

**Georgia Department of Community Affairs
Office of Downtown Development
March 2008**

Main Street/Better Hometown Annual Program Standards

*“...economic development through downtown revitalization, heritage preservation
and restoring a sense of place”*

www.mainstreetgeorgia.org



Better Hometown



Classic Main Street



THE GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS Office of Downtown Development



Better Hometown



Classic Main Street

Downtown Development in Georgia

Downtown development has proven to be an essential part of a community's overall economic development strategy. It can be argued that a healthy and vibrant city or town center is one of the most important elements of an effective economic development program. Even if people do not live in the city-proper, polls have shown that people identify with their nearest city or town and view it as their hometown. These same polls have shown overwhelmingly that people value a safe, vibrant and healthy downtown. The downtown area of a city is often the largest employer in a city - it is almost always in the top three! The collection of retail, office, governmental and service workers located in downtown can be from the low hundreds in a small town to over a thousand in a larger city. And these jobs are by their very nature diversified, so that most downtowns remain a strong and flexible employment center.

Downtown is also critical in the development of cultural and heritage tourism. Studies have shown that small towns and historic places are second only to beaches in terms of the most desirable places to visit, and a city's downtown and surrounding neighborhoods are the embodiment of the history and culture of a community.

Downtown is also a ready-made business incubator, particularly for small service-based businesses that need limited space at an affordable rate. And since 80% of all workers are employed in small businesses across America, downtowns continue to provide reasonable space for the emerging small businesses that form the backbone of the American economy.

All across Georgia, downtowns are experiencing a housing boom, with everything from small-scale upper floor rehabilitations for apartments to the construction of major new developments in and around downtown. In the smallest to the largest of cities, investors are discovering the benefits of investing in our downtowns and people are discovering the joys and benefits of living downtown.

Finally, investing in downtown development has returned some significant dividends statewide. Since 1980, in Georgia Better Hometown and Main Street Cities, over 8,000 net new businesses and over 41,000 net new jobs have been created in cities under 50,000 in population, for a total public and private sector investment of over \$1.98 Billion! That is reason enough for city leaders to continue to nurture the heart and soul of their city - its downtown.

The National Main Street Approach to Downtown Revitalization™

Main Street is a philosophy, a program and a proven comprehensive approach to downtown commercial district revitalization. This approach has been implemented in 43 states across the

nation since 1980 with the help of the National Main Street Center and statewide downtown revitalization programs.

The success of the Main Street approach is based on its comprehensive nature. By carefully integrating four points into a practical downtown management strategy, a local Main Street program will produce fundamental changes in a community's economic base.

- **Organization/Outreach** involves building a public-private partnership...a Main Street framework that is well represented by business and property owners, bankers, citizens, public officials, chambers of commerce and other local economic development organizations. Everyone must work together to maintain a long-term effort.
- **Promotion** creates excitement downtown. Street festivals, parades, retail events and image development campaigns are some of the ways Main Street encourages customer traffic. Promotion involves marketing an enticing image to shoppers, investors and visitors and also positioning the downtown in the market place.
- **Design** enhances the attractiveness of the business district. Historic building rehabilitation, street and alley clean-up, colorful banners, signage, ordinances, development tools, landscaping and lighting all improve the physical image of the downtown as a quality place to shop, work, walk, invest in and live. Design improvements result in a reinvestment of public and private dollars to downtown.
- **Economic Restructuring** involves analyzing current market forces to develop long-term solutions. Working with existing and expanding local businesses, recruiting new businesses, creatively converting unused space for new uses and sharpening the competitiveness of Main Street's traditional merchants are examples of economic restructuring activities.

The Eight Principles Guiding Successful Main Street Programs

1. **Comprehensive.** A single project cannot revitalize a downtown or commercial neighborhood. An ongoing series of initiatives 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 projects.
3. **Self-Help.** The State can provide valuable direction and technical assistance, but only local leadership can breed long-term success by fostering and demonstrating community involvement 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. For an effective partnership, each must recognize the strengths and weaknesses of the other.
5. **Identifying and Capitalizing on Existing Assets.** Unique offerings and local assets provide the solid foundation for a successful Main Street initiative.
6. **Quality.** From storefront design to promotional campaigns to special events, quality must be instilled in the organization.

7. **Change.** Changing community attitudes and habits is essential to bring about a commercial district renaissance. A carefully planned Main Street program will help shift 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 the community that the revitalization effort is underway.





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Main Street / Better Hometown Minimum Annual Program Standards

These standards are based on best practices distilled from our most successful Georgia Better Hometown and Main Street cities' experiences and the National Trust for Historic Preservation Main Street Center's minimum standards and are the basis for evaluating downtown revitalization programs.

1. Has broad-based community support for the commercial district revitalization process with active participation from both the public and private sectors
2. Has developed vision and mission statements relevant to community conditions and to the local Better Hometown / Main Street program's organizational stage
3. Has an annual comprehensive Better Hometown / Main Street work plan based on the 4 Point Approach™
4. Possesses an historic preservation ethic
5. Has an active board of directors, committees, and volunteers utilizing the 4 Point Approach™
6. Has an operating budget with income from a variety of sources
7. Has a paid professional program manager
8. Participates in or provides on-going training for staff, board, government officials, and volunteers
9. Reports key statistics in a timely manner
10. Is a current member of the National Trust for Historic Preservation Main Street Center*

*If an organized downtown program meets standards 1-9, the program can maintain designation as a Georgia Main Street/ BHT program. However, to qualify and be nominated as an accredited National Main Street Community, a downtown program must meet all 10 Standards by maintaining membership with the National Trust's Main Street Center. (www.mainstreet.org)



Community Support

A local Better Hometown / Main Street program represents and involves a public/private coalition of organizations, agencies, businesses, and individuals from throughout the community -- not just those who own property or businesses in the commercial district or who have a direct economic tie to it, but all members of the community who are interested in the community's overall health. Involvement by both the public and private sectors is critical; neither sector can revitalize the commercial district without the resources, skills and vantage points of the other. Both sectors must participate in the revitalization process by providing funding, leadership, and ideas, and by encouraging collaboration between existing programs to assist the revitalization process. The Better Hometown / Main Street organization should have regular communication to the community at-large about the program through news releases, newsletters, news media coverage, and special programs.

STANDARD #1
Has broad-based community support for the commercial district revitalization process with active participation from both the public and private sectors

Guidelines

- The Better Hometown / Main Street organization should have the active participation of various stake-holders at the committee and board levels:
- Participants should contribute financial, in-kind, and volunteer support for the revitalization program.
- A community-wide planning session or survey should be held and results compiled at least every 3 years as it relates to downtown. The results of this session or survey should be used in the development of a long-term work plan.

