

NC MAIN STREET

Designated Community

North Carolina Main Street Program Assessment Survey

January 2022 – December 2022

You are required to complete this information in accordance with the annual agreement that your organization signs each year in June. Please provide the following documentation in the order listed to assist us in providing the most accurate evaluation of your program possible.

YOU MUST PROVIDE COMPLETE INFORMATION TO BE CONSIDERED FOR NATIONAL MAIN STREET ACCREDITATION.

Please review and discuss this document with your board chair as both of you will be **required to sign** this as to confirmation of accuracy.

Please send by **Monday, January 9, 2023, 5:00 p.m.** to:
Sherry Adams sadams@commerce.nc.gov

***Note: In order to be considered for National Main Street Accreditation this document must be received by January 9, 2023. This is a hard deadline. Anything received after the deadline we will recommend as an Affiliate program to the National Main Street Center.**

***You may have to double click on the boxes to enter an X or content.**

Organization: City of Hendersonville Downtown Program Date 12/16/2022

Director's Name: Jamie Carpenter Director's Date of hire: 2/4/2020

Check appropriate box: Full time ☒ Part time ☐
Number of Hours You Work Per Week: 40

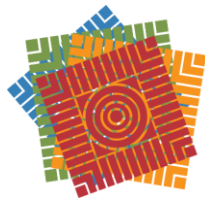
City/Town Name: Hendersonville Population of City/Town 15,000 County Name: Henderson

Mayor's Name and contact information: Barbara Volk, bvolk@hvlnc.gov

City/Town Manager's name and contact information: John Connet, jconnet@hvlnc.gov

Organizational Structure: You must answer the following.

- City program, administered by the city/town government and managed by a city/town employee.
 - Yes ☒ No ☐
- Quasi program, managed by a City/Town employee that also manages a non-profit corporation:
Yes ☒ No ☐ If so, check ALL the non-profit statuses associated with this structure:
 - ☒ 501(c)(3) ☐ 501 (c)(4) ☐ 501(c)(6)
- A sole Non-Profit designated by the city to administer the Main Street program.
Yes ☐ No ☒
 - Check ALL the non-profit statuses associated with this structure
☐ 501(c)(3) ☐ 501 (c)(4) ☐ 501(c)(6)



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Main Street America National Accreditation Criteria:

1. Broad Based Community Commitment to Revitalization
2. Inclusive Leadership and Organizational Capacity
3. Diversified Funding and Sustainable Program Operations
4. Strategy-Driven Programming
5. Preservation-Based Economic Development
6. Demonstrated Impact and Results

REQUIRED: Please attach the following:

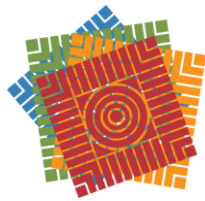
1. Plan of Work
2. Bylaws or Rules of Procedure for your program
3. List of current board members and their term
4. A copy/proof of current Main Street America Membership
5. Your program budget in addition to completing the budget sheet within the assessment.

REQUIRED:

1. Salary and benefits of director and staff members.
2. Your board chairperson's signature at the end of the document.

Accreditation is an honor that Main Street America awards a local program based on the information submitted to the state coordinating program. As you complete this assessment, we want you to be honest in your self-assessment. Our staff members will be doing site visits in 2023 with you and we reserve the right to ask you to confirm or provide documentation to us when we visit. Assessments are just that, a means to assess your program and your progress. These are considered best practices of the program and designed for you and us as a state coordinating program to better help your program. As you work through this consider areas that you can strengthen as well as celebrate the successes of your program.

Again, the deadline for submitting the assessment is **January 9, 2023, by 5 p.m.** Anything after that will be recommended as "affiliate" to the Main Street America program. sadams@commerc.nc.gov



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How Grading Works:

Within each Standard in the new Self-Assessment Tool, score yourself on the indicators listed based on a scale of

1-5. Each number represents the following:

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

For each Indicator, we encourage communities to explore areas of strength and opportunities for growth by discussing:

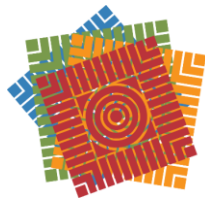
- What actions and next steps can you take to strengthen your efforts?
- How can you build upon your work or take it to the next level?

Communities will need to average at least three (3) points per Standard to achieve Accreditation.

