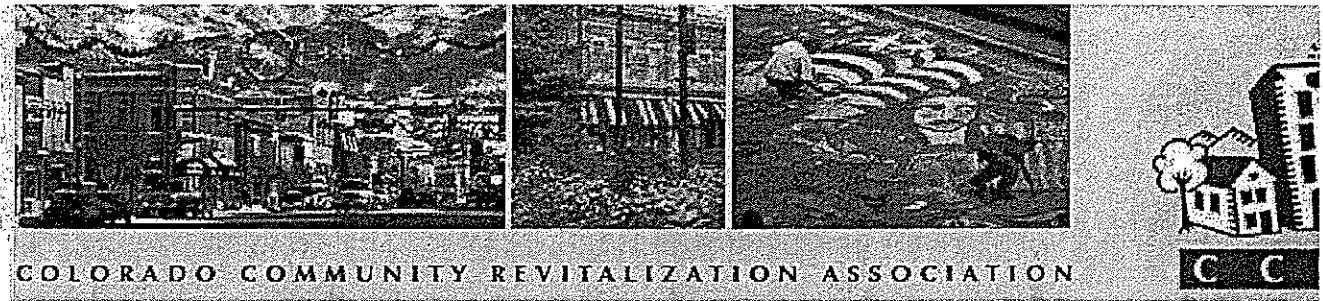


**Colorado Main Street Community**  
CCRA

HOME



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# *Details of Our Colorado Main Street Program*

## Details Of Our Colorado Main Street Program

Officially Designated Colorado Main Street Communities

- 2001 - Brush
- 2001 - Canon City
- 2001 - Greeley
- 2001 - Montrose
- 2002 - Arvada
- 2002 - Cortez
- 2003 - Berthoud
- 2003 - Gunnison
- 2004 - Central City
- 2005 - Lake City

### Reinvestment Statistics in Colorado Main Street Communities

Each year Main Street communities track public and private reinvestment, volunteer hours and historic preservation initiatives in their downtown districts.

### 2001 Through 2004 Reinvestment Totals in Eight Main Street Districts

**New!** [Links to Our Street Communities](#)

[Historic Olde Town Arvada](#)

[Berthoud Main Street](#)

[Brush Chamber of Commerce](#)

[Greeley Downtown](#)

[Historic Downtown City](#)

\$21.6 million in private sector investment  
\$4.5 million in public improvements  
466 net new full-time jobs  
129 net new part-time jobs  
114 net new businesses  
39,690 volunteer hours

To see the detailed reinvestment report you may download the Reinvestment Statistics file listed at the end of this page.

### **How to Apply**

Communities are selected once a year through a competitive application process. Below are suggestions of a process to follow.

1. Carefully read the Main Street Guidelines and application.
2. Contact CCRA to conduct a Main Street meeting in your community.
3. Check out the [National Main Street Center](#) website.
4. Talk with your city and county governments, chamber of commerce and local merchants about the idea of Main Street for your community.
5. Visit other Main Street communities in Colorado or other states.
6. Determine how you will finance a Main Street program and begin obtaining written pledges of financial support for at least three years.
7. Begin work early on the application as it is lengthy!
8. Attend a Main Street 101 Workshop to see what Main Street is all about.
9. Request that a Main Street application workshop be conducted in your community or attend one at another location.
10. Submit a Letter of Intent to Apply (See below for the deadline).
11. Submit an application. Applications are accepted by CCRA on an annual basis at the end of October. (See below for the deadline).

### **2006 Deadlines & Training Opportunities**

**October 26<sup>th</sup>** deadline to submit application for Main Street Community

### **Benefits of Designation**

Designation as a Colorado Main Street community brings numerous benefits, the most important being a revitalized downtown achieved by mobilizing public and private sectors and numerous volunteers.

CCRA provides training, technical assistance, memberships, and scholarships to each Main Street community using a combination of local, regional, state, and national trainers, workshops and conferences. A community's training will include:

- board, committee and manager training;
- creation of a mission statement, goals, and work plans in each of the four Main Street areas (design, organization, promotion, and economic restructuring);
- access to architectural design assistance;
- assistance with local revitalization issues;
- historic preservation training and assessment;
- ongoing publicity;
- Main Street materials;
- memberships in CCRA and the National Main Street Center;
- unlimited scholarships to Colorado's Main Street 101 and 202 Workshops; and
- limited scholarships to the National Main Street Conference and CCRA Conference.

To read more about the benefits and requirements download the [Benefits and Local Program Requirements of Designation](#) file listed at the bottom of this page.

### **Selection Criteria**

The following general criteria are used to evaluate all Main Street applications and to select Main Street communities. Some towns may be able to represent the information in more effective ways than others, this does not mean your community will or will not be selected. There is no need to hire a professional grant writer.

1. Recognition that the Main Street Program is a long-term commitment to downtown revitalization. CCRA and the local program sign a Memorandum of Agreement for three years, but, as long as a local Main Street program remains in good standing, CCRA will continue to provide training and technical assistance. CCRA's expectation is that the community will continue its Main Street program beyond three years.

