

Attachment A



Policy on the Use of the Name "Main Street"

The National Trust for Historic Preservation owns the trademark for the phrase "Main Street"¹ as it applies to the revitalization of traditional and historic commercial districts. The Trust allows local, regional, state, and citywide organizations involved in the revitalization of these commercial districts to use the name "Main Street" to describe their programs, according to the following guidelines:

Local Main Street Programs' Use of "Main Street" Name

- Local non-profit or government-based Main Street programs may use the Main Street name if the Main Street revitalization methodology² is the fundamental organizational framework of the organization using the name "Main Street." In particular, the organization *must* work comprehensively in all four areas of the Main Street Four-Point ApproachTM, with historic preservation as a key principle and practice, have a volunteer governing board and volunteer committees corresponding to Main Street's Four Points, and have paid staff.
- Main Street coordinating programs³ have sole discretion in determining whether a community may claim to be part of that Main Street coordinating program, designating communities as such through a selection process. See *Enforcement*, below.
- A "self-initiated" or "independent" local program (defined as an organization that utilizes the Main Street Four-Point Approach but has not been selected to participate in a statewide or citywide Main Street program) *may not* use "Main Street" in its organizational name without the express written permission of the National Trust. The Trust may grant permission for the organization to use "Main Street" in its name if it is able to determine with confidence that the local organization works comprehensively in all four areas of the Main Street Four-Point ApproachTM, with historic preservation as a key principle and practice, has a volunteer governing board and volunteer committees corresponding to Main Street's Four Points, and has paid staff.
- While "self-initiated" or "independent" local programs *may not* use "Main Street" as part of their organizations' names without permission from the National Trust, they may state that they utilize or follow the Main Street Approach in their commercial district revitalization efforts. This claim is subject to the same rules of enforcement as using "Main Street" in the organization's name.
- Use of the name "Main Street" by a local revitalization program does not necessarily mean that the program is part of a state, city, or regional coordinating program or that it meets the 10 criteria necessary to be an accredited National Main Street Program.
- Statewide, citywide, and regional Main Street coordinating programs are responsible for determining which communities within their geographic jurisdiction meet the 10 criteria of the National Trust Main Street Center's National Accreditation for local Main Street programs.
- Purchase of National Trust Main Street Center Network Membership has no relevance or relationship with local Main Street program selection/designation, and does not convey permission for any organization to use the name "Main Street" or to call themselves such.

Coordinating Main Street Programs' Use of the Main Street Name

- The National Trust permits only officially recognized state, city, and regional Main Street coordinating programs to use the Main Street name to describe the organization.
- Statewide, citywide, and regional coordinating Main Street programs must meet national criteria established by the National Trust for Historic Preservation in order to use the name "Main Street."
- Use of the "Main Street" name by a coordinating Main Street program does not necessarily mean that the program meets the standards required for coordinating program accreditation.

Enforcement

The National Trust places tremendous value on the Main Street brand and vigorously protects its trademark rights. When informed of examples of misuse of the Main Street name, the Trust actively pursues a cessation of use of the name by the offending organization and is prepared, when required, to take the appropriate legal action to uphold the above standards and policies.

Statewide, citywide, and regional coordinating programs should alert the National Trust to any local organizations that use "Main Street" in their name but *do not* make the Main Street revitalization methodology the fundamental organizational framework of their programs. Statewide, citywide, and regional coordinating programs should also alert the National Trust to any local organizations that claim to follow the Main Street Approach but are not actually using any or all of Main Street's Four Points. The National Trust will contact these communities and ask that they discontinue use of the name "Main Street." Statewide, citywide, and other coordinating Main Street programs³ are permitted to deny local Main Street organizations the privilege of using the name "Main Street," if the local organization is an active participant in the coordinating program but has ceased to follow the guidelines established by the coordinating program. The coordinating program has the authority to request that the offending organization immediately cease use of the Main Street name, and the coordinating program may also determine the conditions under which the organization may be allowed to resume use of the Main Street name. The coordinating program does not have the authority to deny the use of the Main Street name to organizations outside its selected/designated participants. That responsibility rests solely with the National Trust, which will examine and act accordingly upon reported instances of misuse of the Main Street name.

