THE MAIN STREET AMERICA EVALUATION FRAMEWORK

COMMUNITY SELF-ASSESSMENT TOOL - *Version 1.0 - January 2022*

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MAIN STREET AMERICA®

COMMUNITY SELF-ASSESSMENT TOOL

For over 40 years, Main Street programs across the country have used the Main Street Approach™ to support revitalization and catalyze positive transformation of their downtowns and neighborhood commercial corridors. Through grassroots leadership, partnership building, community engagement, and a commitment to holistic preservation-based economic development, thousands of Accredited and Affiliate Main Street programs have created lasting impact for their local economies and communities as a whole.

AN EMPOWERING MODEL FOR REVITALIZATION

The new Main Street America Evaluation Framework, developed by Main Street America (MSA) in close partnership with Main Street Coordinating Programs, outlines what it means to be a highly successful Main Street program and sets a path for growth and development for newer programs. Depending on achievement, score, and maturity, programs will either be designated as Affiliate or Accredited.

Annual program assessments are an important opportunity for local Main Street leaders, volunteers, partners, and Coordinating Programs to come together to reflect on the progress of a program's efforts and identify opportunities to build and grow.

The following Self-Assessment has been developed as a tool to help Main Street leaders recognize how their program's efforts already align with the new standards and identify areas for deeper focus and prioritization. The tool will also serve as a basis for local leaders to work with their Coordinating Program on identifying areas for capacity building, program development, and training needs. This process will also inform Main Street America on our network's strengths, greatest needs and opportunities.

We encourage you to look at this tool as a working model – one that will adapt and grow as we test it in the field before full implementation at the end of 2023. We invite you to be in close communication with Main Street America staff and your Coordinating Program to explore how these new standards and measures are working for your organization, what might be missing or unclear, and how Main Street America can support your efforts. Once you've spent time with the new standards and the self-assessment tool, **we invite you to submit feedback here.**

WHO SHOULD USE THIS TOOL

- Currently and previously Accredited programs
- Affiliate-level programs wanting to become Accredited in the future
- New communities could also consider the content of the self-assessment as a guide to establish a strong foundation for their revitalization programs with the vision of becoming Accredited or Affiliate in the future.

WHEN TO USE THIS TOOL

- Get started now! There's a lot of content to dig in to, but you also have plenty of time to familiarize yourself with these new Standards and Indicators before we move to full integration by the end of 2023.
- Understanding that communities are working hard at implementing their program's efforts, consider dedicating time at each of your board and committees' meetings to become more familiar with the new standards (we'll be providing discussion guides to help frame these conversations).

HOW GRADING WORKS

Within each Standard in the new Self-Assessment Tool, you will be able to score yourself on the indicators listed based on a scale of 1-5. Each number represents the following:

1	2	3	4	5
Not being addressed.	Minimal work but needs more effort.	Evidence of satisfactory progress.	Has achieved success within this indicator	Outstanding achievement. One that other programs could replicate.

For each indicator, we encourage communities to explore areas of strength and opportunities for growth by discussing (1) What actions and next steps can you take to strengthen your efforts? (2) How can you build upon your work or take it to the next level?

Ultimately, when these new standards are implemented, your Coordinator will review your self-assessment and provide their own score and feedback. **Communities will need to average at least three (3) points per standard to achieve accreditation.**

BASELINE REQUIREMENTS

As detailed within the tool, some indicators are required as important baseline (starting point) for a program to qualify for Accreditation. In later iterations of the standards, we expect there will be additional minimum requirements. The current requirements are:

- A Board of Directors formed by a representative base of the district stakeholders and community members, dedicated to leading the district's Main Street program.
- Communities over 5,000 in population must employ a FTE program director. Communities under 5,000 in population must employ a 20-hour minimum per week program director.
- Identified Transformation Strategy to direct the work of the program, based on community input and market understanding.
- Detailed work plans aligned with the selected Transformation Strategy that outline programming across the Main Street Four Points. Work plans include: the project, expected (measurable) outcomes, specific tasks needed to accomplish the project, assignments of those tasks showing volunteer and staff responsibilities, timelines, and budgets.
- A dedicated budget for the district's revitalization programming and the Main Street program's operations.
- Demonstrated support from municipality for the Main Street program. This can include leadership participation, funding, in-kind, and philosophical support.
- Reinvestment statistics reported as required by Coordinating program (monthly, quarterly, or annually.)
- Be a member in good standing with Main Street America and use the Main Street America logo on its webpage and/or social media as well as the coordinating program logo.

