



**Emerging, Start-Up, Partnership, Sustaining and  
State Certified MainStreet Communities  
Eligibility, Performance Standards  
Technical Assistance, Resources, Services  
Calendar Years 2014-2016**

## **EXECUTIVE SUMMARY**

To be an affiliate local MainStreet Program your community must be willing to make a long-term sustained investment into your historic commercial district to support economic revitalization. There are no self-sustaining programs in MainStreet; instead public and private funds and resources are partnered to support economic development, place-based strategies within the MainStreet District.

New Mexico MainStreet (NMMS) is a designated “State Coordinating Program” of the National Main Street Center, Inc. (NMSC). The New Mexico Economic Development Department (EDD) is annually licensed and accredited by NMSC to administer and manage the Main Street Center’s registered trademark revitalization program in New Mexico providing services resources and technical assistance to help implement the *Main Street Four-Point Approach*® to local affiliates. NMMS fosters community economic development by supporting local MainStreet districts and neighborhood business district revitalization programs, projects and activities. NMMS provides community economic development support to local New Mexico MainStreet non-profit organizations, municipalities, counties and tribal governments, to enhance economic vitality through local assets, businesses, culture and heritage. NMMS support is provided to village plazas, courthouse squares, and to traditional and historic town centers, neighborhood commercial districts, historic commercial corridors and downtowns of the participating community.

Organizations not maintaining the *MainStreet Four-Point Approach*® as their core principles and strategy for commercial district revitalization are not eligible to be a MainStreet Project. Local organizations are affiliated to the National Main Street Center, Inc. through NMMS as an official MainStreet project. A biennial Memorandum of Understanding (MOU) is required of each local MainStreet affiliate, by the New Mexico Economic Development Department. Main Street is an economic development partnership program between the local MainStreet organization, the municipality, county or tribal government and the New Mexico MainStreet program of the Economic Development Department. The services below will not be provided until all parties execute the MOU and a local government resolution of support is received.

The first stage of entering the MainStreet Program is being designated an “Emerging Community.” The Application to become an Emerging Community clearly delineates the benchmarks and expectations of the community to be able to graduate into a “Start-Up” MainStreet Program.

The Emerging Community Application and accompanying municipal resolution of support serves as a Letter of Agreement (LOA) until the community is designated a Start-Up MainStreet Program. At that time a Biennial MOU is executed with the Economic Development Department, the MainStreet organization and the partnering governmental entity along with resolutions of financial support and agreements to continue the MainStreet revitalization program. Every two years thereafter a new biennial MOU with resolutions of support will be executed to continue the community economic development partnership.

New Mexico MainStreet is delegated by state statute (-3-60B-1 to 3-60B-4 NMSA 1978 as amended in 2013) and through the Economic Development Department to assist communities in building capacity in community economic development. NMMS creates jobs, supports commercial property owners, grows businesses, and encourages entrepreneur support and development, all of which benefits the local economy and raises the quality of life for residents. The New Mexico MainStreet Program was launched and accepted its first affiliates in 1984. New Mexico MainStreet is responsible for coordinating and orchestrating resources, services, and professional technical assistance to its affiliates through the following programs and initiatives. More specific details of those services and resources, including documents and support materials may be found on the NMMS web site: [www.nmmainstreet.org](http://www.nmmainstreet.org).

#### **NEW MEXICO MAINSTREET MISSION STATEMENT**

*The New Mexico MainStreet Program fosters economic development in the state by supporting local MainStreet revitalization organizations and their work in downtowns and the adjacent neighborhoods. The Program provides resources, education, training and services that preserve and enhance the built environment, local historic culture and heritage and stimulate the economic vitality of each participating community.*

*Adopted March 10, 2006*

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## INTRODUCTION

During an announced period of enrollment, the Economic Development Department's MainStreet Program will accept applications from community stakeholders that wish to develop a local Emerging Community Program. This requires forming a local organization to implement the *MainStreet Four-Point Approach*®. Communities successfully completing the application and review process, and that are awarded the designation as an Emerging Community, will be eligible for New Mexico MainStreet services, professional/technical assistance and resources as outlined below.

This 2014 application serves as an initial self-assessment by the community stakeholders of their proposed downtown revitalization district. The application will be reviewed and ranked based on the answers to the questions for the community's "readiness" to invest in a local MainStreet program. The self-assessment will assist reviewers in assessing the community's roles and responsibilities in implementing the *MainStreet Four-Point Approach*® for downtown revitalization. Finally, the assessment is intended to serve as the initial road map for the first stage of developing the Emerging Community.

## 1. APPLICATION AND SELECTION PROCESS

There are only two openings for new communities this year, 2014. If the legislature appropriates additional operational funds to the Department for MainStreet, a new round of applications will occur in the following year.

### **Pre-Application Workshops:**

Three publicly announced workshops will be held in Tularosa July 22, Aztec July 24, and Santa Fe July 31, to introduce interested community stakeholders to the Main Street Four-Point Approach,® and to the application process. Those attending one of these workshops will receive *bonus points in the ranking* of community readiness by the review team.