Documentation:

The local program **must** document the following:

- ❑ Submit a list of active public and private sector partners and briefly describe each partner's **specific** involvement with the Better Hometown/Main Street Program in the 12 month period.
- ❑ Submit 3 to 5 newspaper articles and/or newsletters that provide examples of the public and private sectors' participation in downtown revitalization efforts during the 12-month program period.



Vision and Mission

The Better Hometown / Main Street organization should have vision and mission statements in place, review them annually and update as appropriate. Some revitalization programs begin with a very broad vision statement; others develop a more focused vision statement after several years of work.

Guidelines:

- A **Vision Statement** communicates the organization's long-term hopes and intentions for the commercial district.
- A **Mission Statement** communicates the downtown organization's sense of purpose and overall direction to achieve the vision.
- A program Work Plan should reflect the vision and mission statement.

STANDARD #2
Has developed vision and mission statements relevant to community conditions and to the local Better Hometown / Main Street program's organizational stage

Example

National Main Street's Vision Statement

By the year 2025, the Main Street movement will be widely recognized, accepted, and utilized as an essential, innovative, credible, and results-oriented approach to the revitalization of America's historic and traditional commercial districts. The expanding and impassioned Main Street movement will be an economic and cultural force that engages and is powered by people of all ages and walks of American life who come together to build sustainable traditional downtowns and neighborhood business districts. By continuing to blend new economic development with preservation and reuse of traditional commercial buildings, Main Street's proven and ever-evolving revitalization methodology will enable cities, towns, and neighborhoods to create livable communities, celebrate their diverse heritage, provide expanded support for small businesses, and foster sustainable Main Street districts that are true centers of community life.

By 2025, the Main Street movement will display the innovative, entrepreneurial spirit with which the movement was founded. Expanded partnerships with financial, media, economic development, policy, advocacy, and for-profit business entities at the local, state, and national levels will result in additional resources that will benefit America's Main Streets and the organizations that support and manage them. Engaged, committed, diverse staff and volunteer leadership will develop deliberate and innovative solutions to address the ever-changing issues confronting America's traditional

business districts. The movement's collaborative community spirit will continue to make life better for people in rural, urban, and suburban communities throughout our great nation.

The Mission of the National Trust Main Street Center

The National Trust Main Street Center's mission is to empower people, organizations, and communities to achieve ongoing downtown and neighborhood district revitalization based upon the principles of self-determination, resource conservation, and incremental transformation represented through the comprehensive Main Street Four-Point Approach™.

Documentation:

The local program **must** document the following:

- ❑ Submit current vision and mission statements for your downtown program. Include the date each was adopted, who created and approved them, and the date they were last reviewed. These should be reviewed yearly at the first meeting of your program year.

Work Planning

A comprehensive annual work plan provides a detailed blueprint for the Better Hometown / Main Street program's activities, reinforces the program's accountability both within the organization and in the broader community, and provides measurable objectives by which the program can track its progress.

Guidelines:

- Work plans must be based on your **program's fiscal year**.
- Each year the work plan should contain a balance of activities in each of the 4 Point program areas that comprise the Main Street approach:
 - ❖ **Organization/Outreach** (volunteer management and leadership development, fundraising, public relations, policies).
 - ❖ **Design** (design education, visible design projects and other streetscape improvements, incentives)
 - ❖ **Promotion** (image, retail, special event, tourism)
 - ❖ **Economic Restructuring** (market analysis, business assistance, retention, recruitment, expansion, property development, incentives)
- The work plan must contain measurable objectives, including timelines, budgets, desired outcomes, and specific responsibilities of committees, board members and volunteers. The manager should not be solely responsible for a majority of the work plan items.
- The full board and the committees should be involved in developing the annual work plan. The full board should formally approve the annual work plan and this formal approval must be noted in the board minutes. **It is suggested that the work plan be approved by the board as the annual budget should relate to your work plan.**
- The work plan should distribute work activities and tasks to a broad range of volunteers and program participants.
- The work plan should be distributed to all stakeholders and the community.

STANDARD #3
Has an annual comprehensive Better Hometown / Main Street work plan based on the 4-Point Approach™

Example:

MAIN STREET WORK PLAN

Committee: ORGANIZATION

Dates: 8/1/2006 – 8/30/2007

Project Title: *Community Outreach*

Submitted by Chairperson: *Pam*

TASKS	RESPONSIBILITY	Timetable	BUDGET	✓ Completed	Date Completed
1. Participate in August Chamber of Commerce Showcase	Rene	8/24/2006	\$50	✓	8/24/2006
2. Plan and implement annual reception	Rene with Scott and Amanda	9/30/2006	\$1000	✓	10/1/2006
3. Plan to meet with radio and newspaper outlets on future outreach initiatives	Julie	3/31/2007		✓	3/31/2007
4. Encourage board participation in business/property owner forums	Pam	Ongoing			
5. Increase board participation in weekly merchant visits with staff	Pam	Ongoing			
6. Conduct annual Community Town Hall Meeting	Committee	4/15/2007	\$300	✓	4/15/2007
7. Explore other community outreach activities including civic organizations	Doug	6/30/2007		✓	6/30/2007
8. Coordinate production of newsletter	Pam	Ongoing			
Total Budget			\$1,350		

Documentation:

The local program **must** document the following:

- Submit a copy of your downtown program's work plan for each committee for the review period and briefly summarize accomplishments from the work plan based on each of the 4 Points: Organization, Design, Promotion, and Economic Restructuring.
- Submit a copy of the work plan for the next 12 months if available. If the work plan is not yet available, list 2 or more priorities in each of the 4-Points.

Historic Preservation

Historic preservation is central to downtown revitalization. Maintaining a sense of place with the historic buildings and public spaces of a traditional commercial district enriches civic life and adds value to the community on many levels. "Preservation ethic" is an ongoing process of education and discovery for a community. Downtown programs that have embraced a strong historic preservation ethic are successful in increasing the tax base, and they are successful in saving, rehabilitating, and finding new uses for traditional commercial buildings. Adaptively reusing existing buildings and adopting policy and regulatory changes that make it easier to develop property within the commercial district are smart growth principals. One isolated preservation project is not an indication of a strong preservation ethic; adopting planning and land use policies that encourage full use of existing commercial centers before new development takes place is proof of a preservation ethic. Reviewing and updating ordinances and other regulatory barriers could make investment in historic commercial districts more attractive.