2. Strong commitment from the municipal government and private sector organizations, including downtown merchants and property owners, to support a local Main Street program during the three-year "Start-Up Phase" and beyond.
3. Evidence of local and regional partnerships and collaborations (public and private).
4. An adequate local budget and evidence of funding commitments to fund the local program for a minimum of three years.
5. A commitment by the community to hire a paid program director for at least three years. Full-time if community is 5,000 or over in population and part-time (minimum 25 hours/week) if the community is under 5,000 in population.
6. It is highly recommended that an adequate amount of clerical support staff be available to the program manager. Demonstration of this will strengthen the application.
7. The existence of, or willingness to establish, an organization that is designated as the governing body and policy board for the local Main Street program. A formal affiliation may be entered into with an existing organization that focuses on the downtown.
8. The community's true need for commercial district revitalization.
9. The likelihood that demonstrable change will occur in the commercial district as a result of the community's participation in Colorado Main Street.
10. Past history of community and economic development efforts.
11. Past history of commercial district revitalization efforts.
12. Commitment to using the Four Points and Eight Principles of the Main Street Approach.
13. The existence of local historic preservation activity and architecturally or historically significant commercial buildings in the commercial district.
14. Current CBD/Main Street district demographics.
15. The community's readiness to begin and capacity to implement a Main Street program.

16. Agree to enter into a Memorandum of Agreement with CCRA that details the obligation of CCRA and the community, and pay a \$3,000 fee each year for three years of participation as a Main Street community. This fee is in addition to the costs to be borne by the local program to hire a program manager and provide an adequate budget to fund local Main Street activities.

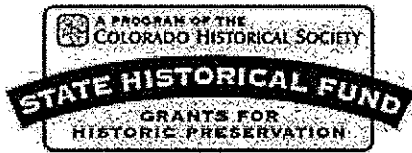
### List of Files You Can Download

Click on the link below to download the doc file (MS Word):  
2006 Colorado Main Street Application and Guidelines.

Click on the link below to download the pdf file (Acrobat 6.0):

[Benefits of Designation and Local Program Requirements](#)  
[2004 Colorado Main Street Reinvestment Statistics](#)  
[Reasons for Local Governments to be Involved in Downtown Revitalization](#)  
[Main Street Program Benefits for Each Sector of the Community](#)

[Phases of a Main Street Program](#)  
[Colorado Main Street Program Index and Contacts](#)  
[Main Street's Four Point Approach](#)  
[Main Street's Eight Guiding Principles](#)





## THE MAIN STREET FOUR POINT APPROACH

The Main Street methodology addresses the following four areas and combines activities in these areas to develop a community's individual strategy for strengthening and redeveloping its central business district. The four points are: organization, promotion, design, and economic restructuring.

**Organization** – *Establishing consensus and cooperation by building effective partnerships among all downtown stakeholders.*

The Main Street approach to central business district revitalization requires the effort of the entire community. The merchants, property owners, local government officials, and civic leaders must agree to support common goals for revitalization and join together in a partnership. Successful Main Street programs are usually structured as nonprofits guided by an active working board. The board will create four standing committees (design, organization, economic restructuring and promotion) that will develop projects and work plans for implementation. Local programs hire a paid program manager to coordinate the efforts of volunteers in implementing the program.

**Promotion** – *Creating and marketing a positive image based on the unique attributes of the downtown.*

The promotions of the central business district as a single, unified commercial area – in the same way that a major shopping mall is promoted – will help attract customers and strengthen Main Street's role as a viable business center. The Main Street organization can coordinate an aggressive promotion and marketing campaign that includes a program of special events, retail promotions, image promotion and on-going public relations.

**Design** – *Enhancing the unique visual quality of downtown by addressing all design elements to create an appealing environment.*

Good design is essential to all aspects of downtown revitalization. The Main Street design philosophy is rooted in historic preservation and seeks to use and enhance those elements of quality design that remain in our communities. Neglect and misguided improvements may have taken a toll on the appearance of downtown, affecting its perceived economic potential. Renovated facades and creative merchandising displays, appropriate landscaping and public improvements are all part of downtown's long-lasting visual appeal and a well-functioning physical environment.





**Economic Restructuring** – *Strengthening downtown's existing economic assets and fulfilling its broadest market potential.*

In the twentieth century the retail environment changed profoundly. To become competitive, downtown must reposition itself. With a thorough understanding of today's market, downtown can develop strategies to enhance the competitiveness of existing merchants, recruit new businesses, create new anchors and convert unused space into new uses.

**The Importance of a Comprehensive Approach**

Real estate appraisal theory holds that, for a commodity to have value, it must have four elements: scarcity, purchasing power, desire (for the object) and utility. If a commodity has these qualities, it has value. These criteria do not exist in a vacuum, though; they are affected by social, political, economic and physical forces. Value, therefore, is not a fixed state – it fluctuates within the market.