### **Request for Application:**

The Application will be released in July 2014 and posted on the NMMS and Department's web site (<http://www.gonm.biz>).

### **MainStreet Summer Network Leadership Meeting:**

The MainStreet Executive Directors and other leaders from the 27 existing MainStreet communities gather four times a year for training, capacity building, peer networking and skill development. Attendance is required of all MainStreet communities. If you have not yet attended a recent quarterly MainStreet Network Leadership meeting it is highly recommended that stakeholders from the applicant community attend the upcoming

**Summer Network Leadership Meeting in T or C, August 6-8**, to learn more about the work of MainStreet in local program affiliates and to begin building important relationships with the other leaders statewide. *Bonus points will be added in the ranking process of applicant communities in attendance.*

### **Submission of Applications:**

**The Application is due to the Economic Development Department on September 29, 2014 no later than 2pm.** *It is highly recommended to either hand deliver or send by registered post to ensure delivery. The Department will not take responsibility for lost or late applications.*

### **Application Review and Assessment:**

A review committee of MainStreet professional staff representing each of the MainStreet Four-Points will select semi-finalist candidates.

The semi-finalists will be contacted by NMMS staff to arrange a **“readiness,” on site, one-day visit to the candidate community in October.**

The readiness team will:

- Evaluate support by the community, property and business owners within the proposed district, support from partnering organizations (chambers, civic and religious organizations, schools and other stakeholders) elected leadership, other city officials.
- Explore the physical attributes, character and assets of the proposed district.
- Meet with the group, which drafted the application to hear an oral presentation and review their intent and commitment to the MainStreet Four-Point Approach.

*The candidate community is responsible for setting up meetings and tours for the review team.*

### **Selection of Emerging Communities**

After visiting all of the finalist communities, the MainStreet review team will make its recommendations to the Cabinet Secretary for designation of two Emerging Communities. **The Department will make an official announcement of selections in November of 2014.**

## 2. BUILDING A CASE FOR EMERGING COMMUNITY DESIGNATION

You need to **develop a stakeholder group for your proposed district** to fill out the application. A group of 5 to 7 representatives from your downtown commercial district is sufficient. A stakeholder would be property and/or business owners from within the proposed district, civic and community leaders, or public officials. Members of this stakeholder group often become the initial steering committee if the applicant is selected to be designated an Emerging Community.

Members of the stakeholder group should **attend one of the Four-Point Orientation Sessions**: July 22 – Tularosa, July 24 – Aztec, July 31 – Santa Fe. (More information and registration is posted on the MainStreet website, <http://www.nmmainstreet.org>).

**MainStreet professional staff members are available to your stakeholder group** throughout the process to answer questions and provide guidance with your application

After the Pre-Application workshops in July, **meet with business and property owners and discuss the benefits** of becoming a designated Emerging Community and working together to revitalize the district economy.

**Educate your elected officials on the benefits of MainStreet, and their role in this public/private economic development partnership.** They will need to be a party to the application and adopt a municipal resolution supporting the application for designation as an Emerging Community.

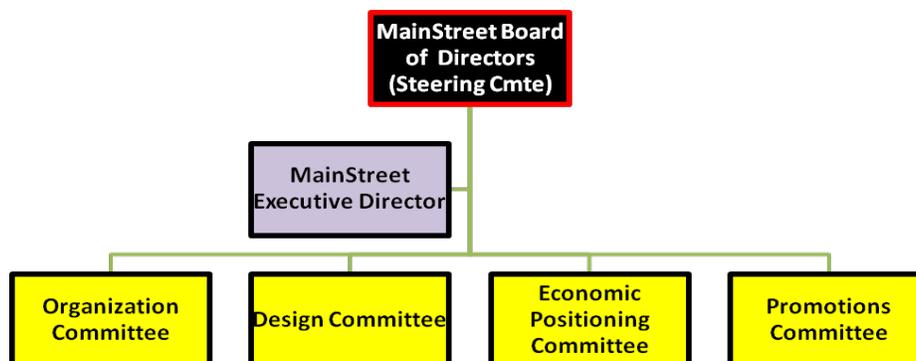
### 3. OVERVIEW OF THE MAIN STREET FOUR-POINT APPROACH®

The Main Street Four-Point Approach® is a community-driven revitalization strategy for historic downtowns and traditional neighborhood commercial districts. Initiated in 1980 by the National Trust for Historic Preservation, Main Street provides a framework for communities to address the full range of today’s business issues and economic revitalization challenges. This Four-Point framework encourages community self-help work in the following areas:

- **Organization** – creation of a well-managed, sustainable non-profit organization with staff and volunteers that operate the Main Street program locally;
- **Promotion** – promoting the Main Street district through special events, business promotions, and overall image development;
- **Design** – improving the downtown’s physical environment through historic preservation, building renovations, and improvements to façades, public spaces, amenities, and infrastructure;
- **Economic Positioning** – economic development of the Main Street district, including identification of potential market opportunities, business retention, business recruitment, creation of financial assistance tools, and property development.

To implement Main Street, communities create a non-profit organization specifically for this purpose. The organization must include financial commitments from public and private sector partners, attract volunteers, and include downtown interests and representatives from throughout the community.