Baseline Requirements:

As detailed within the tool, some indicators are required as important baseline (starting point) for a program to qualify for Accreditation. The current Baseline Requirements are:

- A Board of Directors formed by a representative base of the district stakeholders and community members, dedicated to leading the district's Main Street program.
- Employ a full-time - 40 hours/week paid professional Main Street Director, who is dedicated to downtown and will coordinate and facilitate the work of the program. Communities with a population of 5,001-9,999 MAY employ two or more persons that equal one or more full-time equivalent position(s). One of the positions must be designated as the director. Communities with a population of 5,000 or less MAY employ a part-time - 20+ hours/week position paid professional Main Street Director.
- Identified Economic Development (Transformation) Strategy to direct the work of the program, based on community input and market understanding.
- Detailed work plans aligned with the selected Transformation Strategy (Economic Development Strategy) that outline programming across the Main Street Four Points. Work plans include: the project, expected (measurable) outcomes, specific tasks needed to accomplish the project, assignments of those tasks showing volunteer and staff responsibilities, timelines, and budgets.
- A dedicated budget for the district's revitalization programming and the Main Street program's operations.
- Demonstrated support from municipality for the Main Street program. This can include leadership participation, funding, in-kind donations, and philosophical support.



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- Reinvestment statistics reported as required by Coordinating Program (monthly, quarterly, or annually).
- Be a member in good standing with Main Street America and use the Main Street America logo on its webpage and/or social media as well as the Coordinating Program logo.

Local Programs that do not meet these baseline requirements are not eligible for Accreditation from Main Street America, though they may qualify for designation at the Affiliate level.

STANDARD I: Broad Based Community Commitment to Revitalization

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

Focus Areas:

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

I. PARTNERSHIPS AND COLLABORATIONS

INDICATOR I: Main Street has developed **partnerships and collaborations with local governments** that demonstrate shared responsibilities for the district's revitalization and its program. Refer to the above matrix (pg. 3) in order to evaluate your progress in the space next to sentence:

- a. Participation in strategy development and planning. **3**

NOTE – downtown master plan happening in 2023 in coordination w/ comp plan – could have better shared planning efforts and we hope that will come out of the downtown master plan

- b. Collaborations in the implementation of programming or work plans. **5**
- c. Monetary and non-monetary resources for the Main Street program. **5**
- d. Engagement of elected officials and/or staff in the Main Street program Board and committees. **5**

Specific council examples: Council liaison Debbie Roundtree, participation on branding w/ Lyndsey Simpson, presented about the Main Street Program to Councilman Jerry Smith's AP Geography class.



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Worked with Mayor Volk on several promotional pieces/videos related to downtown. We work closely w/ all members of council when needs arise or policy updates are requested.

- e. Promoting the district revitalization and their partnerships with Main Street. **5**
- f. OPPORTUNITY TO DEMONSTRATE ACHIEVEMENT (3 or above): Share your best partnership and collaboration with local governments. Please tell us in 1-2 sentences what it is that your organization does to further this relationship? Our downtown program and organization works hand in hand with the local government, through staff time (downtown staff, public works, finance, police, fire, etc) and financial partnerships. Everything we do is in partnership with the city government.

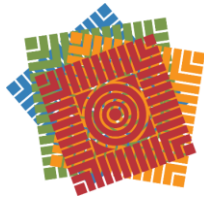
Indicator II. Main Street has developed partnerships and collaborations with both nonprofit organizations and private sector entities that demonstrate shared responsibilities for the district's revitalization and its program. Refer to the above matrix (pg. 3) in order to evaluate your progress in the space next to sentence:

- a. Participation in strategy development and planning. **4**
Representation on committees
- b. Collaborations in the implementation of programming or work plans. **3**
We could have better coordination on implementation within committees and outside orgs to have a shared vision.
- c. Monetary and non-monetary resources for the Main Street program. **4**
- d. Engagement of elected officials and/or staff in the Main Street program board and committees. This question is copied from the above category
- e. Promoting the district revitalization and their partnership with Main Street. **4**
- f. OPPORTUNITY TO DEMONSTRATE ACHIEVEMENT (3 or above): Share your best partnership and collaboration with non-profit organizations and private sector entities. Please tell us in 1-2 sentences what it is that your organization does to further this relationship? Our Bearfootin' Artwalk and auction is a great example of partnerships with local nonprofits. It serves several puposes, fundraising, promotion, placemaking.