Programs that do not meet these baseline requirements are not eligible for Accreditation, though they may qualify for designation at the Affiliate status.

Please submit feedback here.

STANDARD I

BROAD-BASED COMMUNITY COMMITMENT TO REVITALIZATION

Standard One reflects that successful and sustainable revitalization efforts are not just the work of a single organization but should be the result of a community-wide effort that brings the public and private sectors together with a strong sense of ownership in their downtown or commercial district. This Standard reviews the Main Street organizations' essential role in fostering a culture of inclusion, engagement, collaboration, and commitment from all sectors of the community. Launching a program, growing it incrementally from one year to the next, and sustaining success for the long run are only possible through a diversity of strong partnerships and collaborations, continued outreach, and communication.

FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Partnerships and Collaborations, II) District and Community Outreach, and III) Communication and Public Relations.**

KEY INDICATORS

The following indicators provide important guidance on how Main Street programs, the public sector, district stakeholders, and the community at large can work together to develop strong partnerships and collaborations. Each indicator serves as an example of how your Main Street program is effectively meeting the Standard of building and fostering a broad community commitment to revitalization.

I. PARTNERSHIPS AND COLLABORATIONS

INDICATOR I: Main Street has developed partnerships and collaborations with local governments that demonstrate shared responsibilities for the district's revitalization and its program. Examples of how these partnerships are demonstrated include:

a. Participation in strategy development and planning.

b. Collaborations in the implementation of programming or work plans.

c. Monetary and non-monetary resources for the Main Street program.

d. Engagement of elected officials and/or staff in the Main Street program Board and committees.

e. Promoting the district revitalization and their partnership with Main Street.

Score 1 - 5: _____

INDICATOR II: Main Street has developed partnerships and collaborations with both nonprofit organizations and private sector entities that demonstrate shared responsibilities for the district's revitalization and its program. Examples of how these partnerships are demonstrated include:

a. Participation in strategy development and planning.

b. Collaborations in the implementation of programming or work plans.

c. Monetary and non-monetary resources for the Main Street program.

d. Engagement with the Main Street program Board and committees.

e. Promoting district revitalization and their partnership with Main Street.

Score 1 - 5: _____

II. COMMUNITY OUTREACH

INDICATOR I: Main Street has expanded its reach to connect and engage with all sectors of the community (businesses, property owners, workforce, other organizations, residents). Examples of how outreach efforts are demonstrated include:

a. A variety of communication tools (online and printed materials) used to reach a broad group of district stakeholders.

b. Workplans that outline how activities planned intend to reach the diverse make-up of the community.

Score 1 - 5: _____

III. COMMUNICATION AND PUBLIC RELATIONS

INDICATOR I: Main Street has maintained communication and implemented public relations that inform and educate the community and district stakeholders about the district and the Main Street program. Examples of how these efforts are demonstrated include:

a. The program's external marketing (online, printed, social media, etc.) clearly promotes the role and impact of the Main Street program.

b. Main Street's leadership and staff are actively engaged in public relations activities that educate, build awareness, and promote the Main Street program.

c. Main Street highlights positive stories about the district through a variety of media tools.

Score 1 - 5: _____

INDICATOR II: Main Street has maintained communication and implemented public relations that inform and educate the public sector or local government about the district and the Main Street program. Examples of how these efforts are demonstrated include:

a. Main Street meets with local government officials or attends council meetings to share progress and impact (at least every quarter).

b. Main Street invites participation of local government officials and staff to meetings and encourages visits to the district and programming activities.

c. Main Street promotes the impact of local government investments and participation.