Footnotes

1) This includes variations on the phrase "Main Street," such as "Mainstreet," "Main Streets" or "MainStreet."

2) Fundamental elements of the Main Street methodology include:

- working simultaneously and comprehensively in all four areas of the Main Street Four-Point Approach™ (Organization, Promotion, Design, and Economic Restructuring);
- using historic preservation as a key principle and practice in commercial district revitalization;
- having a broad-based volunteer governing board;
- having volunteer committees corresponding to Main Street's Four Points; and
- having paid staff whose job focuses exclusively on commercial district revitalization.

(3) A Main Street Coordinating Program is a government or non-profit organization that provides structured technical assistance and training to a group of local commercial district revitalization programs, which are usually selected through a competitive selection process. Statewide and citywide Main Street programs, and regional programs that focus on a specific multi-community area, e.g. a county, are all examples of coordinating Main Street programs.



Attachment B

Orlando Main Street Program National Main Street Accreditation Criteria for Recognition /Annual Evaluation

GOALS

The overall goals of the National Main Street accreditation program are:

- ◆ to *provide national, state and local visibility* to Main Street programs which understand and fully utilize the four-point Main Street approach and eight Main Street principles and which continue to evolve organizationally to meet new challenges;
- ◆ to provide *national standards for performance* for Main Street programs; and
- ◆ to provide *realistic goals and a tangible incentive* for local Main Street programs which do not yet meet the criteria for national recognition.

Recognition is **annual**. A community must re-qualify each year in order to maintain its status as an Accredited National Main Street Community.

The 10 criteria for recognition as an Accredited National Main Street Community are as follows:

1 . **Broad-based community support for the commercial district revitalization process, with strong support from both the public and private sectors.**

Background: At its best, a local Main Street program represents and involves a 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, as well; neither sector can revitalize the commercial district without the skills and vantage points of the other. Ideally, both sectors will participate in the revitalization process by providing funding, leadership, and ideas, and by encouraging collaboration between existing programs to assist the revitalization process. By actively involving a broad range of interests and perspectives in the revitalization process, the Main Street program leverages the community's collective skills and resources to maximum advantage. The overall goal is for a broad range of constituencies from both sectors to understand and be philosophically committed to the revitalization process and, to that end, to commit the maximum resources possible to achieve the goal of revitalizing the commercial district.

Guidelines: The Main Street organization should have the active participation of various stakeholders at the committee and board levels, including such constituents as:

- | | | |
|---------------------------------|---|---------------------------------------|
| ◆ local government | ◆ developers | ◆ historic preservation organizations |
| ◆ civic groups | ◆ transportation organizations | ◆ school groups and students |
| ◆ realtors | ◆ community development organizations | ◆ architects and building contractors |
| ◆ property owners | ◆ consumers | ◆ parking authorities |
| ◆ business owners | ◆ churches, temples, religious institutions | ◆ district/neighborhood residents |
| ◆ local industries | | ◆ regional planning groups |
| ◆ financial institutions | | |

- ◆ Participants should contribute financial, in-kind, and volunteer support for the revitalization program.
- ◆ Participants should also look for, and act on, opportunities to make connections between other programs with which they are involved and the Main Street revitalization effort so that, by doing their own work a little smarter, or in a better integrated way, other programs help further the revitalization process.
- ◆ 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.

2. Vision and mission statements relevant to community conditions and to the local Main Street program's organizational stage.

Background: A mission statement communicates the Main Street organization's sense of purpose and overall direction. A vision statement communicates the organization's long-term hopes and intentions for the commercial district.

Guidelines: Some revitalization programs begin with a vision statement; others develop a vision statement after several years of work. *At a minimum*, the Main Street organization should have a mission statement in place, reviewed annually (and updated, if appropriate). If the organization does not have a vision statement at the beginning of the revitalization process, it should develop one early on in the organization process.

