

RESOLUTION 2010-55

**A RESOLUTION ACKNOWLEDGING THE LETTER OF AGREEMENT BETWEEN THE TENNESSEE
MAIN STREET PROGRAM AND THE DOWNTOWN FRANKLIN ASSOCIATION**

WHEREAS, the Tennessee Main Street Program is a program of the Tennessee Department of Economic and Community Development which provides assistance to communities in revitalizing their downtown and central business districts; and

WHEREAS, since its founding in 1984, the Downtown Franklin Association has spear-headed the revitalization of Franklin's historic downtown according to the four-point program of the National Main Street Center of the National Trust for Historic Preservation; and

WHEREAS, by Letter of Agreement, the Tennessee Main Street Program agrees to provide certain assistance to the Downtown Franklin Association in its endeavors; and

WHEREAS, the City has been requested by the Tennessee Main Street Program to acknowledge this Letter of Agreement.

**NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY
OF FRANKLIN, TENNESSEE THAT:**

The City of Franklin hereby acknowledges the Letter of Agreement between the Tennessee Main Street Program and the Downtown Franklin Association. Further, the City of Franklin understands that it is not a party to the Letter Agreement and therefore has no duties or responsibilities as a result of the Letter Agreement.

Approved this ____ day of _____, 20__.

ATTEST:

CITY OF FRANKLIN, TENNESSEE

BY: _____

BY: _____

ERIC S. STUCKEY

JOHN C. SCHROER

City Administrator /Recorder

Mayor



Letter of Agreement

Tennessee Main Street Program Tennessee Department of Economic & Community Development

This letter of agreement is entered into by the Tennessee Main Street Program, a program of the Tennessee Department of Economic and Community Development and the local Main Street Organization, Downtown Franklin Association

This letter of agreement illustrates the participation of the local community and its program as a designated Tennessee Main Street Program and participant in the National Main Street Network. The designation allows the local program to participate in the activities of the Tennessee Main Street Program; logo/branding; and the annual Main Street Accreditation Program.

The Tennessee Main Street program represented by the State Program Manager and representatives of Department of Economic and Community Development will provide assistance to the following organization.

Local Main Street Organization Downtown Franklin Association / Heritage Foundation
Address P.O. Box 807, 510 Columbia Ave
City, State and Zip Code Franklin TN 37064
Contact email address nwilliams@historicfranklin.com
Telephone 615-591-8500 x17 **FAX** 615-591-8502
Non-profit status 501c3 **FEIN Number** 23-7042596

Board of Directors:

President John Marshall **term exp.** _____
Vice President J. Edred Cline **term. exp** 5-20-2011
Secretary _____ **term. exp** _____
Treasurer [Signature] **term. exp** 5/20/11
Executive Director [Signature] **hire date** _____

The local Main Street Organization, names above agrees to comply with the following policies and procedures set forth by the Tennessee Main Street Program as stated below:

- A. Submit an annual report to the Tennessee Main Street Program based on the National Main Street Program **Standards of Performance for Recognition** (Attachment I) The report notebook will be submitted by the local organization and reviewed by Tennessee Main Street Program/TECD staff annually.
- B. Maintain a professional staff for the local Main Street Organization. In the event the local Main Street Organization manager (director/executive director) position is vacated during the term of this agreement, the local program agree to fill the position within a reasonable time with a person meeting the qualifications for professional staff. Tennessee Main Street Program reserves the right to suspend or cancel Main Street certification/designation if the position is vacated for more than four (4) months. Upon replacing a director, the local program will be required to send the new Main Street manager (director/executive director) to a new Manager Trainings offered in conjunction with the Quarterly Managers' meetings.
- C. All technical assistance beyond the first year must be made by written request from either the local Main Street organization's manager and/or president/chair.
- D. The local Main Street organization (manager and /or Board members agree to attend at least three of the Quarterly Managers' Meetings and/or Conferences (Tennessee ECD Governor's Conference; National Main Street Conference; National Trust for Historic Preservation Conference; Tennessee Preservation Trust Annual Conference/Main Street Summit) during the calendar year. The events will be listed in the annual Tennessee Main Street Calendar of Events.
- E. Tennessee Main Street Program Local Main Street Organizations are allowed to use the Tennessee Main Street Program street signage and logo as stated in the Agreement of Usage. When local Main Street Organization is no longer certified/designated all usage of the words Main StreetTM must not be used by the community.
- F. The local Main Street organization agrees to acknowledge Tennessee Main Street Program assistance in projects when applicable, in an appropriate method (i.e. publications the media, etc).