Score 1 - 5: _____

INDICATOR III: Main Street has promoted the district's positive image, brand identity, and assets. Examples of how these efforts are demonstrated include:

a. A distinctive brand has been created and implemented for the district.

b. A distinctive brand has been created and implemented for the organization.

c. Social media platforms are used to promote the value of the district and the Main Street program.

d. An annual report is produced noting successes across the Four Points.

Score 1 - 5: _____

STANDARD II

INCLUSIVE LEADERSHIP AND ORGANIZATIONAL CAPACITY

Strong, thriving communities don't just happen. They need effective leaders at all levels, from a broad base of committed volunteers to dedicated professional staff offering their time, talents, and passion for this work. Standard Two reflects the value we place on PEOPLE as Main Street's greatest resource and our belief that everyone in the community has a place in Main Street. This Standard encourages Main Street programs to place a strong priority on human capital and develop a clear operational structure and practices that increase the organization's capacity to engage all sectors of the community and leverage their participation in their revitalization efforts.

FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Inclusive Organizational Culture and Diverse Volunteer Engagement, II) Active Board Leadership and Supporting Volunteer Base, III) Professional Staff Management, and IV) Effective Operational Structure**

KEY INDICATORS

The following indicators provide important guidelines on how Main Street programs can become proactive and effective agents for inclusive community engagement and leadership development, ensuring that the investment of time and talents is a rewarding experience. Each indicator serves as an example of how a Main Street program is effectively meeting the Standard of building and fostering broad community commitment to revitalization.

I. INCLUSIVE ORGANIZATIONAL CULTURE AND DIVERSE VOLUNTEER ENGAGEMENT

INDICATOR I: The Main Street organization has demonstrated its commitment to diverse, inclusive, and equitable district and community engagement. Examples of how these efforts are demonstrated include:

a. The organization's stated mission and core values show a commitment to engaging all sectors of the community it serves.

b. Internal and external messaging promotes that Main Street has a place for everyone in the community and that diverse engagement is welcomed and valued. Communication tools address language barriers as appropriate.

c. Work plans and programming activities address accessibility and inclusive design for all community members.

d. The organization's policies address equitable access for all district and community stakeholders in the organization's leadership structure (Board and committees) as well as in specific projects and activities.

Score 1 - 5: _____

INDICATOR II: The Main Street organization has implemented an inclusive volunteer program that demonstrates the capacity to implement approved annual work plans and programming for the district. Examples of how these efforts are demonstrated include:

a. Clearly outlined volunteer needs for approved work plans or programming activities are in place and promoted broadly.

b. A proactive effort to recruit diverse volunteers representing the entire community in a culturally competent way.

c. Active volunteer coordination throughout the year that ensures attention to thoughtful placement, rotation, and retention of new and existing volunteers within the organization.

d. Initiatives, activities, or events are taking place throughout the year to recognize and/or demonstrate appreciation for Main Street volunteers.

e. Volunteers at all levels have access to and receive appropriate orientation, trainings, and leadership development throughout the year.

Score 1 - 5: _____

INDICATOR III: The Main Street Board of Directors is formed with a diverse and balanced representation of district and community stakeholders. The following participation is recommended:

a. District business owners

b. District property owners

c. District and community residents

d. Community businesses/corporations

e. Institutions (schools, universities, foundations, nonprofits, government)

Score 1 - 5: _____

INDICATOR IV: The Main Street organization has developed a leadership base (Board, staff, committee members, and volunteers) that reflects the district and the community it serves. The leadership base should be open, inclusive, and representative of the entire community, taking into account a broad range of dimensions of diversity, including race, ethnicity, gender, education, physical and mental ability, veteran status, and income level. The program should take proactive measures to ensure under-represented groups are included as part of Main Street's leadership base.

a. Looking at the community's most recent population data, Main Street leadership base reflects a balanced level of participation of all age groups.

b. Looking at the community's most recent population data, the Main Street leadership base reflects the racial and ethnic diversity of the community,

c. Looking at the community's most recent population data, the Main Street leadership base reflects gender balance.

d. Considering the Main Street Approach, the organization's leadership base demonstrates a wide range of skills, experiences, and perspectives.