If a downtown has lost value through declining sales (desire); market erosion (purchasing power); lack of maintenance, traffic and parking (utility); and the proliferation of other commercial centers (scarcity), it makes sense that, through the following steps, it can create an image of value again.

- Create better access, public improvements and building maintenance (design)

- Target the most appropriate markets for promoting the downtown and the goods and services it offers (promotion)

- Strengthen existing businesses while recruiting new one (economic restructuring)

- Bring together the groups necessary to make changes happen (organization)

- Capitalize on the unique historic assets that create a scarce commodity

The image created through the Main Street program's comprehensive approach reinforces a sense of scarcity (the historic area), desire (of people to shop and invest in the downtown) and utility (access, design of buildings and public improvements). Through a Main Street program, the downtown's image will again become one of worth and value in the marketplace – the essence of historic preservation and economic revitalization.





## **PHASES OF A MAIN STREET PROGRAM - Organizational Change & Transition**

Successful Main Street programs typically go through three distinct organizational phases. For some programs, the movement through the phases may be quicker, while others find it takes more time, especially if the downtown revitalization organization coordinating the Main Street effort is brand new. The hope is that all Main Street programs will reach and stay at the management level.

### **1. Catalyst or Start-Up Phase**

Marks the creation and early development of the local revitalization program. The organization builds collaborative partnerships; develops basic revitalization skills; and establishes a credible presence in the community. (*First to fourth year*)

### **2. Growth Phase**

Most of the major reinvestment needed in the historic commercial district takes place during this period. (*Third to eighth year*)

### **3. Management Phase**

An ongoing phase in which the organization constantly monitors the marketplace and helps the district make necessary economic adjustments; ensures that the district is well maintained; and continues to stimulate physical improvements and economic innovations. (*Sixth year to forever*)

Understanding the three phases of organizational development is critical to helping a Main Street program mature and tackle progressively more complex revitalization activities.

Main Street programs sometimes cycle back and repeat certain aspects of earlier organizational phases as they mature, as the marketplace changes, and as the program's staff and leadership change over time. Sometimes, however, Main Street revitalization programs repeat aspects of earlier cycles because they are not aware that the organization needs to change or because they find the symptoms of change disorienting or disturbing.





## **Catalyst (Start-Up) Phase**

### **Primary Tasks**

Learning the basic revitalization skills needed to rebuild or reshape the district's economy and attract new investment.

Building collaborative partnerships and a strong volunteer base.

Developing the organizational groundwork for the reinvestment that will follow.

Achieving some highly visible "victories" during the program's early days as a way to

signal that changes are taking place, while working diligently to discover economic opportunities for the district and make decisions about the best path to pursue.

### **Characteristics**

Enthusiasm, high hopes, and some skepticism.

Frequently marked by misconceptions about the commercial district's true problems and opportunities.

Since the new organization has no track record yet, its initial revenues have probably been raised through pledges.

The district's constituents are watching to see if the new organization lives up to their expectations.

### **What to Expect**

**WORK PLANS** - During the Catalyst Phase, work plans are usually basic, focusing on the immediate crises that led the community to adopt the Main Street approach and launch a revitalization program. The planning process becomes truly strategic only when the organization approaches or enters the growth phase and has a good understanding and a realistic assessment of its economic options.

**FUND-RAISING** - Because the organization is new and untried, fund-raising during the catalyst phase is usually short-term, based on initial pledges from local government, property and business owners, financial institutions, corporations, and private individuals. In essence, the program's leaders must convince people to take a chance and provide the initial funding support for the new program, enabling it to develop. Fund-raising based on an established track record and a perception that the organization is worthy of ongoing financial support generally does not occur until the Growth Phase.

### ***When is an organization on the verge of its first major transition?***

There are several major indicators that a Main Street program is ready to move from the Catalyst to the Growth Phase.

1. Design management system - The organization should have an established system for guiding design changes in the commercial district. The form this



design management system takes is less important than making sure that it works effectively for the community. The system might be regulatory in nature or it might be voluntary and driven by incentives, depending on community preferences and chosen methods of management.

2. Strategic thinking - The program's participants, particularly its leadership, should have begun to think and act strategically. Rather than focusing on the immediate problems that gave rise to the Main Street program, the organization must begin looking at ways to shape the commercial district's development over the course of the next decade or longer.
3. Organizational credibility - The Main Street program should have attained a reputation within the community as a credible, effective, and successful organization. Building sufficient trust is key to raising money for the next phases.
4. Good understanding of the district's economic role - The organization should have developed and be able to articulate a solid understanding of the district's economy and its economic opportunities. Must have knowledge of the district's strengths and weaknesses, the strengths and weaknesses of other commercial areas within the region, and market opportunities within the community and the region.