The local Main Street non-profit organization is governed by a board of directors and supported by paid, professional staff (at minimum, a paid 30-hour per week Executive Director). It coordinates volunteers who implement projects and activities through task groups or committees that correspond to each of Main Street’s Four-Points and is typically structured like this:



The MainStreet organization must be staffed with a full-time paid Executive Director in order to be Nationally Accredited. The Executive Director is ideally a skilled professional in community economic development. They support the work of the board and its volunteers.

Local government must support downtown revitalization and the Main Street Approach both philosophically and financially. The private sector must also embrace the Main Street Approach and give ideas, time, expertise, and resources to make a downtown revitalization program successful. MainStreet is a public-private economic development partnership program engaging the municipality, the local downtown stakeholder group organized as a non-profit board, downtown businesses, and the New Mexico MainStreet Program (NMMS) of the Economic Development Department (EDD).

The municipality contracts with the local MainStreet organization to do economic development work within the Main Street District. By initially utilizing the **Local Economic Development Act** (LEDA) through its Metropolitan Development section, the municipality is able to annually assist in the finance of the operations of the local MainStreet organization through a services contract.

Additionally, some MainStreet organizations receive financial assistance through a portion of funding from **Lodgers Taxes** dedicated to community events in the MainStreet District. The MainStreet district benefits from the adoption of a **Metropolitan Redevelopment Area** (MRA) and its companion finance vehicle a **Tax Increment Finance District (TIF)** or a **Tax Increment Development District (TIDD)**, which assists the municipality in coordination with the MainStreet organization in the implementation of re-development, infrastructure and capital improvement projects within the district. For substantially economically healthy districts a **Business Improvement District (BID)** may also be considered by property owners.

Main Street revitalization is a long-term, ongoing activity. In order to return the commercial district to a thriving state and to keep it healthy and vital, communities must continue to address the changing needs and issues of the commercial district through and active Main Street organization. Many New Mexico MainStreet programs have been active for ten years or more.

The National Main Street Center, Inc. (NMSC), a subsidiary of the National Trust for Historic Preservation, oversees all state and local Main Street organizations in the country. The NMSC establishes guidelines, standards, and principles for operations and provides a variety of revitalization resources for state and local revitalization efforts. "Main Street," utilized in the context of downtown revitalization, is a registered trademark name of the National Trust for Historic Preservation. Only those communities

affiliated through the New Mexico MainStreet Program, as the licensed and accredited state program by the National Main Street Center, may use the name.

#### **4. BACKGROUND OF THE NEW MEXICO MAINSTREET PROGRAM**

New Mexico MainStreet Program is a National Main Street Center licensed and accredited community economic development program of the State of New Mexico's Economic Development Department. The mission of NMMS is to foster economic development in the state by supporting local MainStreet revitalization organizations and their work in downtowns and connectivity to adjacent neighborhoods.

New Mexico MainStreet provides resources, education, training and services that preserve and enhance the built environment, improve the quality of the business environment, preserve the local culture and heritage as a unique asset of the community, and stimulate the economic vitality of each participating community. Each MainStreet community is dedicated to sustaining and creating jobs and new businesses within the MainStreet District.

As funding is available from the state legislature, the Economic Development Department's MainStreet Program works with local organizations that wish to implement the Main Street Four-Point Approach® locally and to receive the benefits and assistance provided by New Mexico MainStreet. New Mexico MainStreet provides only technical assistance, training, and advice to local revitalization organizations through its team of state staff and contracted professionals. No operational funding is associated with this program. *Local organizations must raise their own funds for operation of their MainStreet revitalization organization and for downtown projects and improvements.*

To be considered an official, authorized Main Street organization by the National Main Street Center, communities must be designated by the New Mexico MainStreet Program. Communities and organizations that are not formally affiliated as an Emerging, Start-Up, Partnership, Sustaining or State Certified New Mexico MainStreet organization may not use the title of "Main Street" or claim to be a Main Street organization at any time. The National Main Street Center vigorously defends its trademark and will pursue unauthorized use of the Main Street trademark through legal means.

The New Mexico MainStreet Program currently administers four different community economic development partnership programs. There are various ways in which a community may participate each program having its own eligibility criteria and performance expectations.

1. New Mexico MainStreet
2. The New Mexico Arts and Cultural District Program (Legislation adopted 2007)  
*administered through Department of Cultural Affairs*
3. The Frontier Communities Initiative (Legislation adopted 2013)
  - For community development projects in communities with less than 7,500 in population
  - Develops one catalytic economic development project over a year period
4. The Historic Movie House Theatres Initiative (Adopted by NMMS as a Cabinet Secretary Initiative in 2013)

For more information on New Mexico MainStreet visit:

The MainStreet home page at the Economic Development Department: [www.goNM.biz](http://www.goNM.biz)

The New Mexico MainStreet Inter-Organizational website: [www.nmmainstreet.org](http://www.nmmainstreet.org)

The National Trust Main Street Center website at: [www.mainstreet.org](http://www.mainstreet.org)

### **PARTNERSHIP VISION 2013**

New Mexico MainStreet works closely with three other statewide partnering organizations as “the MainStreet Partnership” sharing a common vision; The Friends of New Mexico MainStreet, Inc., The New Mexico Resiliency Alliance, and the New Mexico Coalition of MainStreet Communities.

