staff committed to your program. If the individual is part of another organization, explain the commitment from that organization and how the time of this individual will be managed. How much flexibility will there be in the schedule of the local representative?

Budgets While each community selected to participate at the Transforming Downtown level is expected to demonstrate commitment to their downtown program for the initial two years, revitalization is an ongoing effort. At the Transforming Downtown level, we understand that communities are learning how to establish the organization, funding, and programs that will sustain these efforts.

The applicant must include estimated budgets for the first two years of the local downtown program. For the salaries and payroll added costs (PAC); if the local program representative is a salaried person allocated to the program, show the amount in the "Cash" category. If this person is a volunteer, show the estimated value of that time in the in-kind budget line. If there is some compensation being paid to the program representative, show this amount in the cash budget line, and the donated (or salary balance) in the in-kind budget line. The same guidance applies to the support staff budget. Be prepared to document all income and funding sources if requested.

For all other budget categories, show only those expenses paid by the local organization (through cash donations, fundraising, sponsors, etc.) in the "Cash" budget line. All other volunteer and committed support from the partners, should be shown as "in-kind".

For all donated (in-kind) goods and services (e.g. staff support, office supplies, etc.) provide a letter from the individual or duly authorized representative of the organization that is providing the donation. Include in the letter what is being donated, for how long it is being given, and current fair market value of the donation. Include these commitment letters in your application.

Sample Letter and Resolutions

Samples of required resolutions and letters of support are included in the following pages. These samples are intended only as a guide. Adapt them to meet your own community's needs.

XIII. SAMPLE CITY RESOLUTION

A resolution authorizing participation at the Transforming Downtown level.

WHEREAS, Oregon Main Street has been established to assist cities and towns in developing a public/private effort to revitalize urban neighborhood and traditional central business district areas, and

WHEREAS, Oregon Main Street will accept new cities or towns to participate at the Transforming Downtown level and receive technical assistance from Oregon Main Street,

WHEREAS, the City/Village/Hamlet of _____ desires to participate at the Transforming Downtown level,

NOW THEREFORE LET IT BE RESOLVED BY THE CITY COUNCIL/BOARD OF SELECTMEN: OF THE CITY/TOWN OF _____.

SECTION 1. That the City/Village/Hamlet of _____ endorses the submission of this application, and agrees to participate in the development and support of the local Transforming Downtown Program for the duration of its existence.

SECTION 2. Endorses the goal of economic development of the designated downtown district within the context of the preservation and rehabilitation of its historic commercial buildings, recognizing that the Main Street Approach is one of many economic and community development tools utilized by a locale and that it is location specific.

SECTION 3. That the City/Village/Hamlet of _____ supports the establishment of a downtown program representative.

SECTION 4. Recognizes that a commitment to commercial district revitalization is an ongoing process requiring long-term attention, community support and involvement, and a full public/private partnership that is expected to last indefinitely.

ADOPTED THIS _____ day of _____, 2011.

_____
Mayor/Chair, Board of Selectmen/Municipal Administrative Officer

_____
Attest

XIV. SAMPLE RESOLUTION (*NOTE, only needed if there is a new or existing organization responsible for the local downtown program.)

A resolution authorizing participation at the Transforming Downtown level and designating a representative(s) of the _____ to assist in coordinating all program application activities.

WHEREAS, Oregon Main Street has been established to assist cities and towns, in developing a public/private effort to revitalize historic urban neighborhood commercial areas and traditional central business districts and,

WHEREAS, Oregon Main Street will accept new cities or towns to participate at the Transforming Downtown level and receive technical assistance from Oregon Main Street,

WHEREAS, the City/Village/Hamlet of _____ desires to participate at the Transforming Downtown level,

NOW THEREFORE LET IT BE RESOLVED BY THE BOARD OF DIRECTORS OF

_____
(new or existing organization)

SECTION 1. That the _____ applies for selection to participate
(new or existing organization)
at the Transforming Downtown level with the specific goal of economically revitalizing or enhancing, the designated downtown district within the context of the preservation and rehabilitation of its historic commercial buildings, and agrees to participate in the development and financial support of the local Transforming Downtown Program.

SECTION 2. That the _____ guarantees that a downtown
(new or existing organization)
Program Manager or Representative will be designated for the duration of the local downtown program.

SECTION 3. That the _____ recognizes that a commitment to
(new or existing organization)
commercial district revitalization is an ongoing process requiring continuous attention, community support and involvement, and a full public/private partnership.

PASSED, APPROVED, AND ADOPTED THIS _____ day of _____, 2011.

_____
President of Board/Steering Committee

XV. SAMPLE Partner Commitment Letter

This is to be mailed to your local downtown program and not to Oregon Main Street. NOTE: this letter is only required if there is a funding commitment made to the local program. In-kind and donated services or equipment can be included in letters of support .

PLEASE RETURN THIS FORM TO:
Attention Treasurer
Your Town Main Street
P. O. Box 0000
Your Town, OR 00000
(date)

Sheri Stuart, Coordinator
Oregon Main Street – Transforming Downtown Program
725 Summer St. NE, Suite C
Salem, OR 97301

RE: Pledge Agreement

Dear Committee Members:

We enthusiastically endorse the application for the City/Community of _____ at the Transforming Downtown level of Oregon Main Street.

To this end, you will find our initial pledge to assist in the implementation of this effort for $_____ payable in equal annual payments of $_____ for the program's first two years. We understand that this is not a two-year project and that we will be asked for continued support of the program in future years.

We are pleased to make this contribution and to support the revitalization and promotion efforts of our downtown. We understand that these efforts may lead to local Main Street Program focusing on the comprehensive Main Street Approach, and that we will be asked to continue with our financial support beyond our original commitment. This pledge is contingent upon _____ being accepted at the Transforming Downtown level.

Sincerely,

_____
Signature

Please Print Name: _____
Business Name: _____
Address: _____
City/Town: _____ State _____ Zip Code _____

Phone Number: _____

XVI. APPLICATION CHECKLIST

Does your original application form and each photocopy contain:

___ A copy of the resolution passed by the city/town council/board of selectmen supporting the local Main Street Program.

___ Letters of support from local businesses, organizations, institutions, industry, and private citizens to the application.

___ Verification of funding for the local downtown program's first two years.

___ A city street map that outlines the proposed downtown district.

___ Enclose up to 20 digital images on CD that depict the visual character of the proposed downtown area. Label the images with a brief identifying title and description. (**Please Note: All digital images submitted with your application become the property of Oregon Main Street and may be used in future presentations and publications.**)

___ **One** copy of any downtown plan, survey, or study completed in the past five years, should be attached to the original application only.

Each application should be organized and bound, following these guidelines:

___ Completed application
___ Attachments:
- ___ Map of the trade area
- ___ Local Program Resolution (if local organization exists)
- ___ Municipal Resolution
- __ Pledges of financial support
- ___ Letters of Support