### ***What are the major stumbling blocks in transitioning from the Catalyst to the Growth Phase?***

The transition from the Catalyst to the Growth Phase is one of the most crucial and sometimes one of the most turbulent periods in a Main Street program's history. About 82 percent of all communities that launch full-fledged Main Street revitalization programs remain active and enjoy continued success. Of the 18 percent that fail, 90 percent fail at this transition point. These failures almost invariably result from one or more of the following mistakes.

Failure to forge a true public-private partnership.

Failure to work comprehensively in all areas of the four-point Main Street Approach.

Failure to grasp the interdisciplinary nature of the Main Street approach, thus duplicating activities already taking place in the community rather than serving as a conduit to focus existing resources on a revitalization agenda that reflects collaboration.

Tendency to focus activity exclusively on the commercial district, rather than examining the effect that all the economic, political, and cultural factors throughout the community have on the district.

Failure to hire full-time staff; and/or

Failure to make a long-term commitment to the revitalization process.



Many of these problems are connected, and all of them can be traced to a general failure to complete the four primary tasks of the Catalyst Phase that were described earlier.

### ***Other common mistakes made during the Catalyst Phase***

While these problems typically are not fatal, they should be addressed and avoided.

*Recruiting the wrong kinds of volunteers* – New revitalization organizations often try to attract the “power players” in the community to their boards of directors and key leadership positions. These people may lend the organization necessary credibility in its early days and can provide access to important programs, people and ideas, but they many not be able to make the ongoing time commitment needed in the program’s early days.

*Unrealistic expectations* – If the program is successful, its early victories are likely to be organizational or promotional, not economic, in nature. This is normal. A “young” program should not expect major changes in the economy of downtown.

*Beginning with large-scale physical improvements* – Instead, the revitalization process should begin with emphasis on strengthening the district’s existing businesses; expanding sales; and encouraging small-scale, low-cost, high-visibility physical improvements.

*Expecting the Main Street manager to raise funds for the program* – Fund-raising is the responsibility of the board of directors and the Organization Committee.

*One-way communication* – In many new Main Street organizations, the program’s committees diligently report their progress to the board of directors. However, communication about what is going on with the organization as a whole does not go back to the committees. As a result, volunteers may not understand Main Street’s interdisciplinary nature.

## **Growth Phase**

### **Primary Tasks**

Develop and implement a comprehensive economic development strategy for the commercial district that is based on a firm understanding of the region’s market opportunities and limitations.

Raise the capital required to complete major building rehabilitation and, if necessary, public improvement projects.

Identify and take steps to overcome the regulatory, financial, and perception barriers that prevent or deter full utilization of the commercial district’s buildings.



### **Characteristics**

Leaders of the Main Street program use the basic skills they learned and the partnerships they developed during the Catalyst Phase to begin tackling tougher problems.

Major reinvestment begins to take place.

- Facade improvements grow into more substantial rehabilitation projects
- Unused (or underused) upper floors become apartments, offices, or other small businesses
- New buildings are constructed on vacant lots.
- Surface parking lots turn into parking garages.

Along with the visionary risk-takers who started the program, the Main Street organization now needs seasoned volunteer leadership, people who possess the technical skills and expertise to provide the development financing, political access, and marketing direction necessary to stimulate major reinvestment in the commercial district.

### ***Indicators of transition from Growth to Management Phase***

Unlike the transition from the Catalyst to the Growth Phase, which is marked largely by the tangible skills the organization has learned and by the way it is perceived by the public, the shift from the Growth Phase to the Management Phase is marked by tangible benchmarks.

At least 70 percent of the buildings (both public and private) that needed major physical renovations at the beginning of the revitalization effort have been renovated.

The ground-floor vacancy rate ranges between 5 and 8 percent.

The upper-floor vacancy rate is less than 20 percent.

Public awareness of the commercial district's importance to the community and its quality of life is high.

The organization has made significant headway in overcoming the regulatory, financial, and perception barriers that have impeded full utilization of the district's commercial buildings.

### ***What are the stumbling blocks in transitioning from Growth to Management Phase?***

Some Main Street programs experience a sort of "identity crisis" as they approach transitioning to the Management Phase. The organization has usually made significant headway toward correcting the problems that initially led to the establishment of a Main Street program. Program leaders may no longer be sure what the group's mission should be or, even, whether it should continue.

At this point, it is important to remember that the revitalization and management of a traditional commercial district is an ongoing process. Just as sound management of any business or mall remains imperative after its startup, sound management of a



traditional commercial district is essential to its economic stability and continuing growth.

### **Management Phase**

During the Management Phase, the Main Street program organization is a very different sort of an organization than it was when the revitalization effort began. In many ways, a Main Street organization in this phase functions like a shopping mall management office.

#### **Primary Tasks**

The program sometimes serves as a contractor to the municipality, delivering or augmenting specific services such as maintenance, parking management, and security.

The program's staff often grows, with staff members assuming greater responsibility for management of the organization.

Program leaders sometimes redefine or better articulate the organization's mission to reflect the progress that has been made and the shift from revitalization to ongoing management of the district.