STANDARD #4: *Possesses an historic preservation ethic*

Documentation:

The local program **must** document the following:

- List any historic buildings (50+ years old) lost this year, and document why they were lost.

The downtown program must meet a **minimum of three (3)** items in each of the following **three (3)** Areas of Concentration in order to comply with Standard #4.

AREA I: "PRESERVATION EDUCATION"

Must meet **at least 3** of the following:

- The program educates and builds public awareness for the commercial district's historic buildings and for appropriate design. Please submit materials distributed during public awareness campaigns that marketed preservation within your community.
- The program participates in Heritage Education Programs (or "Talking Walls") with area schools. Please submit details.
- The program maintains a current list of cultural sites, significant buildings and places within the downtown. Please submit the list. (For reference, significant historic resources are usually identified in your city's comprehensive plan by your Regional Development Center's Historic Preservation Planner.)

NEW

Documentation for Standard #4 continued::

AREA I: "PRESERVATION EDUCATION" (continued)

- The program sponsored a downtown event (such as May Preservation Month activities) that focused on the community's historical assets. Please submit details.
- The program used the news media to educate the community regarding the history and cultural significance of your downtown. Please submit details.
- Manager and/or two (2) or more board members attended preservation-related trainings during this program year.

AREA II: PRESERVATION/PROTECTION

Must meet at least 3 of the following:

- Downtown is included in a National Register of Historic Places District and/or a Georgia Register of Historic Places District. See <http://www.nr.nps.gov/>. Please submit the date of designation.
- Downtown is, or is included in, a locally designated Historic District. Please submit the date of designation.
- The city has a local design ordinance with design review. Please submit details.
- The city is a Certified Local Government (CLG). See http://www.gashpo.org/Assets/Documents/HPO_List_Aug07.pdf to see if your community is a CLG. Please document the certification.
- Downtown has design guidelines for its historic district. Documentation is required.
- Downtown has a sign ordinance specific to the downtown historic district. Documentation is required.
- Downtown has or is covered by a tree protection ordinance. Documentation is required.
- The downtown program maintains an up to date building and property inventory. Indicate the date it was completed or updated. Documentation is required. (Large documents can be viewed during the assessment site visit.)
- Historic Preservation initiatives are included in the Short Term Work Plan (STWP) of your City/County Comprehensive Plan. Documentation is required.
- The city has adopted a Demolition Ordinance that protects historic properties. Documentation is required.
- The city has historic preservation protections for neighborhoods contiguous to the historic central business district. Documentation is required.
- The city has adopted a Cultural and Heritage Tourism District ordinance. Documentation is required. Contact your Downtown Regional Representative for more information.

AREA III: RESTORATION/REHAB/COMPATIBLE NEW CONSTRUCTION

Must meet at least 3 of the following:

- Preservation-sensitive building rehabilitation/restorations were completed or are underway downtown. Please list the projects with address and estimated cost of rehabilitation. Attach copy of Certificate of Appropriateness issued by local Historic Preservation Commission if required.

Documentation for Standard #4 continued::

AREA III: RESTORATION/REHABILITATION/COMPATIBLE NEW CONSTRUCTION (continued)

- NEW* Preservation-sensitive façade-only rehabilitation/restorations were completed or are underway downtown. Please list the projects with address and estimated cost of rehabilitation. Attach copy of Certificate of Appropriateness issued by local Historic Preservation Commission if required.
- Historic Preservation Tax Credit projects were completed in downtown. Please list the projects.
- DCA /Georgia Trust Design Studio assistance was requested for downtown projects. List the current status of each project.
- Local financial incentives are available for downtown projects (i.e. facade grant program, low interest loan pool, facade easement program, Downtown Development Revolving Loan Fund, Georgia Cities Foundation, OneGeorgia, etc.). List those incentives and explain how they were used.
- State financial incentives were utilized for downtown projects this program year (i.e. Downtown Development Revolving Loan Fund, Georgia Cities Foundation, OneGeorgia, etc.). List those incentives and explain how they were used.
- NEW* New construction compatible with the historic character of downtown was completed downtown. List these projects and indicate measures used to encourage new designs compatible with the surrounding building fabric. (Onsite evaluation will occur during the day of the assessment.)
- NEW* No building either eligible to be listed in the National Register District nomination or listed in the National Register District nomination as contributing, or individually listed in the National Register, or contextually significant to the downtown was demolished or in any way lost its character defining historical features but for demonstrable and supportable life-safety concerns.

If building was demolished or in any way lost its character defining features, please attach a structural engineer's report and pro forma analysis from a reputable firm and the firm's vita.



Board of Directors and Committees

Downtown revitalization is an ongoing process of changing a community's attitudes about its traditional commercial district. The direct involvement of an active board of directors and committees is fundamental to this process. A Better Hometown / Main Street manager is responsible for facilitating the work of volunteers and the public/private sectors, not for single-handedly revitalizing the core downtown commercial district.

It should be noted that in Georgia either Downtown Development Authorities, non-profit 501(c)(3) organizations or local municipalities govern most programs.

In some areas, local Better Hometown / Main Street programs have been launched by, or have merged with, other organizations that have a broader agenda (such as a county-wide Chamber of Commerce). A local Better Hometown / Main Street program has a better chance of long-term success if it maintains its own identity and focuses on downtown. Its mission statement, work plan, budget, and governing body should remain distinct from that of a larger organization.

STANDARD #5: *Has an active board of directors, committees and volunteers utilizing the 4-Point Approach™*

Guidelines:

- The Better Hometown / Main Street program has a dedicated governing body and its own rules of operation or bylaws.
- The board of directors is a working board, not a "figurehead board." The board of directors meets a minimum of 6 times per year and minutes of each meeting are maintained and distributed. Monthly meetings are strongly recommended. An organizational chart detailing the members of the board and their respective committees must also be established.
- The board understands and works to meet its roles and responsibilities to help the program succeed by:
 - ❖ active board-led fundraising from a variety of sources.
 - ❖ actively promoting and advocating the program to the community.
 - ❖ communicating to the public with a unified voice.
 - ❖ maintaining a strong partnership with local government leadership and staff.

The **Board** has:

- ❖ well-managed, regular meetings, with an agenda prepared in advance agenda and distribution of minutes.