Score 1 - 5: _____

II. ACTIVE BOARD LEADERSHIP AND SUPPORTING VOLUNTEER BASE

INDICATOR I*: Board members have demonstrated active engagement in the Main Street program throughout the year. Ideally, 100 percent but no less than 75 percent of Board members have:

a. Attended Board meetings 75 percent of the time throughout the year.

b. New Board members participated in Board orientation and existing Board members participated in at least one training offered by the Coordinating program.

c. Played an active role on the Board by leading a committee, a task force, or key initiative.

d. Advocated for the program and the district within the community, in coordination with Main Street staff and the rest of the board.

Meeting this Indicator is a requirement and must be met to achieve Accreditation.

INDICATOR II*: Board members have demonstrated active leadership and support to ensuring the program is appropriately funded to meet its operational responsibilities and programming goals. Ideally, 100 percent but no less than 75 percent of Board members have:

a. Made a personal financial investment in the program.

b. Participated in the development of fundraising goals.

c. Led or participated in a key fundraising activity of the organization.

d. Made direct solicitations.

e. Supported donor relationship, retention, and/or recruitment.

INDICATOR III: The Main Street program has developed an active, supporting volunteer structure to ensure capacity to plan and implement the approved work plans. Examples of how these efforts are demonstrated include:

a. Established committees or teams that follow the program's selected Transformation Strategies, Board's outlined priorities, and/or the Main Street Four Points.

b. Each volunteer committee or team has an active leader, chair, or co-chairs.

c. Each volunteer committee has an appropriate number of members to plan the approved number of projects or initiatives it intends to implement. Ideally, there is a leader or champion for every project.

d. Committees or teams participate in trainings that support their roles at least annually.

Score 1 - 5: _____

III. PROFESSIONAL STAFF MANAGEMENT

INDICATOR I*: The Main Street organization has maintained the level of professional staff necessary to achieve its mission, goals, and annual work. These efforts are demonstrated by fulfillment of all the following:

a. The Main Street program meets the minimum staffing requirements established by the Coordinating program. At a minimum, Main Street America requires part-time staffing for cities under 5,000 population and 1 FTE for cities over 5,000 population.

b. Main Street staff have job descriptions and defined performance expectations.

c. Main Street staff participates in trainings required by the Coordinating program.

d. Main Street staff participates in professional development offerings provided by Main Street America, Coordinating Program, etc.

e. Main Street staff communicates regularly with the Board and specifically with the Board Chair and offers regular monthly reports to the Board.

Meeting this Indicator is a requirement and must be met to achieve Accreditation.

INDICATOR II: The Main Street Board of Directors has managed and provided guidance to its Main Street Director throughout the year. Understanding that organizational formats vary, this is demonstrated by:

a. The Board, through its Board chair or president provides regular guidance and feedback to the program's director.

b. A formal performance review process is conducted at least once annually. The Board Executive Committee, with participation of Board members, leads the director's performance review.

c. The Board ensures that the annual budget provides a competitive compensation package (pay and benefits) and opportunity for appropriate merit increases.

d. The Board ensures that the annual budget offers staff with professional development and trainings, including travel.

e. Staff management policies and procedures are in place and reviewed annually. Appropriate procedures ensure clearly established communication lines and roles and responsibilities between Board and staff.

f. The Board has developed a plan to manage succession or the director's transition and recruitment.

Score 1 - 5: _____

IV. EFFECTIVE OPERATIONAL STRUCTURE

INDICATOR I*: The Main Street organization has developed appropriate operational and organizational practices to manage effectively. This must include the following:

a. A clearly defined mission statement that confirms the purpose of the organization.

b. Established by-laws, which are reviewed annually and revised appropriately to carry out the program's mission for the district.

c. Operating policies and procedures that outline internal and external communication practices, conflicts of interest, personnel management, leadership selections, elections, and terms, Board roles and responsibilities, etc.

d. Appropriate insurance for the organization, Board/staff, and its programming.

e. Legal and fiscal requirements are met and maintained as required with its tax status or operation structure.

Meeting this Indicator is a requirement and must be met to achieve Accreditation.