The commercial district is no longer perceived by the general public as being in economic distress or danger.

The district supports a broader range of uses than it did at the beginning of the revitalization process.

#### **Characteristics**

Businesses adapt to changes in the marketplace;

The district's physical infrastructure, both buildings and public spaces, is in good condition;

The district is as safe as possible;

The district's marketing strategy is on target and effective; and

Potential threats to the district's economic vitality are kept in check.

### **Staff and Volunteer Needs**

*Catalyst Phase* - The organization needs leaders with vision, creativity, connections, and political clout and professional staff who can communicate effectively and with enthusiasm and credibility.

*Growth Phase* - The program needs leaders who are experienced practitioners in their respective fields, professionals who can contribute the specialized skills and legwork to put together the projects developed during the Growth Phase and ensure that they are properly marketed and administered. Staff should be focused, well organized, and experienced in the management of mature programs or businesses, not just in the startup nuts-and-bolts of Main Street revitalization.



*Management Phase* - Program leaders must be capable of directing a mature organization and recognizing and responding to new trends, opportunities, and challenges. Staff should be seasoned management professionals thoroughly versed in the techniques of commercial district revitalization and management.

### **Budgeting and Fund-Raising**

*Catalyst Phase* - When a community launches a new Main Street revitalization effort, there is no local track record with which to convince potential funders to contribute to the program. In essence, the leaders of the new organization must raise funds on good faith, persuading individuals, organizations, businesses, agencies, and government to provide initial funding based on the dream of a revitalized commercial district.

*Growth Phase* - As the program approaches the transition to the Growth Phase and initial funding runs out, it must develop a fund-raising strategy based on its track record and on a clear plan for the future. Rather than just raising money to cover administrative costs, the organization should develop a budget that includes all program expenses (e.g., loan funds, financial incentives, lease options, infrastructure improvements, bond financing, etc.) and allocates administrative costs (e.g., salaries, benefits, overhead expenses, professional development, etc.) to specific goals based on estimates of staff time committed to each goal. Too many revitalization programs sell themselves short by budgeting only for administrative costs, rather than looking at the total amount of capital needed for a comprehensive effort.

Long-term financial sustainability for the program is critical. Options may include creating a downtown development authority or a business improvement district or using combinations of public and private financing mechanisms to fund the activities (e.g., dedication of fees or taxes, contracts with the city for the organization to provide certain services for the district, income from major special events, a dedicated base of members or investors, etc.). Revenue will be stable and come from a variety of sources.

*Management Phase* - The funding mechanisms developed during the Growth Phase typically will continue to finance the ongoing operations and activities of the district. However, if special needs arise, the downtown organization may need to go back to its stakeholders for funding. Stakeholders will expect the status quo to be maintained or improved upon and new challenges to be dealt with.

*Fundraising in this phase often is focused on special projects. By this time, the organization should have a good track record and statistics to back up the sales pitch.*



## **THREATS TO THE HEALTHY EVOLUTION OF AN ORGANIZATION**

No Main Street organization, nor any other nonprofit group for that matter, operates perfectly. A program can be deflected from its course in any number of ways.

Lack of strong leadership

The stranglehold, or "good ole boys" revisited

Committee-run organization versus an organization guided by a board of directors

Too much bureaucracy and planning without action

Unwillingness to raise funds

Failure to bring new talent and fresh faces to the program's board of directors

Major turnover of staff

Change of political climate

Taking on activities that are outside the organization's mission

## **CONCLUDING THOUGHTS**

Commercial district revitalization and management can take place—even in the most depressed economic conditions—if the organization is well balanced, well directed and committed to a program of work that is realistic, aggressive, and inspiring.

Organizations must pass through stages of growth and development in order to thrive. Similarly, they must expect to deal with crisis, probably on a regular basis. An organization that takes the time to clearly articulate its mission, spell out roles and tasks, assume financial responsibility for coordinating commercial district revitalization and management, and persevere throughout the inevitable transitions can—and will—succeed.

**Author: Kennedy Lawson Smith, Director of the National Trust for Historic Preservation's National Main Street Center**





## **MAIN STREET'S EIGHT GUIDING PRINCIPLES**

### **The Main Street Program is a Comprehensive Approach to Downtown Revitalization**

Unlike many downtown revitalization strategies that have been tried in the past, the Main Street Approach is comprehensive, addressing all the areas in which action must take place. Only one aspect of revitalization – design – has been addressed by most downtown program, such as those which covered entire block of downtown building facades with aluminum slipcovers, adopted false historic themes and applied them artificially to the fronts of buildings or demolished portions of the downtown in hopes of attracting a developer to build something new. Design improvements alone will not bring about meaningful changes; effective marketing, a strong organizational base and solid economic development strategies are all necessary to reverse the cycle of decay from which many downtown suffer and to sustain preservation activity.