The New Mexico MainStreet Partnership, remains strongly committed to the Main Street Four-Point Approach® as its guiding framework. Together, our Partnership works in a strong, inclusive, proactive, and collaborative manner to achieve the goals of preserving, empowering, investing in, and revitalizing New Mexico’s MainStreet Districts, Arts and Cultural districts and Frontier Community Initiatives.

*MainStreet in New Mexico is a highly visible, respected, credible grassroots community economic development program that is recognized for its ability to support local initiatives to restore economic vitality and growth to the state’s town centers while preserving local cultural and historic resources. The program is recognized for its ability to foster a sense of community pride, improve quality of life, encourage the growth of small businesses and local employment, and preserve the communities’ heritage. Working together, the Partnership will continue to successfully advocate for and secure funding from public and private sources, thereby ensuring sustainability of our state and local MainStreet programs. The MainStreet Partnership is the driving force of a premier movement that brings renewed life to New Mexico’s communities.*

## **5. THREE PHASES OF LOCAL PARTNERSHIP WITH NMMS**

In New Mexico, local MainStreet organizations participate in the New Mexico MainStreet program at three different levels or phases: the Emerging Community Phase, the MainStreet Start-Up Phase, and the State Certified MainStreet Program. The phases are based on organizational capacity-building benchmarks to be completed in sequence. NMMS provides different types of services and benefits to local MainStreet organizations according to their specific phase of participation within the state MainStreet network. The services and benefits that are provided by NMMS to local organizations during each phase are described below.

All of these services are provided with the goal of incrementally building a local MainStreet organization that will to continue to operate and sustain an organizationally healthy local MainStreet program.

### **A. Phase One - Emerging Community Organization**

The “Emerging” level is a local organization’s gateway to accessing New Mexico MainStreet’s technical assistance and training. During the Emerging phase, New Mexico MainStreet works with designated Emerging local organizations to begin the local revitalization effort and to build a solid organizational foundation for a long-term MainStreet revitalization effort. All Emerging MainStreet services are provided within a 12-18 month period. During the Emerging phase, NMMS works with participating local organizations to:

- Create a MainStreet non-profit corporation and operating bylaws;
- Work with the Steering Committee to structure a board of directors and Four-Point task groups;
- Develop an overall vision for the future of downtown;
- Train local volunteers in the Main Street Four-Point Approach® and how to implement projects, activities and events;
- Create goals and objectives for the organization;
- Identify and develop implementation plans for 2 to 3 small projects in each of MainStreet’s Four Points;
- Participate in the state and national network of trainings, resources and workshops for Main Street leaders; and
- Facilitate downtown economic analyses conducted by New Mexico MainStreet professional staff.

At the end of the Emerging phase, New Mexico MainStreet evaluates the local organization to review progress and determine if the local organization is ready to advance to the “Start-Up MainStreet” Phase. In order to advance, the local organization must meet a series of 15 organizational benchmarks (see Appendix) – including maintaining enough operational money to hire a paid MainStreet Executive Director.

If the organization does not meet the benchmarks within 12-18 months, NMMS may, at its discretion, give the local organization additional time to meet those benchmarks. The goal is to have every Emerging Organization advance to the Start-Up MainStreet Phase. However, if the organization fails to meet all 15 benchmarks by the end of 24 months, New Mexico MainStreet may choose to end the Emerging community affiliation.

## **B. Phase Two - Start-Up MainStreet Community Program**

The MainStreet Start-Up phase is an approximate two-year period in which the local MainStreet organization continues to grow and to build its base of support, and to take on increasingly complex revitalization projects. It also employs a full-time paid Executive Director to help manage and implement MainStreet locally.

During the Start-Up MainStreet Community Phase, New Mexico MainStreet continues to support the local MainStreet organization, but the type of technical assistance it provides evolves from organization to project implementation. NMMS services to Start-Up organizations shift from focusing on building the organization to advising the organization on specific revitalization projects, longer-term planning, and continuing to build the skills of local staff and volunteers through training services. Local Four-Point task groups must be established to access the NMMS services and resources listed below.

- Development of a downtown master plan to identify priority infrastructure and capital improvement projects, economic, financial and regulatory support for the MainStreet district, utilizing a comprehensive design *charrette* planning exercise to identify potential physical changes to the Main Street district
- Entrepreneurial development;
- Strategic marketing and promotion assistance;
- Additional organizational guidance, including fund-raising and grant-writing;
- Annual evaluation; and
- Statewide and local NMMS intermediate and advanced training sessions and workshops.

Additionally, local Start-Up MainStreet organizations become eligible to apply for MainStreet Capital Outlay funds, as funds are made available by the state legislature and other sources of state and foundation economic development funding. During the Start-Up MainStreet phase those funds are usually dedicated to a downtown Master Plan.