- ❖ established operating policies and procedures including communication and personnel policies and operating procedures.
 - ❖ an annual review of the manager.
 - ❖ a local orientation session for new board/committee members.
 - ❖ a job description and/or letter of commitment or contract explaining board members' responsibilities.
- **Committees** must actively develop and implement the program's annual work plan.
The Committees:
 - ❖ have regularly scheduled meetings with an agenda provided in advance that addresses the board-approved committee work plan for the year.
 - ❖ accept responsibility for the implementation of the work plan.
 - ❖ communicate with other committees and coordinate projects as appropriate.
 - ❖ communicate their roles and activities to the community and listen to community feedback.
 - ❖ conduct projects that are visible to the community.
 - The program should include an ongoing process for volunteer recruitment, orientation and recognition, constantly refreshing its pool of volunteers and involving new volunteers each year, holding events such as an annual awards banquet.

Documentation:

The local program **must** document the following:

- Submit a Better Hometown/Main Street organizational chart and indicate the roles of all entities (staff, local government, DDA, non-profit board, business association, others).
- Submit a current list of board members, name of business or title, and include contact information for each of them.
- Submit a calendar of board meetings held in the review period.
- Submit copies of the all minutes from review period board meetings.

Operating Budget

In order to be successful, a local Better Hometown / Main Street program must have the financial resources necessary to carry out its annual and evolving program of work. The size of a program's budget will change as the program matures. Also, program budgets are likely to vary according to regional economic differences and community size. Donations and in kind contributions are also important and should be listed on the revenue and expense statement.

Guidelines:

- The Better Hometown / Main Street program's budget should be adequate to achieve the program's goals.
- The budget should be specifically dedicated for the purpose of revitalizing the historic commercial district.
- Each committee should have a minimum base budget for starting each year's activities.
- The Better Hometown / Main Street program's budget should contain funds adequate to cover the salary and fringe benefits of staff, office expenses, travel, professional development and committee activities. The budget should show both revenues and expenditures.
- Revenue resources should be varied and broad-based, including but not limited to city and/or county government support, membership, special tax districts, corporate sponsorships, fundraisers, donations, in-kind services, etc.
- There should be an annual process for financial oversight and management.
- The treasurer should make regular financial reports to the board.
- If your program utilizes a Downtown Development Authority, the authority must register annually with the Department of Community Affairs (DCA) as stated in the Local Government Authorities Registration Act (O.G.G.A. 36-80-16). Local government authorities that are not duly registered by January 1 of each year are prohibited from incurring any debt or credit obligations. To register, visit <http://www.dca.state.ga.us/AuthoritiesRegistration/Index.aspx>.
- The board must take steps to ensure the long-term financial stability of the Better Hometown / Main Street program.
- The budget should be developed with input from the entire board of directors, staff, and committees. Please provide a

STANDARD #6:
Has an operating budget with income from a variety of sources

NEW

budget that shows revenue and expense as well as the date the budget was adopted by the governing board.

Documentation:

The local program **must** document the following:

- Submit a statement of revenues and expenditures for the fiscal year relating to downtown by completing the template provided attaching any other related documentation as needed.

Downtown Program Statement of Revenues and Expenditures Template for the City of _____

Revenue and Source of Funds for Fiscal Year Ended: ____/____/____ (month/day/year)

Note: The revenues and expenditures do not have to balance.

Please list the amount of each item and the source of the funds

City Contribution: \$ _____	Special Events/ Activity Income:
County Contribution: \$ _____	1. \$ _____ event _____
Chamber: \$ _____	2. \$ _____ event _____
Bed Tax: \$ _____	3. \$ _____ event _____
Memberships: \$ _____	4. \$ _____ event _____
Business Association: \$ _____	Corporate Sponsorships:
Donations: \$ _____	1. \$ _____ for _____
Grants: \$ _____	2. \$ _____ for _____
Property Sales/Rent: \$ _____	3. \$ _____ for _____
Business Improvement District (BID): \$ _____	DDA \$ _____
Misc. Sales: \$ _____	Other \$ _____

(If the DDA has a separate financial statement, please attach a copy for the program year)

In Kind - Please list any supplies or in kind services/donations to your local Main Street/BHT Program in this period (free rent, office supplies, use of copier, public works services, etc.) and estimated value of each:

1. _____	\$ _____
2. _____	\$ _____
3. _____	\$ _____
4. _____	\$ _____

TOTAL Revenue: \$ _____

Expense/Use of Funds in this period

Please list an expense amount for each item that is applicable:

Executive Director Salary: \$ _____	Postage: \$ _____
Promotions Staff Salary: \$ _____	Printing and Copying: \$ _____
Support Staff Salary: \$ _____	Travel and Training: \$ _____
Benefits (Workers Compensation, Health Insurance, etc): \$ _____	Annual Audit: \$ _____
Contracted Services: \$ _____	Internet Services: \$ _____
Office Rent: \$ _____	Dues and Subscriptions: \$ _____
Utilities: \$ _____	Logo Items: \$ _____
Telephone: \$ _____	Contingency: \$ _____
Equipment Purchases, Leases, Repair: \$ _____	Music Licensing: \$ _____
Liability Insurance: \$ _____	Other: \$ _____
Directors and Officers Insurance: \$ _____	Other: \$ _____
Office Supplies: \$ _____	
	Total Administrative Expenditures
	\$ _____

Continued on next page



Work Plan Committee Expenses this year

Please list the projects and the total expenses for each:

Organization/Outreach: (website, newsletters, etc.)

- 1. _____ \$ _____
- 2. _____ \$ _____
- 3. _____ \$ _____
- 4. _____ \$ _____

Design: (façade, renderings, etc.)

- 1. _____ \$ _____
- 2. _____ \$ _____
- 3. _____ \$ _____
- 4. _____ \$ _____

Economic Restructuring: (studies, research, etc.)

- 1. _____ \$ _____
- 2. _____ \$ _____
- 3. _____ \$ _____
- 4. _____ \$ _____

Promotions: (image, retail, special events, etc.)

- 1. _____ \$ _____
- 2. _____ \$ _____
- 3. _____ \$ _____
- 4. _____ \$ _____

Special Event Insurance:

- 1. _____ \$ _____

Committee Sub-Total: \$ _____

TOTAL Expenditures: _____

Other details or explanations:

Professional Program Management

Coordinating a successful Better Hometown / Main Street program requires a trained, professional staff person. While Better Hometown / Main Street managers come from a broad range of academic and professional backgrounds, the most successful program managers are those who are good communicators. They are able to motivate volunteers and possess good project management skills, being able to keep the revitalization program's many activities moving forward on schedule and within budget.