### **The Main Street Approach Relies on Quality**

Downtown architecture tells the history of the community. Traditional commercial buildings reflect the pride past generations felt for their communities. These buildings embody quality in construction, craft and style that cannot be replicated today- and which no shopping center can really imitate. The quality inherent in a downtown's commercial architecture and in the services offered by its businesses make the downtown unique in the marketplace and give it many marketing advantages. The projects undertaken by the local Main Street program should reflect this high level of quality to reinforce the downtown's special characteristics.

### **The Main Street Program Requires Public-Private Partnerships to Make Meaningful Long-term Downtown Revitalization Possible**

To make a downtown revitalization program successful, both public and private entities must be involved, as neither can bring about change alone. Each sector has unique skills and particular areas in which it works most effectively; combining the talents of both groups brings together all the skills necessary for revitalization to occur in a unified program.

### **The Main Street Program Involves Changing Attitudes**

The economic changes experienced by downtown commercial areas in recent decades have made shoppers and investors skeptical about the downtown's ability to regain economic viability. Because of its physical decay, many people have forgotten how important the downtown's historic commercial buildings are to shaping the community's identity and explaining its unique history. Changing people's attitudes –





demonstrating that positive change is taking place downtown – is central to a successful downtown revitalization program.

### **The Main Street Program Focuses on Existing Assets**

Each community is unique, and each downtown has special characteristics that set it apart from all others. By creating a strong revitalization effort based on the downtown's unique heritage, each local Main Street program creates an organizational structure that builds on its own specific opportunities. In this way, the Main Street program is adaptable. Main Street must capitalize on the unique assets it already has – qualities such as distinctive buildings, neighborly shop owners, good service, and a human scale.

### **Main Street is a Self-Help Program**

Without the will to succeed and the desire to work hard to create change, no downtown revitalization program will succeed. Grant programs can help fund pieces of the work plan and consultants can provide guidance, but without local initiative, the Main Street approach will not work. In Colorado, as across the country, local initiative and resources are what power Main Street success. The assistance provided to communities through the CCRA Main Street program is valuable, however, long-term local commitment is what must sustain revitalization.

### **The Main Street Approach is Incremental**

Downtown commercial areas did not lose their economic strength overnight; it happened over a period of years, with a number of small declines gradually leading to a severe downward spiral. Improvement must be gradual, too. Cataclysmic changes, like those brought about by large-scale land clearance programs and massive infusions of funds to build pedestrian malls, have rarely created long-term downtown economic growth. There is no quick fix for Main Street. Success at planning and implementing basic, simple activities leads to a deeper understanding of the revitalization process, and these skills allow the community to tackle more complex problems and ambitious projects.

### **The Main Street Program is Implementation Oriented**

By identifying and prioritizing the major issues that downtown must confront, revitalization organizations can develop work programs that break down the large issues into smaller tasks. Then, by developing a strong network of volunteer support, Main Street programs can build organizational structures capable of achieving the quantifiable tasks mapped out in the work plans.



## Reasons for Local Government to be Involved in Downtown Revitalization

**JOBS:** Traditionally, downtown is the second or third largest employer in the community.

**PROPERTY OWNER:** The city is the keeper of public lands, buildings, streetscape, infrastructure. It is also their neighborhood; they have a major investment in downtown.

**PROTECTION OF NATURAL RESOURCES & ENERGY CONSERVATION:** 30% of solid waste in landfills is from demolition of old buildings; it takes 1 gallon of gasoline (equivalent) to manufacture 8 bricks. A typical 20' two-story storefront contains 52,800 bricks. It took 6,600 gallons of gasoline to manufacture those bricks; enough gasoline to keep a typical American car running for over 10 years.

**PUBLIC HEALTH & SAFETY:** A vacant & deteriorated downtown breeds crime.

**CITY DECISIONS:** The city's decisions on zoning, land use and other commercial sprawl affect and have impact on the health of downtown.

**PROPERTY TAXES:** The healthier downtown businesses are, the higher rents the building owners can collect resulting in higher property values and a higher tax base for the city. Downtown can and should pay its fair share of property taxes, which it cannot do if downtown is deteriorated and vacant.

**BIRTHPLACE OF YOUR COMMUNITY:** Big towns, small towns, all towns started downtown. It is the heart and soul of your community.

**RELATIONSHIP/LINK BETWEEN DOWNTOWN DEVELOPMENT & INDUSTRIAL DEVELOPMENT:** Industrial development prospects expect to tour downtown and assess for themselves your community's values with respect to maintaining and supporting a healthy central business district. If downtown is vacant and deteriorated, will they not question the community's respect for the industrial park in a few years?

**QUALITY OF LIFE FOR YOUR COMMUNITY:** Downtown was historically the cultural, educational, commercial, recreational and governmental center of your community. Residents expect these amenities to exist in your community to enhance their quality of life. Downtown can continue to be this quality of life center, if given the opportunity.

**PRIDE IN A HEALTHY, VIBRANT COMMUNITY:** Downtown is the living room of your community. It is the face you project to visitors, investors and to yourselves. The reputation of your community is based on the condition of your downtown.