3. Comprehensive Main Street Work Plan.

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

Guidelines:

- ◆ The work plan should contain a balance of activities in each of the four broad program areas that comprise the Main Street approach -- design, organization, promotion, and economic restructuring.
- ◆ The work plan should contain measurable objectives, including time lines, budgets, desired outcomes, and specific responsibilities.
- ◆ The work plan should be reviewed, and a new work plan developed, annually.
- ◆ Ideally, the full board and committees will be involved in developing the annual work plan. At a minimum, though, the full board should adopt/approve the annual work plan.
- ◆ The work plan should distribute work activities and tasks to a broad range of volunteers and program participants.

4. Historic Preservation Ethic:

Background. Historic preservation is central to the Main Street program's purpose. The historic buildings and public spaces of a traditional commercial district enrich civic life and add value -- on many levels -- to the community. Developing a historic preservation ethic is an ongoing process of education and discovery for a community and for a local Main Street program. Main Street programs which have embraced a strong historic preservation ethic are successful in saving, rehabilitating, and finding new uses for traditional commercial buildings and in intensifying the uses of the district's buildings, through both specific building improvement projects and through policy and regulatory changes which make it easier to develop property within the commercial district. Some Main Street programs purport to support preservation values, but do not fully understand that preservation is an *ethic*, not just an *activity or* group of activities. Historic

preservation involves not only the process of rehabilitating, restoring, or renovating older commercial buildings but also the process of adopting planning and land use policies which encourage full use of existing commercial centers before new development takes place, removing the regulatory and other barriers which sometimes make it difficult to attract investment to historic commercial districts.

Guidelines:-

- ◆ The program has, or is working towards putting in place, an active and effective design management program (which may include financial incentives, design assistance, regulatory relief, design review, education, and other forms of management).
- ◆ The program encourages appropriate building renovation, restoration and rehabilitation projects.
- ◆ The program works to find creative adaptive use, financing, and physical rehabilitation solutions for preserving old buildings.
- ◆ The program recognizes the importance of planning and land use policies which support the revitalization of existing commercial centers and works towards putting planning and land use policies in place which make it as easy (if not easier) to develop property within the commercial district as it is outside the commercial district. Similarly, it ensures that financing, technical assistance and other incentives are available to facilitate the process of attracting investment to the historic commercial district.
- ◆ The program builds public awareness for the commercial district's historic buildings and for good design.
- ◆ The program preserves more buildings than it demolishes.

5. Active Board of Directors and Committees.

Background. Main Street revitalization is an ongoing process of changing a community's attitudes about its traditional commercial district (or districts). The direct involvement of an active board of directors and committees is key to this process. *The Main Street manager is responsible for facilitating the work of volunteers, not for single-handedly revitalizing the commercial district.* In some areas, and in districts of some sizes, local Main Street programs have been launched by or have merged with other organizations that have a broader agenda (such as a chamber of commerce or a community development corporation). A local Main Street program in one of these circumstances has a better chance of long-term success if it maintains focus on its particular purpose and if its mission statement, work plan, budget, and governing body remain distinct from that of the larger organization in which it is contained.

Guidelines:

- ◆ The board is a *working* board, not "figureheads."
- ◆ Committees actively develop and implement the program's annual work plan.
- ◆ The Main Street program has a dedicated governing body and its own rules of operation or bylaws, even if the Main Street program is a part of a larger organization.
- ◆ The program provides ongoing training for board and committee members.

6. Adequate operating budget.

Background. In order to be successful, a local 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 (in its early years, it may need less money than in its growth years). Also, program budgets are likely to vary according to regional economic differences and community size.

Guidelines:

- ◆ The 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 commercial district.
- ◆ The 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 dollar amount that is "adequate" for a program budget may vary from region to region, depending on local costs of living, and may be different for small-town, mid-size, and urban Main Street programs.

7. Paid, professional program manager.

Background. Coordinating a successful Main Street program requires a trained, professional staff person. While Main Street managers come from a broad range of academic and professional backgrounds, the most successful program managers are those who are good communicators; who can motivate volunteers; and who have good project management skills, being able to keep the revitalization program's many activities moving forward on schedule and within budget. In most instances, the Main Street program manager's position is full-time (generally 40+ hours per week). In small towns without the resources to hire a full-time program manager, a part-time manager is usually acceptable (generally 25+ hours per week).