Because of the “anti-donation clause” of the state constitution, which restricts state grants to private enterprise, the local MainStreet organization applies in partnership with the municipality to receive capital outlay funds for a specific project. Applications are competitive. The community must adopt a downtown master plan that establishes priority economic revitalization projects for the MainStreet district, in order to be eligible to apply for “bricks & mortar” capital outlay and infrastructure project funding.

## C. Phase Three – State Certified, Sustaining, and Partnership Local MainStreet Programs

Once a community “graduates” from the Start-Up MainStreet Community phase and demonstrates that it has the ability to operate as a long-term sustainable organization, it is designated as a “**State Certified MainStreet Program**” by New Mexico MainStreet. During this time, the organization typically requires much less assistance from New Mexico MainStreet, but the state program continues to provide advice and guidance to the local organization. In the State Certified MainStreet phase, New Mexico MainStreet provides:

- On-site consulting and training services as requested;
- Specialized resources and services tailored to mature programs including several design initiatives
- Advice and technical assistance on specific projects as needed;
- Consultation on operational issues as needed;
- Organizational planning;
- Annual program evaluation; and
- Continued statewide and local training for local staff and volunteers.

Certified MainStreet organizations in “good standing” continue to be eligible to apply for MainStreet Capital Outlay in partnership with their municipality.

In addition to these consulting services, as funds are available, New Mexico MainStreet provides all local affiliate organizations with membership in the National Main Street Network (currently priced at \$325). National network membership provides the local organization with a variety of informational resources from the National Main Street Center. NMMS also provides a scholarship to cover “basic” registration (\$355) for each organization’s Executive Director to attend the annual National Main Street Conference. Programs achieving National Accreditation in the immediate year prior to a National Main Street Conference will receive a second base registration for a board member or elected official of that community.

A local “**Sustaining MainStreet Program**” is one housed in either local government or within a Chamber or local Community Development Corporation or Economic Development Organization. That organization or governmental body is responsible for the full operations of the local Main Street program. The host organization must fund a MainStreet Executive Director at a paid minimum of 30 hours per week dedicated exclusively to MainStreet work. A Sustaining MainStreet Program qualifies for “National Accreditation only if its Executive Director is dedicating 40 hours of paid work weekly to MainStreet work. A MainStreet Coordinating Council shall be created representing downtown stakeholders to oversee the MainStreet work of the Executive Director and establish Four-Point committees or task groups.

A **“MainStreet Partnership Program”** is a local organization unable to; a.) sustain an adequate annual operating budget, b.) sustain an Executive Director at a minimum of 30 paid hours per week, c.) sustain economic revitalization projects annually in all Four-Points of the MainStreet Approach. However, having graduated out of the “Start-Up MainStreet Program designation, the organization wishes to participate in the MainStreet network, participate in all of the trainings and workshops and benefit from the NMMS communications network and professional technical assistance. Staff of NMMS will set an annual course of action and a reasonable work plan with the board based on its current limited organizational capacity. NMMS will also tailor its resources accordingly. Partnership Programs are expected to meet annual standards of economic development performance, compliance and reporting.

## **6. REQUIREMENTS, PARTICIPATION & FINANCING EXPECTATIONS**

New Mexico MainStreet **charges no fees to its affiliate programs** for services, and technical assistance. Programs not designated MainStreet may be assessed a fee for attendance at trainings, workshops and conferences produced by NMMS. The New Mexico State Legislature funds the costs for technical assistance, services, and trainings. This is a substantial investment by the Economic Development Department and the State of New Mexico. As affiliate communities, the municipality and the local Main Street board is expected to financially match these investments for the operations of the local MainStreet economic development program.

From time-to-time an affiliate or group of affiliates may wish to develop a specialized module of trainings and may be required to share in the costs of those specialized services with NMMS.

New Mexico MainStreet’s estimated annual fair market value of these services and professional technical assistance in the Four-Points, if purchased directly by the community during the Emerging and Start-Up phases, is \$50,000 a year.

### **A. Letters of Agreement and Memorandum of Understanding**

**The Economic Development Department requires its local affiliates to execute a partnership agreement of the municipality and the organization with the Agency.** This can take the form of either an annual Letter of Agreement (LOA), or a biennial Memorandum of Understanding (MOU) defining mutual roles and responsibilities for this economic development partnership program.

The LOA or MOU will include the following:

- Annual expectations of the municipality and the board at the affiliate's phase of participation (Emerging, Start-Up, Partnership, Sustaining, or State Certified).
- Guidelines and Requirements by the National Main Street Center for local affiliates.
- Good Standing standards.
- Minimum local funding levels.
- Minimum standards of participation by the organization, its leadership and staff.
- Mutually agreed upon specialized services tailored to the affiliate during the period of the LOA or MOU.
- Quarterly and Annual reporting requirements.

## **B. Annual Funding of Local Affiliate**

New Mexico MainStreet estimates that it will take affiliate non-profit organizations, depending on the size of the district to be served and the scope of revitalization and redevelopment activities, *between \$50,000 - \$90,000 in operational funds annually*. This is operational funding for the organization, not project funding.