## **MAIN STREET PROGRAM BENEFITS FOR SECTORS OF THE COMMUNITY**

### **City Government**

There are many businesses in the downtown area, and this number likely represents the largest employer in your community when these businesses are treated as one.

It is much easier to have an existing business expand than it is to recruit a new business. Your community has numerous buildings that offer business expansion opportunities.

Increased Tax Base

More Tourism

Increased Property Values

Increased Number of Jobs

Better Goals and Vision

Healthy Economy

Better Services

Positive Perception of Downtown and Community

Better Relations between City Hall and Private Sector Business

Increased Volunteer Base for City

Takes Political Heat, Develop Consensus for Political Requests (Avoid "Victimization")

Easier to Recruit Industries to a Community with Good Shopping in an Attractive Downtown

Impetus for Public Improvements and Certified Local Government Grant Dollars

Education Resource for City Leaders (Officials) on Planning and Economic Development

### **Service Business Owners**

Image Building/Improvement

New/Renewed/Repeated Exposure

Increases Variety of Services

Healthier Economy Generates New/More Businesses

Increased Competition Means More Aggressive Business Styles

Tapping Leakage

Increased Population, New Customers

Improved Image, Creates New Market, Pride





### **Financial Institutions**

Community Reinvestment Act (Federal Government Requirement)  
Potential for Loans, Deposits, and other Services (Bank Cards, Financial Services)  
Improved Image and Good Will  
Survival of Community Critical to Bank Success and Economic Stability  
Central Location More Cost Effective

### **County Government**

Good Public Relations for County  
Viable Downtown Increases Tax Base  
Ripple Effect- Revitalization May Spread  
Viable Downtown is a Draw for Industry and County-wide Area Businesses  
Common Partnership with City Hall  
County/Community Pride  
Heritage Preservation  
Alternative to a Redevelopment District  
Quality of Life Issues, Especially for Employees  
Helps with Parking Issues if the courthouse is located within downtown

### **Preservationists**

Main Street Reinforces Common Goal of Preservation  
Increased Coalition Building  
Increased Awareness and Credibility  
Education of Public and Group  
Improved Public Image  
Improved Economic Feasibility of Preservation

### **Utility Companies**

#### **Economic Reasons**

Additional Businesses  
Longer Business Hours  
More Employees  
Healthy Businesses Feel Freer to Increase Utility Usage  
Healthy Economy Causes Community to Grow

#### **Public Relations Reasons**

Overcomes "Bad Guy" Image  
Proof of New Products  
Quality in Main Street Public Improvements



### **Property Owners**

- Increased Occupancy Rates
- Rent Stability or Increase
- Increased Property Values
- Increased Stability
- Reduced Vandalism/Crime Deterrent
- Assistance with Tax Credits, Grants, Loan Programs, Design, and Co-op Maintenance
- Communication Medium with Other Property Owners
- Better Image
- New Uses, Especially on Upper Floors

### **Local Residents/Consumers**

- A downtown that becomes what the community wants instead of a downtown that it is formed by outside forces.
- Enhanced Marketplace (Better Shopping and the Benefits of Shopping Locally)
- Sense of Pride in Downtown
- Social/Cultural Activities
- Opportunities to Keep Kids in Town
- Sense of Hometown Community
- Historical Awareness (Preservation of Architecture and Human History)
- Tax Dollars Stay in the Community
- Opportunity to Participate/Volunteer
- Better Communication (Newsletter)
- Political Advocate
- Home Values Increase

# COLORADO MAIN STREET PROGRAM

## BENEFITS -

For Main Street Communities in good standing. Unless otherwise stated these benefits are for designated Main Street communities only.

DESCRIPTION	YR 1	YR 2	YR 3	YR 4+
<b>Main Street Public Announcement</b> - Takes place at the CPI annual SavingPlaces conference in February. Presentation of framed certificate.	X			
<b>Reconnaissance Visit</b> - One-day visit by up to five team members. Preliminary needs assessment, Interviews, Tour, Recap.	X			
<b>Use of Main Street Name</b> - As long as the program is in good standing with CCRA the community may use the name "Main Street".	X	X	X	X
<b>Board and Committing Training Visits</b> - (do not count as a technical assistance visit)- Vision, Mission, Goals, Roles & Responsibilities, Committee Training and Work Planning. Take place in the first year and as needed thereafter. Attendance requirements.	X	As Needed	As Needed	As Needed
<b>Technical Assistance:</b> One Day Workshop on any subject from list of TA subjects (or other). Technical Assistance does not include board, manager and committee training. Limit: one TA visit per year. Short application required. Attendance requirements.		X	X	X
<b>Historic Preservation Trng &amp; Design Assessment</b> - Required in order to receive design services. Generally 1/2 day training included in Design Committee training	X			
<b>Architectural Design Assistance</b> - Design assistance will not be available until: 1. A design assessment has been completed in the main street district and board, design committee and manager have received historic preservation training, and 2. The design committee has created a work plan that has been approved by the local main street board. Communities are eligible to receive three design schematics. For every one schematic that is implemented the program is eligible to receive one more, up to a maximum of twelve schematics every five years. If additional design schematics are desired, the Local Program pays the full cost.		X	X	X

**Managers' & Vol. Wkshps - Held 3 times per year in different Main Street communities**

for all managers and volunteers of all Main Street communities. Training is based on needs/issues identified by the managers. Generally 1.5 days. Attendance Requirements. May substitute attendance at CCRA conference for one Manager Workshop each year.