Guidelines:

- ◆ The Main Street program manager should be paid a salary consistent with those of other community development professionals within the city, state or region in which the program operates.
- ◆ The minimum amount of time the Main Street program manager works each week should be consistent with comparable Main Street programs in the city, state or region.
- ◆ The program manager should be adequately trained -- and should continue learning about revitalization techniques and about issues affecting traditional commercial districts.

8. Program of ongoing training for staff and volunteers.

Background. In order to meet new challenges and ensure a strong organization, Main Street program participants need ongoing training. Participants -- both staff and volunteers -- need different skills in different phases of the revitalization process; for that reason, the skills a program's participants learn in the program's *catalyst phase* are rarely adequate for the *growth or management phases*. As staff and volunteer turnover occurs, new staff members and new volunteers will need basic Main Street training. And, all program participants should stay current on issues that affect traditional commercial districts and on new revitalization techniques and models.

Guidelines: The local Main Street program develops local leadership capacity through such mechanisms as:

- ◆ taking advantage of citywide, state, regional and national training opportunities;
- ◆ making reference and training materials available locally -- and using them; and
- ◆ providing/conducting training when appropriate, including annual Main Street 101 training, annual orientation for board members, and annual committee training.

9. Reporting of key statistics.

Background. Tracking statistics -- reinvestment, job and business creation, and so on -- provides a tangible measurement of the local Main Street program's progress and is crucial to garnering

financial and programmatic support for the revitalization effort. Statistics must be collected on a regular, ongoing basis.

Guidelines:

- ◆ The program submits regular reports (either monthly or quarterly, as specified by the statewide or citywide Main Street program).

BASELINE DATA SHOULD INCLUDE:

- ◆ Net and gross new jobs
- ◆ Jobs retained (*annual measurement*)
- ◆ Net and gross new businesses
- ◆ Business retained (*annual measurement*)
- ◆ Number of building rehabilitation and new construction projects, and \$\$ invested
 - specify if rehabilitation tax credit is used
- ◆ Number of public improvements projects, and \$\$ invested Number of building rehabilitation projects
- ◆ Number of new housing units created
 - specify if low-income housing tax credit is used
- ◆ Number and value of property transactions
- ◆ Overall assessed value of property within the district (*annual measurement*)
- ◆ Commercial rents, per square foot (*annual measurement*)

10. **Current member of the National Main Street Network.**

Background. Participation in Orlando Main Street, Inc. and the National Main Street Network connects local programs to their counterparts throughout the state and nation, providing them with valuable information resources.

Guideline:

- ◆ Current standard-level membership in Orlando Main Street, Inc. and the National Main Street Network.

*** Districts which achieve Orlando Main Street / National Main Street Community status will:**

- ◆ Be noted in the the *National Main Street Network Directory*,
- ◆ Be recognized at the annual National Main Streets Conference,
- ◆ Receive two original copies of a certificate acknowledging their status, and
- ◆ Be promoted in press releases and other appropriate media activities.

**National Main Street Accreditation
Attachment C
EVALUATION FORM**

To be completed by the City Coordinating Program

District: _____

- ☐ 1. Broad-based public and private sector support for the revitalization process
- ☐ 2. Vision and mission statements
- ☐ 3. Comprehensive Main Street work plan
- ☐ 4. Historic preservation ethic
- ☐ 5. Active board of directors and committees
- ☐ 6. Adequate operating budget
- ☐ 7. Paid, professional program manager
- ☐ 8. Program of ongoing training for staff and volunteers
- ☐ 9. Reporting of key statistics
- ☐ 10. Current member of the National Main Street Network

**This district: ☐ meets ☐ does not meet
the criteria for accreditation as a National Main Street.**

Signature of Evaluator

Date

Signature of City Coordinator

Date



Quarterly Report Deadlines Exhibit D

1 st Quarter	January 31 st
2 nd Quarter	April 30 th
3 rd Quarter	July 31 st
4 th Quarter	October 30 th