A Main Street program manager's position is full-time (generally 40+ hours per week). A Better Hometown program manager can be part time (minimum of 20 hours per week), but many work 40 hours per week.

As programs grow, additional staff such as clerical support and a promotions director should be added.

Note: Downtown programs must have had a downtown manager in place at least 8 out of 12 months during the assessment year in order to meet certification requirements.

STANDARD #7: *Has a paid professional program manager*

Guidelines:

- The Better Hometown / Main Street program manager and other staff should be paid a salary consistent with those of other community and economic development professionals within the region. ‡
- The program manager's salary should be paid in excess of minimum wage.
- In a Main Street/Better Hometown office staffed with more than one person, the designated Main Street/Better Hometown Manager must serve a minimum of 75% of all their roles and responsibilities on downtown-related duties. Additional staff person(s) must also serve a minimum of 75%[§] of all their roles and responsibilities on downtown-related duties. The combination of jobs must

‡ Current Better Hometowns managers in the position before 2002 may continue to serve as the program manager on a volunteer basis. However, any new Better Hometown manager hired in those cities after 2002 must be paid a salary consistent with those of other community and economic development professionals within the region.

§ 75% of full time (40 hours) is 30 hours per week.
75% of part-time (20 hours) is 15 hours per week.

be equal to a 1.5 full-time equivalent or more on downtown-related tasks and duties in Main Street cities. The combination of jobs must be equal to a 75% full-time equivalent or more on downtown-related tasks and duties in Better Hometown cities. See examples below.

Note: Beginning with the 2009 assessment, this guideline will be a requirement for all Better Hometown/Main Street managers.

Main Street Examples:

Manager dedicated to performing 30 hours/week of downtown-related roles & responsibilities
+ Assistant dedicated to performing 30 hours/week of downtown-related roles & responsibilities
*This combination would meet the 1.5 full-time equivalent guideline.
(60 hours equals 1.5 full time equivalent)*

Manager dedicated to performing 20 hours/week of downtown-related roles & responsibilities
+ Assistant dedicated to performing 20 hours/week of downtown-related roles & responsibilities
*This combination **would meet not** the 1.5 full-time equivalent guideline.
(40 hours equals 1.0 full time equivalent)*

Better Hometown Examples:

Manager dedicated to performing 15 hours/week of downtown-related roles & responsibilities
+ Assistant dedicated to performing 15 hours/week of downtown-related roles & responsibilities
*This combination would meet the 75% full-time equivalent guideline.
(30 hours equals 75% full-time equivalent)*

Manager dedicated to performing 15 hours/week of downtown-related roles & responsibilities
+ Assistant dedicated to performing 10 hours/week of downtown-related roles & responsibilities
*This combination **would meet not** the 75% full-time equivalent guideline.
(20 hours equals 62.5% full-time equivalent)*

- No city manager, city administrator, city clerk, or elected official shall serve as the program manager. Any question regarding this policy may be directed to DCA's Office of Downtown Development Director. **Note: This policy was established in 2002.**
- There should be a clear chain of command for the program manager and ultimately one person (i.e. board chair) that guides and directs the program manager as outlined in your organizational chart.
- The program manager should:
 - ❖ make regular presentations to the board of directors

- ❖ make regular presentations along with the board or committee chairs to the city council, county commission, local economic development organizations, and local civic organizations.
 - ❖ have a written job description and performance expectations. Please provide a copy.
 - ❖ have a formal performance evaluation on an annual basis
- Adequate written staff management policies and procedures should be in place.
 - The program staff should be adequately trained and should continue learning about revitalization techniques and about issues affecting traditional commercial districts. (*see standard #8*)

Documentation:

The local program **must** document the following:

- Submit a job description for all downtown program staff.
- Submit updated contact information for all program staff.
- Submit a list of all program staff and the date(s) hired.
- If the program manager has responsibilities in addition to managing the downtown program, please document that the minimum number of hours (as required by the Georgia Main Street/Better Hometown Program) is being dedicated to the downtown revitalization program. The Main Street Program requires a paid manager for a minimum of 40 hours per week. The Better Hometown Program requires a paid manager working at least 20 hours per week.

Note: Downtown programs must have had a downtown manager in place at least 8 out of 12 months during the assessment year in order to meet certification requirements.




Training

In order to meet new challenges and ensure a strong organization, Better Hometown / Main Street program participants need ongoing training. Participants -- both staff and volunteers -- need different skills in different phases of the revitalization process. Board members should be able to carry on the program when staff and volunteer turnover occurs. New staff members and new volunteers will need basic Better Hometown / Main Street training. All program participants should stay current on issues that affect traditional commercial districts and on new revitalization techniques and models provided on a regular basis.

Guidelines:

- The local Better Hometown / Main Street program develops local leadership capacity through such mechanisms as:
 - taking advantage of citywide, state, regional and national training opportunities;
 - attending regional downtown workshops and regional downtown managers' meetings;
 - attending the annual Georgia Downtown conference;
 - attending the National Main Street conference;
 - making reference and training materials available locally; and
 - providing/conducting training when appropriate, including annual Main Street 101 training, annual orientation for board members, and annual committee training.
- All newly hired program managers must attend and successfully complete within the first 12 months of service the Main Street Institute held each spring.
Note: An abbreviated Main Street Institute is held in the fall of each year in conjunction with the Georgia Downtown Conference. Primarily developed for board members, this abbreviated Main Street session will acquaint new managers with their responsibilities and attendance is strongly encouraged. This abbreviated Main Street session is not a substitute for the full Main Street Institute held in the spring.
- All managers are required to attend a minimum of two trainings per year (*see Recommended Trainings*). If in doubt, contact your Regional Downtown Representative.

STANDARD #8:
Participates in or provides on-going training for staff, board, government officials and volunteers

- Designated Better Hometown / Main Street programs are required to hold at least one board training, orientation, or planning retreat per calendar year.
-  • Manager and/or two (2) or more board members should attend preservation-related trainings during this program year.

Recommended Trainings:

GMA's Downtown Development Authority (DDA) Training, Georgia Downtown Conference, National Main Street Conference, Certified Local Government (CLG) Training, Regional MS/BHT Managers Meetings (*only one manager meeting may be counted toward the minimum training requirement*), Historic Preservation/Georgia Trust Conference, Georgia Academy for Economic Development, DCA Community Development & Finance Division Workshops, Specialized on-site DDA or Board Training, Georgia Municipal Association's DDA Law Training, Governor's Conference on Tourism, Regional Tourism Association Meetings, Main Street Institute, Urban Georgia Network (UGN) Meetings, International Downtown Association Conference, State Historic Preservation Office's Preservation 101 and any other DCA - Office of Downtown Development sponsored or recommended trainings.