X X X X

**Main Street 101 - a statewide 3-day training held once a year. A Main Street community may send as many participants as are interested free of charge. Non-Main Street communities pay a registration fee.**

X X X X

**New Manager Orientation - held prior to MS 101 and, if necessary, at other times and locations.**

X X X X

**Main Street 202 - One-day advanced training held concurrent with Main Street 101. Open only to Main Street communities.**

X X X

**National Certification - All programs in years 2 and beyond are eligible for national certification and encouraged to strive to retain it. This is a threshold for national main streets conference scholarships and other perks such as the CashBack program.**

X X X

**Year-End Evaluation - A one-day visit to monitor progress and to assist in program planning for the upcoming year.**

X X X X

**CASHBACK PROGRAM - CCRA will provide a CashBack program under a separate agreement on a yearly basis for Local Programs that are in good standing for three consecutive years. In exchange for mentoring a start-up local program, serving on a year-end evaluation team, or making a presentation to an interested non-Main Street community, Local Program in good standing may receive up to \$600 toward their Main Street fess for the following year.**

X

**Materials**

- 1. 10 Bd Mmber Hndbks X
- 2. 1 set Com Hndbks X
- 3. Making MS Come Alive X
- 4. Revit. DT book X

**CCRA Lending Library - All materials, including slide shows and Power Points, are available for check out.**

X X X X



<b>Year-End Statewide Program Statistics</b> - CCRA compiles program statistics based on the monthly reports and distributes to local programs and media.	X	X	X	X
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<b>Publicity</b> - Ongoing coverage of local Main Street programs. Press releases. National Main Street News articles. CCRA newsletter coverage. Presentation opportunities at CCRA, CPI, and CML annual conferences and host opportunity for MS 101.	X	X	X	X
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<b>Phone and Email Consultation</b> - Available any time.				
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<b>Highway Signage (Future)</b>	X	X	X	X
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## SCHOLARSHIPS AND MEMBERSHIPS

<b>National Main Streets Conference</b> - Scholarships provided and attendance required.	2 plus up to \$300 a person travel reimb.	1 - No travel reimb.	0	0
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<b>National Main Street Center</b> - CCRA pays the membership fee for local Main Street programs in good standing.	X	X	X	X
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<b>CCRA Membership:</b> The Main Street organization is given a membership in CCRA	X	X	X	X
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<b>CCRA Annual Conference</b> - Scholarships Provided and Attendance Required.	2	2	2	1
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## LOCAL PROGRAM REQUIREMENTS -

to maintain local program in good standing.

<b>CCRA Membership:</b> City government must be a member of CCRA	X	X	X	X
<b>Monthly Reports</b> - Local program submits complete monthly reports and attachments by 15th of following month	X	X	X	X
<b>Annual Fee</b> - Local program remits yearly fees to CCRA by date specified in MOA.	X	X	X	X
<b>Required FT/PT Manager:</b> Requirement to be based on population and reviewed with new census. Under 5,000 pop.=paid manager 25 hrs per week. 5,000 pop and over = paid manager 40 hrs per week.	X	X	X	X
<b>Attendance Requirements</b> - The Attendance Requirements set forth in the MOA must be met for the local Main Street program to retain its Main Street designation. CCRA reserves the right to cancel scheduled visits if the attendance requirements can't be met.	X	X	X	X
<b>Main Street Four-Point Approach</b> - Local program follows the four-point approach of design, economic restructuring, organization and promotion.	X	X	X	X
<b>Maintains Broad-Based Public Support</b>	X	X	X	X
<b>Maintains Public and Private Sector Involvement</b>	X	X	X	X
<b>Prepares Mission Statement and Goals and Review Annually</b>	X	X	X	X
<b>Prepares Comprehensive Work Plan for each Four Committees and Updates Annually</b>	X	X	X	X
<b>Works to Preserve Historic Resources</b>	X	X	X	X
<b>Has a Board of Directors and Committees</b>	X	X	X	X
<b>Has an Adequate Operating Budget</b>	X	X	X	X
<b>Maintains Program of Ongoing Training for Staff and Volunteers</b>	X	X	X	X
<b>Concentrates Program Activities in Designated Main Street Target Area</b>	X	X	X	X
<b>Meets the Requirements set for in the Memorandum of Agreement</b>	X	X	X	X