STANDARD III

DIVERSIFIED FUNDING AND SUSTAINABLE PROGRAM OPERATIONS

A successful revitalization program must have the financial resources necessary to carry out its work and sustain its operations. Program sustainability relies on diversity of revenue streams as dependency on one primary or only source could jeopardize the program's operations. Through this Standard, Main Street programs demonstrate a priority for ensuring that the community is investing in the Main Street organization and programming efforts through a comprehensive and balanced funding structure that ensures successful and sustainable revitalization efforts.

FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Balanced Funding Structure, II) Strategic Revenue Development and Fundraising, III) Budget and Work Plan Alignment and IV) Financial Management and Best Practices**

KEY INDICATORS

Understanding that funding is an essential resource to accomplish the work of revitalization, the following indicators included under this Standard can guide Main Street programs in building, growing, and sustaining diverse and balanced mix of investment in the revitalization efforts and the Main Street program from the start and throughout the years.

I. BALANCED FUNDING STRUCTURE

INDICATOR I: The Main Street organization's budget demonstrates a balanced funding structure with a diverse mix of public and private sector sources. Examples of how these efforts are demonstrated include:

a. Contributions from private sector: e.g., businesses, community members and/or partner organizations.

b. Special taxing district.

c. Sponsorships.

d. Earned revenues.

e. Memberships.

f. Local Government.

g. Grants.

Score 1 - 5: _____

INDICATOR II: The private sector is investing in the district's revitalization efforts and the Main Street program. Examples of how these efforts are demonstrated include:

a. Fundraising activities such as event sponsorships, marketing initiatives, and/or special project funding.

b. Main Street program's earned incomes, such as rents, merchandise sales, etc.

c. Investor programs such as memberships, Friends of, annual donations, etc.

d. In-kind services.

e. A special tax self-assessment mechanism(s) approved by district property and/or business owners, such as BIDs, CIDs, DDAs, SSMID, etc.

Score 1 - 5: _____

INDICATOR III: The public sector is investing in the district's revitalization and the Main Street program. Examples of how these efforts are demonstrated include:

a. Annual contribution to the Main Street.

b. Service agreements with the Main Street.

c. Supports through the employment of the Main Street Director.

d. Direct funding for event sponsorships & marketing initiatives.

e. In-kind Services.

Score 1 - 5: _____

II. STRATEGIC REVENUE DEVELOPMENT AND FUNDRAISING

INDICATOR I: The Main Street program demonstrates commitment to strategic revenue development process and oversight. Examples of how these efforts are demonstrated include:

a. The Board reviews fund-development plans, goals, and progress at least quarterly.

b. A designated Board member provides active financial oversight for the program and is engaged in revenue development planning and reporting.

c. A fund-development committee, organization committee, or team is in place to lead fund-development planning and implementation.

d. Committees are engaged in seeking funding to support projects.

Score 1 - 5: _____

II. FINANCIAL MANAGEMENT AND BEST PRACTICES

INDICATOR I: The Main Street organization demonstrates sound financial management outlined by processes and procedures. Examples of how these efforts are demonstrated include:

a. Financial tracking systems and reporting practices are in place. (QuickBooks or other software)

b. The organization's monthly financial statements are reviewed by the Treasurer.

c. The organization has a third party financial professional compile and reconcile monthly financial statements.

d. The organization has had a third party financial professional review, reconcile and/or audit the program's finances at a minimum every two years.

Score 1 - 5: _____

INDICATOR II: The Main Street organization's financial management has clear leadership and oversight. Examples of how these efforts are demonstrated include:

a. Leadership roles and responsibilities relating to budgeting, fund-development, and financial reporting are clearly outlined through Board, committee and/or Treasurer job descriptions.

b. The Main Street Board of directors conducts monthly reviews of the organization's finances to ensure appropriate accountability and alignment with programming.

Score 1 - 5: _____

STANDARD IV

STRATEGY-DRIVEN PROGRAMMING

Main Street has built a strong track record for making change happen in communities across the country. Change is an important guiding principle for Main Street. But rather than letting change just happen, Main Street programs define and manage it from one year to the next through a strategy-driven work plan and aligned implementation process. Standard Four brings together all integrated components that must be in place to plan and successfully implement the revitalization work. Centered around Main Street's Four Point Approach, these integrated components are driven by a local Transformation Strategy(s) aligned through community participation and based on understanding of the district's unique and competitive market position.

FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Planning Guided by Inclusive Community and Market-informed Inputs, II) Defining Direction through Transformation Strategy Identification and Development, and III) Strategy-aligned Comprehensive Work Planning and Implementation Across all Four Points**

KEY INDICATORS

The following indicators provide important guidelines on how Main Street programs can develop a community and market informed strategy-driven planning and implementation process.

I. PLANNING GUIDED BY INCLUSIVE COMMUNITY AND MARKET-INFORMED INPUTS

INDICATOR I: The organization's annual planning process as informed by a comprehensive set of inputs that guide Transformation Strategy identification and work plan alignment and implementation. Examples of how these are demonstrated include:

a. Inclusive district and community input is gathered at a minimum of every three years to keep the pulse on the district's needs through focus group events, online surveys, and/or other strategies.

b. Market research and analysis has been conducted for the district's trade area within an appropriate time interval, depending on the local economy. This is recommended at least every three to five years.

c. Business inventory is up to date and reflective of the district's business mix, uses, and existing clusters.

d. Building inventory is up to date and reflective of the district's property ownership, condition, uses and status (for sale, for lease, occupied).

e. The organization maintains an asset map that recognizes distinctive place-based assets within the district that highlight unique and competitive advantages and market opportunities.

f. Strategy reflects opportunities driven by local and national trends.

Score 1 - 5: _____

II. DEFINING DIRECTION THROUGH TRANSFORMATION STRATEGY IDENTIFICATION AND DEVELOPMENT

INDICATOR I: Main Street has defined and aligned as an organization around a Transformation Strategy that is guiding the revitalization work. Examples of how these are demonstrated include:

a. Using a comprehensive set of inputs, the board has identified a consumer-based or industry-, product-, or service-based strategy(s) that can best respond to the district and community vision, needs and market opportunities.

b. The board formally adopts a Transformation Strategy(s).

c. Partner organizations or other stakeholders have adopted or endorsed selected Transformation Strategy.

d. The Strategy(s) have measurable benchmarks.

Score 1 - 5: _____

III. STRATEGY-ALIGNED COMPREHENSIVE WORK PLANNING AND IMPLEMENTATION ACROSS ALL FOUR POINTS

INDICATOR I: The Main Street board conducts an annual strategy-driven work planning process with volunteer committees to guide the organization's programming. Examples of how these are demonstrated include:

a. Board outlines priorities or goals that guide volunteer committees in identifying the initiatives, projects, and activities to be approved in annual work plan.

b. Projects, events, or initiatives are aligned with selected Transformation Strategy(s).

c. The Transformation Strategy(s) are reflected comprehensively across all Four Points.

d. Work plans include written action plans for critical projects that outline specific tasks, timeline, budget, volunteer hours, who's responsible, etc.

e. Annual fund-development goals and allocations are guided by the Transformation Strategy(s)

Score 1 - 5: _____

STANDARD V

PRESERVATION-BASED ECONOMIC DEVELOPMENT

Successful Main Street efforts are built on the guiding principle that district economic development is obtained by leveraging and preserving its unique historic and cultural assets. Standard Five confirms our strong belief that a community's own place-based and diverse cultural assets reflect the richness and strength of its identity and establishes a competitive market advantage.

FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Preservation Ethics and Education on Historic and Cultural Assets, II) Standards and Best Practices for Place-based, People-focused Design AND II) Promotion of Historic, Heritage, and Cultural Assets**

KEY INDICATORS

The following indicators provide important guidelines on how Main Street programs can build a strong foundation for revitalization through the preservation of building and cultural assets, educating the public on their value to economic growth, and enlisting businesses and property owners in redevelopment efforts.