Should the local Main Street Organization be unwilling or unable to meet the terms of this agreement, the Tennessee Main Street Program will limit and/or conclude the Project.

Tennessee Main Street Program agrees to provide the following assistance to the certified Tennessee Main Street Local Organization:

- A. Site Visit/Meeting-review of Tennessee Main Street Application; answer any immediate questions from the newly selected local Main Street Organization board of directors and staff.
- B. Board Meeting-training "What are the Next Steps" after being accepted into the Tennessee Main Street Program.
- C. Provide advice and guidance to the local Main Street Organization's local manager or Board President including unlimited telephone and email consultation.

- D. Annual schedule of training opportunities for the local Main Street Organization to further understanding as related to the "4 Points for Revitalization"
- E. Offer New Manager Training and Manager Quarterly Meetings to be held in all grand divisions for local Main Street Organization (open to staff and board members).
- F. Facilitate on-going media coverage of the Tennessee Main Street Program.
- G. Collect and publish economic development statistics annually statewide.
- H. Make on-site visits as needed, to monitor local programs and advise local Main Street Organization's staff, committees, and board members.
- I. Assist the local Main Street Organization in promoting the local, state and national program when necessary through public presentations, and community meetings-as time permits.

If a local Main Street Organization fails to comply with the provisions of the annual letter of Agreement, the Tennessee Main Street Program Manager may choose to send that program a written Initial warning. At this time, the local program will be put on a probationary status and ineligible for any grant funds from Tennessee Main Street Program. The letter will identify the area of the violations and provide guidance on how to correct the problem. The local Main Street Organization will be reevaluated by the Tennessee Main Street Program within 90 days. If the local Main Street Program fails to make corrections, the letter of Agreement with the local program will be terminated and the program will be removed from the Tennessee Main Street Program. After the local Main Street Program is letter of agreement is terminated, the community must reapply through application for Tennessee Main Street Program during the next application cycle.

If a local Main Street Organization is presently in the state program and is currently not meeting the items in the agreement, the Tennessee Main Street Program Manager may postpone signing that program's letter of Agreement until the program meet the items in the letter within a reasonable amount of time.

Local Main Street Organization
Board President/Chair

Date/term expiration date

Local Main Street Organization
Manager/Director

Date

Elected Official/City Mayor

Date

City Administrator/Manager

Date

Tennessee Main Street Program

Date

acknowledged
By:

acknowledged
By:

Background on the *National Main Street Accreditation Program*

What is the *National Main Street Accreditation* program?

The *National Main Street Accreditation* process evaluates established commercial district revitalization programs on the basis of ten basic performance standards, and provides national recognition to those that meet these standards. The ten performance standards provide benchmarks and guidelines on how the organization should be functioning and an incentive to organizations to perform better and be more effective.

Goals

The goals of the *National Main Street Accreditation* program is to provide standards of performance for *established* Main Street organizations and recognize those that meet those standards. Overall goals are:

- < to provide *national 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.

A Tool for Main Street Programs

These ten performance standards are important for Main Street organizations, as they provide a benchmark and guidelines on how the organization should be functioning. They are also meant to provide an incentive to organizations to challenge them to perform better and be more effective.

Benefits of National Main Street Program Recognition

The benefits of being recognized as an *Nationally Accredited Main Street Program* are meant to reward organizations and provide attention within their community. Designees receive a certificate, and a special press release to be used locally to promote their designation. Those that attend National Main Streets Conference from the community receive a special ribbon for their name badge. Nationally Accredited Main Street Programs are also listed on the National Trust Main Street Center's website. However, the ultimate benefit is a much stronger and better functioning organization.

Timeframe

This designation is annual, and evaluation is based upon the organization's current activities and structure, as well as performance during the past year. Organizations must be re-evaluated each year. Those organizations that do not submit the application by the deadline will have to wait for the next year application cycle. Applicants will be notified within 30 days of their status, and those attending National Main Streets Conference will receive a special ribbon in their registration packet.

NATIONAL MAIN STREET PROGRAM
STANDARDS OF PERFORMANCE FOR RECOGNITION

Guidelines for National Program Evaluation

1. Has 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 a wide cross section of the community at the committee and board levels, including such constituents as:
 - local government
 - regional planning groups
 - realtors
 - property owners
 - business owners
 - local industries
 - financial institutions
 - transportation authorities
 - developers
 - civic groups
 - community development organizations
 - consumers
 - churches, temples, religious institutions
 - historic preservation organizations
 - school groups and students
 - architects and building contractors
 - parking authorities
 - district/neighborhood residents
- ☐ 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.
- ☐ The downtown revitalization program has broad-based philosophical support from the community.
- ☐ Municipal government demonstrates a philosophical commitment to downtown revitalization.