Documentation:

The local program **must** document the following:

- Provide a list of **downtown-specific** training courses, conferences and workshops that program participants attended in the time period from the above referenced recommended trainings list (including the manager, board members, city officials, other staff, and volunteers). Manager must attend a minimum of two trainings per year.
- Submit date held and minutes from required annual board training or retreat (one per year).

Reporting

Tracking progress with pertinent statistics provides a tangible measurement of the local Better Hometown / Main Street program's progress and is crucial to garnering financial and programmatic support for the revitalization effort. Statistics must be collected in a timely manner.

Guidelines:

- The program submits monthly online economic activity reports and the annual program, funding and salary survey in the format developed by the state office by the specified deadline.
- Reports are **due by the 15th** of the following month (January report is due February 15th)
- **No more than 3 deadlines can be missed during the fiscal/program year.**
- Downtown Development Authorities (DDA) in Main Street and Better Hometown cities must be in compliance with the Authorities Registration Act, O.C.G.A. 36-80-16. This act requires all local government authorities to register with the Department of Community Affairs (DCA) by January 1st of each year. Authorities failing to register annually shall not incur any debt or credit obligation. DDA's that are out of compliance are also ineligible to participate in DCA financial programs. To register, visit <http://www.dca.state.ga.us/AuthoritiesRegistration/Index.aspx>.
- **Special note:** If a Georgia MS/BHT city is out of compliance per the Qualified Local Government (QLG) requirements at the time of the program assessment, it shall be noted in the written assessment. See <http://www.georgiaplanning.com/planners/planreview/>

STANDARD #9:
Reports key statistics in a timely manner and is in good standing with critical state mandates

Documentation:

The local program **must** document the following:

- ❑ All monthly online Economic Activity Reports and the annual Program, Funding and Salary Survey must be certified and received by the DCA Office of Downtown Development by the specified deadline.

Note: Reports must be current at on-site assessment visit.



Membership

Participation in the National Main Street Network and the Georgia Downtown Association connect local programs to their counterparts throughout the nation and throughout Georgia, providing them with valuable information resources.[§]

For communities wishing to be considered for National Main Street Accreditation, NTMSC membership is required by the National Main Street Center. See www.mainstreet.org.

STANDARD #10:
Is a current member of the National Trust's Main Street network membership program

Guidelines:

- A current membership in the National Trust's National Main Street Network is required to be considered for national accreditation.
- Membership in the Georgia Downtown Association is strongly recommended- www.georgiadowntownassociation.org

Documentation:

The local program **must** document the following:

- Submit a copy of your current National Main Street Network Membership card showing the expiration date, or submit proof of renewal.

§ The Office of Downtown Development considers the information and networking gained by membership in the National Main Street Center (NMSC) and the Georgia Downtown Association (GDA) as invaluable to downtown development professionals and organizations. In order to be nationally accredited, a program must be a member of the National Trust's Main Street Center.



Overview of Annual Assessment Process

The Department of Community Affairs' Office of Downtown Development conducts an annual assessment of designated Georgia Better Hometown/Main Street Programs which allows us the opportunity to discuss program-related issues and provide appropriate and useful direction for a local program during the next year. Information and recommendations from last year's program assessment are used as a baseline for determining progress made by the local program during the past year and assist in the Office of Downtown Development in improving and enhancing services to participating cities.

PURPOSE

While it is an honor to be designated as a Georgia Better Hometown/Main Street City, that honor also carries with it certain obligations. Designation means that a fully funded, comprehensive downtown revitalization effort is underway and that your downtown is active and goal orientated. The annual assessment is our best way of monitoring progress.

The annual program assessment should identify:

- Local program strengths and weaknesses
- The extent to which the program is meeting the Office of Downtown Development's Minimum Standards for Downtown Revitalization Programs
- The extent to which the Better Hometown/Main Street Program is meeting the standards for National Main Street Community Accreditation
- Progress of Better Hometown/Main Street Program in implementing the annual work plan
- Program areas where additional assistance would be helpful
- Local concerns and issues that impact the downtown revitalization efforts

In addition, for the Office of Downtown Development, the assessment is essential to the growth and improvement of services and provides invaluable insight into your concerns and issues as we develop our work plan for the coming year.

THE PROCESS

The Office of Downtown Development contacts the program manager to schedule an on-site visit and required documentation for each of the minimum standards are prepared and submitted to the Downtown Regional Representative no later than ten (10) business days PRIOR to the date of your program assessment visit. This will give your reviewers the opportunity to familiarize themselves with your issues and opportunities in advance.

ON-SITE VISIT

A minimum of three (3) interviews with public/private sector partners will be conducted by the Assessment Team during the on-site assessment visit. Interviews with the Mayor (or his/her designee) and the Board Chair (or his/her designee) are required. An interview with the Better Hometown/Main Street Program Manager is also required. Also, in order for the assessment to be complete, all three above-mentioned persons must sign the Assessment Criteria Checklist at the end of the on-site assessment.

Sample Agenda for the On-site Assessment Visit

- Assessment Team arrives in city and takes a tour of downtown (**Note:** Assessment Team may want to tour on its own)

- Assessment Team meets with Better Hometown/Main Street Program Manager for review of assessment documentation and briefing on program successes and challenges
- Assessment Team interviews local leadership (this is critical!), to include a combination of the following:
 - Better Hometown/Main Street Program Board Chair, Better Hometown/Main Street Program Board Members, Downtown Development Authority Chair, Downtown Development Authority Board Members, City Manager, Mayor and Critical Council Members, County Administrator, County Commission Chair, Critical Committee Members and Volunteers
- Lunch Break if appropriate (may include interviews) – *Dutch Treat*
- Leadership interviews continue after lunch break if necessary (no more than 5 interviews total for the day)
- Wrap-up with Better Hometown/Main Street Program Manager, Mayor (or his/her designee) and the Board Chair (or his/her designee) to review the day's assessment and sign Assessment Criteria Checklist.
Please note: In order for the assessment to be complete, all three above-mentioned persons must sign the Criteria Checklist.
- Assessment Team departs

Goals of the Day

1. Assist in evaluating local program self-assessment and supporting documentation
2. Evaluate services provided by the Office of Downtown Development
3. Think strategically regarding local program's future
4. Define critical issues and work plan items for the coming year
5. Address issues as needed and requested by the local program
6. Complete the Assessment Process

The assessment is an opportunity for the Better Hometown/Main Street Program to make an honest, objective self-assessment, so please respond to the criteria with this in mind. The criteria are based on the principles and *Best Practices* distilled from the experiences of the most successful Georgia Better Hometown/Main Street Cities. It is our hope that all Better Hometown/Main Street Cities will strive to meet the criteria, however, Main Street is an on-going process and the Office of Downtown Development recognizes that not every program has all these elements in place at any one time. Our commitment to you is to help your program move to its next level of success based upon the understandings and priorities developed through the annual assessment process. All 10 criteria must be met to be recommended by the Office of Downtown Development to the National Main Street Center (NMSC) for National Accreditation. Please note that the NMSC requires a membership in their organization for cities to be listed as a nationally accredited city. Your city, should you choose to accept National Accreditation, would need to purchase an NMSC membership.