I. PRESERVATION ETHICS AND EDUCATION ON HISTORIC AND CULTURAL ASSETS

INDICATOR I: Main Street demonstrates the community's commitment to its historic and cultural assets. Examples of how these are demonstrated include:

a. The district has historic buildings listed as local landmarks, a national landmark district, or listed in the National Register of Historic Places.

b. The community is a Certified Local Government (CLG).

c. The district has received cultural, arts, or other special designations or recognitions.

d. Main Street advocates for a local preservation ordinance or the community has one.

e. Main Street has developed or supported the development of design standards, guidelines, and tools property owners can use to preserve, improve, and maintain historic buildings.

f. Incentives or in-kind services are in place to assist with improvements to historic and cultural resources (e.g., façade grant, sign grant, low interest loan, design assistance)

g. Local, county, and/or regional strategies acknowledge and incorporate the preservation of heritage and cultural assets as economic development priorities.

Score 1 - 5: _____

INDICATOR II: Main Street educates and builds awareness about preservation and cultural assets among stakeholders, public sector, community organizations and residents at large. Examples of how these are demonstrated include:

a. Holding education and awareness activities that promote the value of the district's historic fabric and cultural assets throughout the year or at least annually during Preservation Month.

b. Providing programming and resources for district property and business owners that results in the preservation and rehabilitation of local historic assets.

c. Attending staff and volunteer trainings provided by the Coordinating program, Main Street America, or other organizations.

d. Building strong collaborations (e.g., Historic Preservation Commission, Certified Local Government, Historical and Arts entities, etc.) to support tools, ordinances, zoning policies that preserve the district's built and cultural assets.

Score 1 - 5: _____

II. STANDARDS AND BEST PRACTICES FOR PLACE-BASED, PEOPLE-FOCUSED DESIGN

INDICATOR I: Main Street is an advocate and partner for the implementation of standards, guidelines, and best practices for the preservation of historic and cultural assets. Examples of how these are demonstrated include:

a. Partnered with local government, commissions, and community groups to assess and incorporate heritage and cultural assets into economic development and marketing priorities and initiatives.

b. Provided or connected district property owners with assistance in redevelopment that is aligned with the district's strategy(s).

c. Provided guidance that educates property and business owners and developers on state and local ordinances, incentives, and other redevelopment tools.

d. Provided guidance to projects that leveraged preservation and/or economic development funding tools to support building improvements (TIF, Historic Tax Credits, CLG, USDA grants, etc.)

e. Advocated for threatened historic properties, and worked to acquire, attract new ownerships and/or worked with city leaders to enforce requirement maintenance standards.

Score 1 - 5: _____

III. PROMOTION OF HISTORIC, HERITAGE, AND CULTURAL ASSETS

INDICATOR I: The Main Street program actively promotes the district's historic and cultural assets. Examples of how these are demonstrated include:

a. Activities/programming that interpret, celebrate, and recognize local heritage and cultural resources.

b. Working with media to promote stories that highlight the district's historic and cultural assets and messages their importance to the community and economic growth.

c. Conducts activities that educate property owners on the benefits of rehabbing historic properties to increase the economic value of the property.

Score 1 - 5: _____

STANDARD VI

DEMONSTRATED IMPACT AND RESULTS

Main Street communities are part of a national network with a proven record for generating strong economic returns and strengthening the districtís position within a highly competitive marketplace. Standard Six highlights the importance of tracking, packaging, and demonstrating the qualitative and quantitative impact of the program's revitalization efforts. It also provides the opportunity for the local Main Street program to tell their stories and advocate for resources needed for sustainability.

FOCUS AREAS

Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Demonstrating the Value of Main Street, II) Measuring and Packaging Quantitative and Qualitative Outcomes and III) Promoting Progress and Demonstrating Impact and Results**

KEY INDICATORS

The following indicators provide important guidelines on how Main Street programs can build the case for Main Street and demonstrate the impact of their revitalization efforts.