2. Has developed 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. Both should be developed with broad participation by the board, committees, program volunteers and community input.

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 prior to the organization's transition from the *catalyst phase* to the *growth phase*.

- ☐ The organization has an appropriate written mission statement.
- ☐ The mission statement is reviewed on an annual basis and updated as appropriate.
- ☐ The organization has an appropriate written vision statement.

3. Has a 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.
- ☐ There has been significant progress in each of the four points based on the work plan submitted last year.

4. Possesses an 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 has, or is working toward 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.
- ☐ When faced with a potential demolition or substantial structural alteration of a significant, historic, or traditional building in the Main Street district, the program actively works to prevent the demolition or alteration, including working with appropriate partners at the state, local, or national level to attempt to stay or alter the proposed activity; developing alternative strategies for the property's(ies') use; and/or educating local leaders about the importance of retaining existing buildings and maintaining their architectural integrity.
- ☐ 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.

5. Has an 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(s). The direct involvement of an active board of directors and committees is key to this process. *The Main Street director is responsible for facilitating the work of volunteers, not for single-handedly revitalizing the commercial district.* In some areas, and in communities of some sizes, local Main Street programs have been launched by or have merged with other organizations which 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, functional board that understands its roles and responsibilities and is willing to put forth the effort to make the program succeed.
- ☐ Committee members assume responsibility for the implementation of the work plan.
- ☐ The program has a dedicated governing body, its own rules of operation, its own budget, and its own bylaws, and is empowered to carry out Main Street's mission, even if the Main Street program is a part of a larger organization.
- ☐ The board has well-managed, regular monthly meetings, with an advance agenda and regular distribution of minutes.
- ☐ Committees have regularly scheduled monthly meetings with an advance agenda that addresses the committee work plan.

6. Has an 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. General guidelines for *minimum* operating budgets are:
 - *small town programs*: \$30,000+ annually
 - *mid-size community programs*: \$45,000+ annually
 - *urban neighborhood programs*: \$80,000+ annually
- ☐ Revenue sources are varied and broad-based, including appropriate support from municipal government.
- ☐ There is a strategy in place to help maintain stable funding.
- ☐ There is a process in place for financial oversight and management.
- ☐ Regular monthly financial reports are made by the treasurer to the board.

7. Has a paid, professional executive director.

Background: Coordinating a successful Main Street program requires a trained, professional staff person. While Main Street directors come from a broad range of academic and professional backgrounds, the most successful executive directors 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 executive director's position is full-time (generally 40+ hours per week). In small towns without the resources to hire a full-time executive director, a part-time director is usually acceptable (generally 20+ hours per week).

Guidelines:

- ☐ The Main Street executive director 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 executive director works each week should be consistent with comparable Main Street programs in the city, state or region.
- ☐ The executive director should be adequately trained -- and should continue learning about revitalization techniques and about issues affecting traditional commercial districts.
- ☐ The executive director has a written job description that correlates with the roles and responsibilities of a Main Street director.
- ☐ There is a formal system in place for evaluating the performance of the executive director on an annual basis.
- ☐ Adequate staff management policies and procedures are in place.

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. Reports 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 collects and tallies statistics related to the revitalization movement, using the baseline criteria listed below. It should keep this data from year to year, providing an economic record of the program's impact over the course of its history. This information is distributed regularly to constituents and in the annual report.

Baseline Data Should Include:

Community Population:	
Net of all gains and losses in jobs:	
Net of all gains and losses in new businesses:	
Number of building rehabilitation projects:	
Number of public improvement projects:	
Number of new construction projects:	
Number of housing units created: <i>upper floor or other</i>	
\$ Value of <i>Private investment</i> spent in above projects: <i>i.e., individuals or private sources of \$ spent on blg. rehabs, public improvements, or new construction.</i>	\$
\$ Value of <i>Public investment</i> spent in above projects: <i>i.e., city, county, state or federal \$ spent on blg. rehabs, public improvements, or new construction.</i>	\$
\$ Value Total of all Investment <i>add public and private investment</i>	\$
Ground-floor vacancy rate when your program started	
Ground-floor vacancy rate now	
Rental rate per square foot when program started	\$
Rental rate per square foot now	\$
Your program's annual operating budget	\$

Volunteer hours

10. Current member of the National Trust's National Main Street Network membership program:

Background: Participation in the National Main Street Network membership program connects local programs to their counterparts throughout the nation, providing them with valuable information resources.

Guideline:

- ☐ The program is a current member of the National Trust's National Main Street Network Membership program.