Minimum Annual Program Standards

Documentation Checklist

All of the following documentation should be based on the fiscal/program year.

Standard #1: “Has broad-based community support for the commercial district revitalization process with active participation from both the public and private sectors”

- Submit a list of active public and private sector partners and briefly describe each partner’s **specific** involvement with the Better Hometown/Main Street Program in the 12 month period.
- Submit 3 to 5 newspaper articles and/or newsletters that provide examples of the public and private sectors’ participation in downtown revitalization efforts during the 12 month period.

Standard #2: “Has developed vision and mission statements relevant to community conditions and to the local Better Hometown/Main Street Program’s organizational stage”

- Submit current vision and mission statements for your downtown program. Include the date each was adopted, who created and approved them, and the date they were last reviewed. These should be reviewed yearly at the first meeting of your program year.

Standard #3: “Has an annual comprehensive Better Hometown/Main Street work plan based on the 4-Point Approach™ ”

- Submit a copy of your downtown program’s work plan for each committee for the review period and briefly summarize accomplishments from the work plan based on each of the 4 Points: Organization, Design, Promotion, and Economic Restructuring.
- Submit a copy of the work plan for the next 12 months if available. If the work plan is not yet available, list 2 or more priorities in each of the 4-Points.

Standard #4: “Possesses an historic preservation ethic”

- Submit the checklist for criteria #4 (*see page 15-17*) along with the necessary documentation related to the checklist.
- List any historic buildings (50+ years old) lost this year, and document why they were lost.

Standard #5: “Has an active board of directors, committees and volunteers utilizing the 4-Point Approach™ ”

- Submit a Better Hometown/Main Street organizational chart and indicate the roles of all entities (staff, local government, DDA, non-profit board, business association, others).
- Submit a current list of board members, name of business or title, and include contact information including email address for each of them.

- Submit a calendar of board meetings held in the review period.
- Submit copies of the all minutes from review period board meetings

Standard #6: “Has an operating budget with income from a variety of sources”

- Submit a statement of revenues and expenditures for the fiscal year relating to downtown by completing the template provided attaching any other related documentation as needed.

Standard #7: “Has a paid professional program manager”

- Submit a job description for all downtown program staff.
- Submit updated contact information for all program staff.
- Submit a list of all program staff and the date(s) hired.

If the program manager has responsibilities in addition to managing the downtown program, please document that the minimum number of hours (as required by the Georgia Main Street/Better Hometown Program) is being dedicated to the downtown revitalization program. The Main Street Program requires a paid manager for a minimum of 40 hours per week. The Better Hometown Program requires a paid manager working at least 20 hours per week.

Standard #8: “Participates in or provides on-going training for staff, board, government officials, and volunteers”

- Provide a list of **downtown-specific** training courses, conferences and workshops that program participants attended in the time period (including the manager, board members, city officials, other staff, and volunteers). Manager must attend a minimum of two trainings per year.
- Submit date held and minutes from required annual board training or retreat (one per year).

Recommended Trainings:

GMA’s Downtown Development Authority (DDA) Training, Georgia Downtown Conference, National Main Street Conference, Certified Local Government (CLG) Training, Regional MS/BHT Managers Meetings (*only one manager meeting may be counted toward the minimum training requirement*), Historic Preservation/Georgia Trust Conference, Georgia Academy for Economic Development, DCA Community Development & Finance Division Workshops, Specialized on-site DDA or Board Training, Georgia Municipal Association’s DDA Law Training, Governor’s Conference on Tourism, Regional Tourism Association Meetings, Main Street Institute, Urban Georgia Network (UGN) Meetings, International Downtown Association Conference, State Historic Preservation Office’s Preservation 101 and any other DCA – Office of Downtown Development sponsored or recommended trainings.

Standard #9: “Reports key statistics in a timely manner”

- All monthly online Economic Activity Reports and the annual Program, Funding and Salary Survey must be certified and received by the DCA Office of Downtown Development by the specified deadline.

Note: Reports must be current at on-site assessment visit.

Standard # 10: “Is a current member of the National Trust’s Main Street network membership program”^{§§}

- Submit a copy of your current National Main Street Network Membership card showing the expiration date, or submit proof of renewal.



^{§§} The Office of Downtown Development considers that the information and networking gained by membership in the National Main Street Center (NMSC) and the Georgia Downtown Association (GDA) as invaluable to downtown development professionals and organizations. In order to be nationally accredited, a program must be a member of the National Trust’s Main Street Center.

Office of Downtown Development Staff List

www.mainstreetgeorgia.org

Main Street Liaison Office:

P.O. Box 566
Americus, Georgia 31709

Central Georgia: Regions 5, 6, & 7

P.O. Box 6560
Macon, Georgia 31208-6560

Design Office:

225 West Broad Street
Broad Street Studio 1
Athens, Georgia 30601

Headquarters and Metro Region 3

60 Executive Park South, NE
Atlanta, Georgia 30329

North Georgia: Regions 1, 2 & 4

Regions 1 & 2: Contact Headquarters
Region 4: Contact Main Street Liaison

Mid-South Georgia: Regions 8, 9, and 12 North

P.O. Box 217
Vienna, Georgia 31092

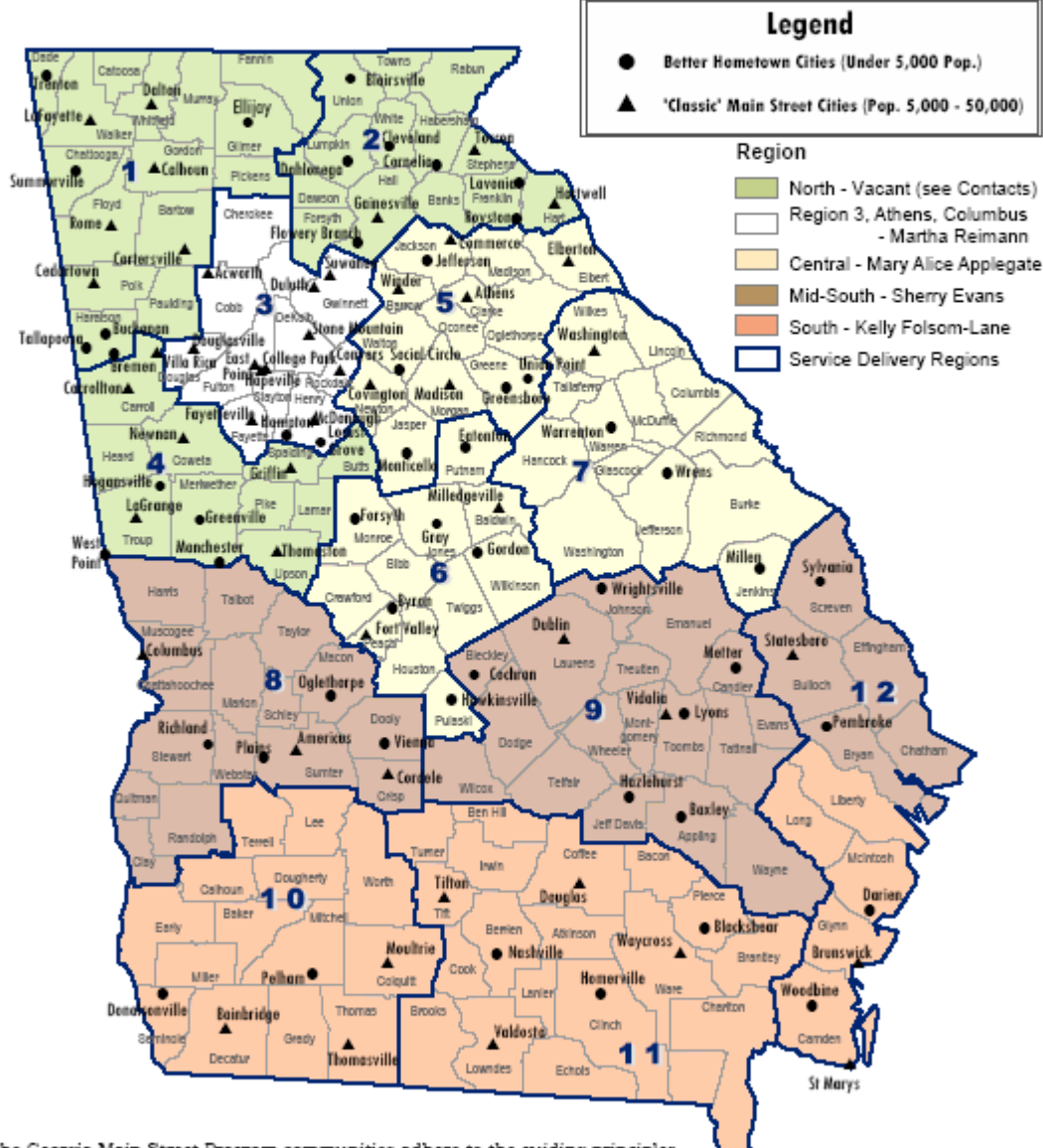
South Georgia: Regions 10, 11, and 12 South

P.O. Box 869
Adel, GA 31620

<u>Staff Member</u>	<u>Location</u>	<u>Phone #</u>	<u>Fax #</u>	<u>Email</u>
Bill Parrish <i>Office Director</i>	Headquarters	404-679-3115	404-327-6867	bparrish@dca.state.ga.us
Mary Alice Applegate <i>Regional Downtown Representative Regions 5, 6, and 7</i>	Central	478-742-5145	478-742-5145 (Call Ahead)	mapplega@dca.state.ga.us
Kimberly Carter <i>Sr. Training, Communications & Production Specialist</i>	Headquarters	404-679-0604	404-327-6867	kcarter@dca.state.ga.us
Jo Childers <i>Program Manager, Georgia Main Street/Better Hometown Program, National Main Street Center Liaison</i>	Main Street Liaison Office	229-924-3707	229-924-9688	jchilder@dca.state.ga.us
Cindy Eidson <i>Program Manager, Training & Special Projects, UGN Coordinator</i>	Headquarters	404-679-3101	404-327-6867	ceidson@dca.state.ga.us
Sherry Evans <i>Regional Downtown Representative Regions 8, 9, and 12 North</i>	Mid-South	229-268-9477	229-268-9477 (Call Ahead)	sevans@dca.state.ga.us
Carmine Fischetti <i>Community Design Specialist</i>	Design	706-425-3079	706-425-3080	cfischet@dca.state.ga.us
Kelly Folsom-Lane <i>Regional Downtown Representative Regions 10, 11, and 12 South</i>	South	229-896-4259	229-686-2156	kfolsonl@dca.state.ga.us
Martha Reimann <i>Regional Downtown Representative Region 3 + Athens & Columbus</i>	Metro Atlanta	404-378-2307	404-378-2307 (Call Ahead)	mreimann@dca.state.ga.us
Dora Ross <i>Information & Training Specialist</i>	Main Street Liaison Office	229-931-2124	229-931-2121	dross@dca.state.ga.us
Steve Storey <i>Program Manager, Design Services</i>	Design	706-583-2734	706-425-3080	sstorey@dca.state.ga.us
Evan Thibeault <i>Contract Designer available through a contract with the Georgia Trust for Historic Preservation</i>	Design	706-425-2926	706-425-3080	ethibeault@georgiatruster.org
Vacant <i>Regional Downtown Representative Regions 1, 2, and 4</i>	North	Regions 1 & 2: Contact Billy Parrish Region 4: Contact Jo Childers		bparrish@dca.state.ga.us jchilder@dca.state.ga.us

Georgia Main Street Communities

Georgia Department of Community Affairs, Office of Downtown Development
 Downtown Revitalization within the Context of Historic Preservation
www.mainstreetgeorgia.org



The Georgia Main Street Program communities adhere to the guiding principles of the Main Street approach to downtown revitalization - investment in professional downtown management; working comprehensively in four areas (Organization, Promotion, Design and Economic Restructuring); building their successful downtown revitalization program through the preservation of their historic buildings and places.