I. DEMONSTRATING THE VALUE OF MAIN STREET

INDICATOR I: Main Street is positioned as an advocate for the district, promoting revitalization as an economic development priority among the public and private sector and community at large. Examples of how these are demonstrated include:

a. District revitalization and physical and economic improvements are included in recent regional, or citywide master plans, economic development plans, comprehensive plans, etc.

b. Main Street participates in ongoing local planning efforts that involve the district.

c. Main Street participates in guest presentations to local community organizations and institutions.

d. Small business owners in and around the district regularly seek and receive assistance or support from the Main Street program (e.g., letters of support for grants or loans, marketing support on the Main Street program's website and social media, etc.)

e. District stakeholders advocate for the program when requested.

f. The district is highlighted in local partners' communication and marketing efforts (e.g., city, tourism, economic development, etc.) with blog posts, multi-line descriptions of the district, and/or photos featuring the district, etc.

g. Main Street's logo, webpage, and/or social media links are included on local government and other partner organizations' websites.

h. Entrepreneurs and local business owners regularly approach the Main Street program about commercial spaces in the district that could potentially serve as a base-of-operations for a new business or new location for an existing business.

Score 1 - 5: _____

II. MEASURING AND PACKAGING QUANTITATIVE AND QUALITATIVE OUTCOMES

INDICATOR I: Main Street regularly collects and maintains district revitalization statistics (quantitative) and intangible impact data (qualitative) across the Four Points of the Main Street Approach and examines changes over time as required by the Coordinating Program. Examples of how these are demonstrated include:

a. Number of businesses operating in the district.

b. Number of businesses operating in the district that are women-owned.

c. Number of businesses operating in the district that are minority-owned.

d. Number of businesses operating in the district that are veteran-owned.

e. Number of employees/jobs based in the district.

f. Number of new businesses launched in the district over a given period (monthly, quarterly, or annually) and number of employees/jobs added in a district in a given period.

g. Number of business closures in the district over a given period (monthly, quarterly, or annually) and number of employees/jobs lost in a district in a given period.

h. Number of local businesses participating as vendors in district events, festivals, etc.

i. Number of housing units added or lost in the district over a given period (monthly, quarterly, or annually), broken out by housing type (loft, apartment, duplex, single family detached home, etc.), tenure type (for lease or for sale), and sale/rent amount relative to area median income (i.e., affordability).

j. Number of properties in the district renovated, including details about the capital invested in the renovations and any financial incentives programs leveraged in the renovation (e.g., historic tax credits, low-income housing tax credits, etc.).

k. Number of public improvement projects in the district that were launched/completed, including overall price tag, public dollars invested, and any secondary sources of capital invested.

Score 1 - 5: _____

INDICATOR II: Main Street annually collects and maintains organizational impact statistics (quantitative) and intangible impact data (qualitative) and examines changes over time. Examples of how these are demonstrated include:

a. Board annually reviews broad performance goals established within the organization's work plan.

b. Board annually reviews metrics established to analyze the progress of selected Transformation Strategies.

c. Number of volunteer hours contributed.

d. Financial value of volunteer contribution (using Independentsector.org formula).

e. Number of volunteers participating.

f. Testimonial reports from small business owners, property owners, and government officials about the value of the Main Street program.

g. Conversion of volunteer hours to in-kind dollars ($) contributed.

h. Financial ($) contributions made to Main Street by the public sector.

i. Financial ($) contributions made to Main Street by the private sector.

j. Number of responses and analysis of response data from a survey that seeks to understand the community's growing knowledge about Main Street, the importance of Main Street, etc., as well as stakeholder attitudes about Main Street organization.

k. Impact surveys of promotional events.

l. Impact surveys of education programming attendees.

m. Number of media impressions.

Score 1 - 5: _____

III. PROMOTING PROGRESS AND DEMONSTRATING IMPACT AND RESULTS

INDICATOR I: The district's revitalization programming, achievements, stories, and reinvestment statistics are promoted. Examples of how these are demonstrated include:

a. Sharing through the Coordinating program reporting system according to the timeline outlined in annual agreements.

b. Sharing with district stakeholders, local units of government, anchor organizations, funders, and the community at large.

c. Highlighting and publishing success stories of impactful projects on digital platforms (website, social media channels, etc.) and local media outlets.

d. Publishing and distributing an annual report and summary of revitalization statistics.

e. Highlighting key statistics and testimonials on website and other marketing materials.

Score 1 - 5: _____