To reach that level, NMMS expects the municipality (if it has not already done so) to adopt the Local Economic Development Act (LEDA), specifically the "metropolitan" development section to allow for an annual "services" contract with the local MainStreet organization to cover not less than half of the needed operational budget.

NMMS expects the local MainStreet board to assume fiduciary and financial responsibilities and match the contract dollars of the municipality to sustain an office, pay the salary of the Executive Director, and cover any reimbursable travel expenses of staff in the performance of their expected roles and training by NMMS or NTMSC. NMMS provides to its affiliates organizational capacity building and fund raising training as well as grant writing training to support activities and projects of the organization.

An **Emerging Community Organization** is expected within the first year of operations to secure at *minimum a \$15,000 services contract annually with the municipality* to establish the organization and assist in the first incremental projects within the Four-Points.

An Emerging Community will not graduate to the next phase of **Start-Up MainStreet Program** until it has secured from the municipality at minimum an annual services contract of not less than \$30,000 annually. The board will have to demonstrate it has raised sufficient matching funds to cover the full costs of operation of the organization including a full-time Executive Director, an operating office and travel for staff training as required by NMMS and NMSC.

Depending on the size of the District and the population of the community a **State Certified MainStreet program should anticipate at minimum a \$35,000 services contract** annually which the board will match in its fundraising efforts dollar for dollar.

Programs in **larger urban centers** (with community populations of more than 50,000), should establish the goal of an annual services contract with the municipality of, at minimum, \$60,000 per, year matched by the board through fund raising.

In the late Start-Up phase, and in conjunction with the development of your district Master Plan, *other project financing vehicles* should be explored and implemented such as an MRA/TIF, or TIDD district.

### **C. Participation in Required Workshops and Trainings**

The affiliate organization needs to include in their annual fundraising and budget funds set aside for travel, food and lodging for the Executive Director. Many MainStreet organizations raise funds to ensure the President and other volunteers can attend trainings and workshops as well. NMMS requires that the Executive Director complete a series of trainings as orientation to their leadership role and responsibilities in a Main Street program and staffing a non-profit organization. All Executive Directors are expected to attend the statewide MainStreet Quarterly workshops. The Fourth Quarterly is the annual (out of state) National Main Street Conference.

New Presidents of local MainStreet organizations will need to attend a MainStreet Four-Point orientation and MainStreet non-profit leadership workshop. Presidents are required to attend one of the four MainStreet Leadership Network workshops annually.

To enhance the skills, knowledge and community economic development careers of Executive Directors of local MainStreet affiliates, New Mexico MainStreet offers a “State Certified Executive Directors” track. Qualifications and eligibility for these programs may be found on the New Mexico MainStreet web site (<http://www.nmmainstreet.org>).

### **D. Completion of Required Reports - “Good Standing”**

The Economic Development Department’s MainStreet program is required to report annually to the National Main Street Center and Quarterly to the Legislature and Administration on the performance of the program. Local affiliates are required to collect, maintain and report on performance in key areas of economic development within their district. These measures demonstrate the positive economic impact and effectiveness of public sector reinvestment into the district. Many of the local affiliates utilize the data in grant applications and in their reports to the municipality, funders and members.

The MainStreet organization agrees to submit Quarterly Reports to NMMS as established by the state legislature, tracking performance measures of each affiliated MainStreet organization. Reports will be submitted according to the following schedule:

- The *First Quarter* Report covering July 1<sup>st</sup> through September 30<sup>th</sup> **is due October 10<sup>th</sup>**;
- The *Second Quarter* Report covering October 1<sup>st</sup> through December 31<sup>st</sup> **is due December 10<sup>th</sup>**;
- The *Third Quarter* Report covering January 1<sup>st</sup> through March 31 **is due April 10<sup>th</sup>**; and
- The *Fourth Quarter* covering April 1<sup>st</sup> through June 30<sup>th</sup> and the Annual Report **is due June 10<sup>th</sup>**.

\*(Due dates prior to the actual end of each period are necessary to meet NMMS processing and publishing timeframe requirements.)

Local affiliates are required to report annually to New Mexico MainStreet on their corporate standing with the Secretary of the State's office, State Attorney General's Office and the Internal Revenue Service. A digital dashboard is maintained by NMMS for easy reporting and tracking of local compliance requirements. An annual survey of salaries and budgets is conducted by NMMS that all affiliates participate in.

### **New Mexico MainStreet Good Standing Standards**

A local MainStreet organization in "good standing" with the New Mexico MainStreet Program (NMMS) of the Economic Development Department demonstrates the following organizational practices:

1. Has a fully executed Memorandum of Understanding with the Economic Development Department;
2. Is in good standing with the New Mexico Secretary of State's office as a state corporation and current on its registration and reporting to the New Mexico Attorney General's Office, and its reporting to the United States Internal Revenue Service if the organization is a non-profit corporation (annual documents load on the digital dashboard);
3. Has Conflict of Interest, Records and Retention and Destruction, Whistle blower protection, Fiscal Controls/ Financial Management, Recusal Policies that has been signed by each member of the organization's Board of Directors;
4. Has a written annual action plan (or "work plan") adopted by the board of directors and reflecting projects and activities implemented by MainStreet's committees or task groups in each of the Four-Points of the *Main Street Four-Point Approach*®;
5. Has working committees or task groups in all Four-Points to implement the work plan.
6. Has an annual operating budget that reflects the funding needs of the organization's staff and office and an annual program budget for projects and activities;
7. Has, at minimum, professional managerial staff paid for not less than 30 hours per week and at a wage comparable to other community economic development professionals in the region (30 hours paid minimum to qualify annually as a "State Certified" community. Less than 30 hours per week and the organization is designated a "Partnership" community);
8. Has a MainStreet Executive Director who has attended *all three* locally produced NMMS Network Meetings (Winter and Summer and the annual Building Creative Communities Conference, in the past calendar year and is reimbursed for such training by the board;
9. Has a MainStreet Executive Director who has attended NMMS New Executive Director Orientation;
10. Has a Board President (or Chairperson) attends, at minimum, one NMMS Network Meeting per year, preferably the annual meeting;
11. Files in a timely manner the required quarterly NMMS progress reports with the Economic Development Department.

Local New Mexico MainStreet organizations not in “good standing” with NMMS for more than a year will be evaluated for their commitment to doing downtown revitalization through the *Main Street Four-Point Approach*® and may be assigned probationary status to address deficiencies in the local organization (See the biennial NMMS Memorandum of Understanding regarding the designation of probationary status). Additionally, local organizations not in good standing with NMMS for more than one year may be requested by the National Main Street Center, Inc. to cease using the trademarked “Main Street” name in their operations.

*If the NMMS Director determines that the local Project either does not meet its participation responsibilities as affiliated organizations, or does not follow the Main Street Four-Point Approach®, NMMS may suspend services to the local Project. NMMS will work in good faith with the local Project to help it regain compliance within ninety (90) days of notification of suspension. If the issues related to either participation responsibilities or adherence to the Main Street Four-Point Approach® cannot be resolved within the 90-day period, the MOU will be canceled by the Economic Development Department through a letter of notification, among all parties. Upon cancellation of this MOU, NMMS will no longer provide services to the Project or the municipality. The disqualified municipality will no longer be eligible for MainStreet Capital Outlay funds or other sources of funding through NMMS/EDD.*

## **7. SERVICES FOR MAINSTREET COMMUNITIES**

NMMS provides the following information, networking, education, professional technical assistance and services to designated New Mexico MainStreet Communities in good standing.

### **A. MainStreet Trainings, Institutes, Workshops, and Conferences**

**Leadership Orientation:** NMMS will provide leadership orientation for MainStreet Executive Directors, Presidents and board members and volunteers on coordinating, managing, guiding and building capacity, resiliency and sustainability of the MainStreet non-profit organization.

**Organization Orientation:** NMMS provides basic orientation to the Main Street Four-Point Approach® for new board and committee members, MainStreet leaders, staff and other interested members of the community.

**Board Development:** At the request of the local organization, NMMS provides the board with facilitation services and/or training in roles and responsibilities, fund raising, membership development, an annual retreat or a strategic planning session, or a visioning session or work plan development.

**Committee and Task Force Development:** At the request of the chair, NMMS provides an orientation session for committees and task forces, including roles and responsibilities and work plan development.

**Network Meetings:** Three times per year, NMMS will provide Leadership Network Meetings with educational sessions and networking events. The Executive Director is required to attend the Network meetings on behalf of the board. The board is expected to budget adequately for travel, food, and lodging for the Executive Director's expenses. Of the three Leadership Network Meetings, one is the annual fall inter-agency, statewide conference: *Building Creative Communities*.

**National Main Streets Conference:** Annually, NMMS provides the cost of one (1) base registration fee (\$355.00) to help each local New Mexico MainStreet Executive Director to attend the National Main Streets Conference sponsored by the National Main Street Center, Inc.

**Capacity Building Institutes:** Annually, NMMS will provide intermediate level workshops in several of the areas of Main Street's Four-Points (Organization, Promotion, Economic Positioning and Design), Workshops will be provided for Presidents, Board members, Committee Chairs, committee members, Executive Directors and other organization leaders. In addition, New Mexico MainStreet provides training in Grant Writing and Non-Profit Fundraising for local MainStreet leaders.

**Workshops and Conferences:** Annually, NMMS will identify opportunities for advanced trainings in a particular area of the Four-Point Approach® to strengthen and build skills for organizational and municipal leaders and partnering organizations. The NM inter-agency *Building Creative Communities Conference* or the National Main Streets Conference are two very good examples of advanced training.

## **B. Technical Assistance Services**

**Technical Assistance Services:** Through its staff or contractors, NMMS will provide technical assistance in a variety of subject areas relevant to the *Main Street Four-Point Approach*® and other commercial district revitalization and management topics. Each local Project may request on-site, email, and telephone consultation(s) from NMMS. Consultation includes, but is not limited to, the following topic areas:

- a) **Organization** – Organizational development consultants provide facilitation in strategic planning, visioning and mission statements, work plan development, fundraising, leadership and volunteer development, succession planning, non-profit management, committee training, staff training, and program continuous quality improvement.
- b) **Marketing and Promotion** – Graphic design and marketing specialists offer assistance with image development and branding, marketing strategies, logo

design, promotional and collateral materials development, events planning, visual merchandising, media relationships, and publicity and advertising.

- c) **Economic Positioning** – Economists and business development specialists provide technical assistance and training in market analysis, business strengthening and business recruitment; real estate development; economic development incentives, revitalization financing tools, and financing; and monitoring program progress and impacts.
- d) **Building Design** – Architects and Planners provide conceptual design services for façade improvements, floor plans, parking, landscape, place-making, signage and interior improvements. Each local program is eligible to receive architecture services for two design projects per year.
- e) **Specialized, local volunteer-driven, on site design intensives** are offered by the NMMS Design Team to an affiliate organization on a one time basis and through application in the following areas; MainStreet Interiors, MainStreet Facade Squad, MainStreet *Placemaking* (see the NMMS web site for further information on these initiatives).
- f) **Planning and Historic Preservation** – Planners and design professionals provide assistance in identifying personality of place “*placemaking*,” historic preservation, community-based planning processes, streetscape design, vehicular and pedestrian circulation enhancements, parks, way-finding design, district master planning, revitalization plans, cultural plans, metropolitan redevelopment plans, strategic planning, and zoning.
- g) **Information and Networking**: Through regular email, list serves, mailings, web sites and meetings, NMMS provides timely notice on grant and partnership opportunities, guidance on innovative revitalization tools and techniques, and help with addressing the multiple challenges that arise during the day-to-day course of each local organization’s MainStreet efforts.

**Service Requests:** To receive the above State Program services, a designated community must file a *Service Request Form* with the NMMS Director. Upon receiving the request, the Director will assign the appropriate NMMS Program Associate(s) to contact the local Project Executive Director and Committee Chair for clarifying the design of the service and following through with a site visit and/or other communications per year. Up to two on-site consultations in each of the Four-Point areas is available to local affiliates in good standing.

## C. Resources

1. **Orientation and Training Materials:** NMMS provides local programs with a variety of downloadable materials to help train boards of directors and committees in the comprehensive Main Street Four-Point Approach® to revitalization. (See [www.nmmainstreet.com](http://www.nmmainstreet.com))

2. **National Main Street Network Membership:** The state program pays each local organization's annual network fee (\$250.00 annually for programs in "good standing" with NMMS) to the National Main Street Center. Membership benefits include the monthly *Main Street News*, discounted conference and workshop registration fees, access to members-only informational resources on the NMSC website, and member rates on publications.
3. **Special Group Services:** By application, the Friends of New Mexico MainStreet and the MainStreet Resiliency Alliance provide support to organizations in "Good Standing" (see below for criteria) for local MainStreet managers' training needs and assistance to local programs' fundraising efforts.
4. **Marketing:** New Mexico MainStreet Program through the Economic Development Department provides marketing of the State Program and its services through its website *www.goNM.biz*. New Mexico MainStreet also markets local initiatives through its website, on its facebook page, e-newsletter and through other social media.
5. **Certification Program for Executive Directors:** For Executive Directors seeking to develop a professional career path within MainStreet may apply to enter a state certification program. Upon successful completion of the basic Leadership Orientation (Executive Director Orientation), Four-Point basic training in each Point, grant writing training, and fundraising training, Executive Directors may apply for state certification.
6. **Annual Accreditation as a National Main Street Program by the National Main Street Center, Inc:** The local Project organization, in partnership with the municipality, must be in good standing with NMMS and meet the Ten Standards of Accreditation of the National Main Street Center. Eligibility of the local organization for the National recognition is through an assessment survey tool and reviewed and approved by NMMS. The National Main Street Center describes local Projects' expected standards of performance in detail (see the NMSC website, *www.mainstreet.org*).

### **National Main Street Center Accreditation Standards**

- Has broad-based community support for the commercial district revitalization process, with strong support from both the public and private sectors.
- Has developed vision and mission statements relevant to community conditions and to the local Main Street program's organizational stage.
- Has a comprehensive Main Street work plan with goals and activities addressing four program areas – organization, promotion, design and economic positioning.
- Possesses and demonstrates an historic preservation ethic.
- Has an active board of directors and committees reflecting the Four-Points.
- Has an adequate operating budget.
- Has a paid professional Executive Director.
- Conducts a program of ongoing training for staff and volunteers.

- Reports key statistics to the state program.
- Maintains current membership in the National Trust Main Street Center.

**7. MainStreet Capital Outlay Program:** NMMS Start-up, Sustaining, Partnership and State Certified Communities in good standing with NMMS are eligible to apply for physical infrastructure and planning grant funds from the MainStreet Capital Outlay fund, as funds are available through the State Legislature or other sources of funding made available through the Economic Development Department or partnering foundations. The Economic Development Department works with the State Legislature and Governor to appropriate Capital Outlay for other MainStreet Programs including the Arts and Cultural Districts, Frontier Communities Initiative, and the Historic Movie Theatres of New Mexico Initiative.

*Rvsd. June 2014*