II. DISTRICT AND COMMUNITY OUTREACH

Indicator I: Main Street has expanded its reach to connect and engage with all sectors of the community (business, property owners, workforces, other organizations, residents.) Refer to the above matrix in order to evaluate your progress in the space next to sentence:

- a. A variety of communication tools (online and printed materials) used to reach a broad group of district stakeholders. **4**
- b. Workplans that outline how planned activities intend to reach all members of the



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community. **3**

- c. Main Street bringing the district and community stakeholders together for input gathering, information sharing, etc. at least once a year. **4**
- d. OPPORTUNITY TO DEMONSTRATE ACHIEVEMENT (3 or above): **Share how your organization has expanded its reach to connect and engage with all sectors of the community that isn't listed above: Our engagement efforts with the 7th Avenue Branding were intentional in outreach to receive input from both the in-district stakeholders and the neighborhood around the district as well as the greater public.**

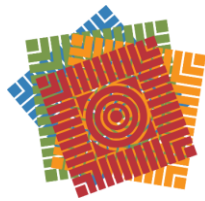
III. COMMUNICATION AND PUBLIC RELATIONS

Indicator I: Main Street had maintained communication and implemented public relations that inform and educate the community and district stakeholders about the district and the Main Street program. Refer to the above matrix (pg.3) in order to evaluate your progress in the space next to sentence:

- a. The program's external marketing (online, printed, social media, etc.) clearly promotes the role and impact of the Main Street program. **4**
- b. Main Street's leadership and staff are actively engaged in public relations activities that educate, build awareness, and promote the Main Street program. **4**
- c. Main Street highlights positive stories about the district through a variety of media tools. **4**

Indicator III. Main Street has promoted the district's positive image, brand identity, and assets. Refer to the above matrix (pg. 3) in order to evaluate your progress in the space next to sentence:

- a. A distinctive brand has been created and implemented for the district. **5**
- b. A distinctive brand has been created and implemented for the organization. **5**
- c. Social media platforms are used to promote the value of the district and the Main Street program. **4**
- d. An annual report is produced noting success with economic development strategies that are implemented across the Four Points. **5**
- e. OPPORTUNITY TO DEMONSTRATE ACHIEVEMENT (3 or above): **Share an example of how your program is achieving and doing something innovative or outstanding that isn't listed in any of the above indicators for Communications and Public Relations: 1-2 sentences. Since 2020, we have released an annual report that includes our annual statics and program highlights in all 4 points. In addition, we frequently update a storymap of our downtown workplan throughout the year.**



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STANDARD II: Inclusive leadership and organizational capacity.

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

Focus areas

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

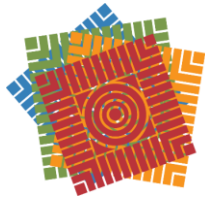
I. INCLUSIVE ORGANIZATIONAL CULTURE AND DIVERSE VOLUNTEER ENGAGEMENT

INDICATOR I: The Main Street organization has demonstrated its commitment to diverse, inclusive, and equitable district and community engagement. Refer to the matrix (pg. 3) in order to evaluate your progress in the space next to sentence:

- a. The organization's stated mission and core values show a commitment to engaging all sectors of the community it serves. 3
- b. Internal and external messaging promotes that Main Street has a place for everyone in the community and that diverse engagement is welcomed and valued. Communication tools address language barriers as appropriate. 4
- c. Work plans and programming activities address accessibility and inclusive design for all community members. 3
- d. The organization's policies address equitable access for all district and community stakeholders in the organization's leadership structure (Board and committees) as well as in specific projects and activities. 3

INDICATOR II: The Main Street organization has implemented an inclusive volunteer program that demonstrates the capacity to implement approved annual work plans and programming for the district. Refer to the matrix (pg. 3) in order to evaluate your progress in the space next to sentence:

- a. Clearly outlined volunteer needs for approved work plans or programming activities are in place and promoted broadly. 4
- b. A proactive effort to recruit diverse volunteers representing the entire community in a culturally competent way. 3



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- c. Active volunteer coordination throughout the year that ensures attention to thoughtful placement, rotation, and retention of new and existing volunteers within the organization. 3
- d. Initiatives, activities, or events are taking place throughout the year to recognize and/or demonstrate appreciation for Main Street volunteers. 4
- e. Volunteers at all levels have access to and receive appropriate orientation, trainings, and leadership development throughout the year. 5

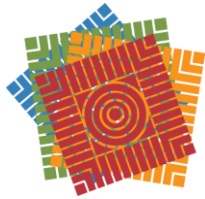
INDICATOR III: The Main Street Board of Directors is formed with a diverse and balanced representation of district and community stakeholders. The following participation is recommended. Refer to the matrix (pg. 3) in order to evaluate your progress in the space next to sentence:

- a. District business owners 5
- b. District property owners 5
- c. District and community residents 5
- d. Community businesses/corporations e. Institutions (schools, universities, foundations, nonprofits, government). 4

INDICATOR IV: The Main Street organization has developed a leadership base (Board, staff, committee members, and volunteers) that reflects the district and the community it serves. The leadership base should be open, inclusive, and representative of the entire community, considering a broad range of dimensions of diversity, including race, age, ethnicity, gender, education, physical and mental ability, veteran status, and income level. The program should take proactive measures to ensure under-represented groups are included as part of Main Street's leadership base. Refer to the matrix (pg. 3) in order to evaluate your progress in the space next to sentence:

- a. Looking at the community's most recent population data, Main Street leadership base reflects a balanced level of participation of all age groups. 4
- b. Looking at the community's most recent population data, the Main Street leadership base reflects the racial and ethnic diversity of the community. 3
- c. Looking at the community's most recent population data, the Main Street leadership base reflects gender balance. 5
- d. Considering the Main Street Approach, the organization's leadership base demonstrates a wide range of skills, experiences, and perspectives. 4

Would like to get an architect on board. Also someone in marketing/graphic design on a committee would be very helpful



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- e. OPPORTUNITY TO DEMONSTRATE ACHIEVEMENT (3 or above): **Share an example of how your program is achieving and doing something innovative or outstanding that isn't listed in any of the above indicators for inclusive organizational culture and diverse volunteer engagement: 1-2 sentences.** **The City has focused on transparent and inclusive application processes for all boards and commissions. They have done broad advertising for boards and committees and we have had increased interest as a result.**

II. ACTIVE BOARD LEADERSHIP AND SUPPORTING VOLUNTEER BASE

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

Please score from 1-5 accordingly below. Refer to the matrix on pg. 3.

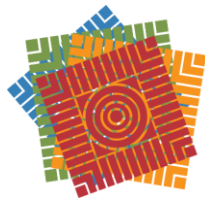
INDICATOR I*: Board members have demonstrated active engagement in the Main Street program throughout the year. Ideally, 100 percent but no less than 75 percent of Board members have:

- a. Attended Board meetings 75 percent of the time throughout the year. **4**
- b. New Board members participated in Board orientation and existing Board members participated in at least one training offered by the Coordinating Program. **5**
- c. Played an active role on the Board by leading a committee, a task force, or key initiative. **3**
- d. Advocated for the program and the district within the community, in coordination with Main Street staff and the rest of the Board. **3**
- e. OPPORTUNITY TO DEMONSTRATE ACHIEVEMENT (3 or above): **Share an example of how your program is achieving and doing something innovative or outstanding that isn't listed in any of the above indicator. Again, your organization must meet this indicator in order to achieve accreditation. 1-2 sentences:** **Our board members have advocated for big downtown projects like the Parking Garage, 7th Avenue Streetscape, and helped to progress those projects over the past several years.**

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

Refer to the matrix (pg. 3) in order to evaluate your progress in the space next to sentence:

- a. Made a personal financial investment in the program. **5 ??? - at least 75 percent of the board pay MSD taxes.**
- b. Participated in the development of fundraising goals. **5**
- c. Led or participated in a key fundraising activity of the organization. **3**



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- d. Made direct solicitations. **0**
- e. Supported donor relationship, retention, and/or recruitment. **3**
- f. OPPORTUNITY TO DEMONSTRATE ACHIEVEMENT (3 or above): **Share an example of how your program is achieving and doing something innovative or outstanding that isn't listed in any of the above indicator. Again, your organization must meet this indicator in order to achieve accreditation. 1-2 sentences: We have not had fundraising needs from our board due to the government support, event sponsorship, etc. We do have several board members who have sponsored events.**

INDICATOR III: The Main Street program has developed an active, supporting volunteer structure to ensure capacity to plan and implement the approved work plans. Refer to the matrix (pg. 3) in order to evaluate your progress in the space next to sentence:

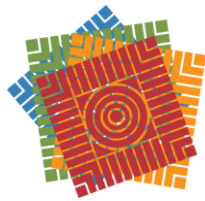
- a. Established committees or teams that follow the program's selected Economic Development (Transformation) Strategies, Board's outlined priorities, and/or the Main Street Four Points. **5**
- b. Each volunteer committee or team has an active leader, chair, or co-chairs. **1**
- c. Each volunteer committee has an appropriate number of members to plan the approved number of projects or initiatives it intends to implement. Ideally, there is a leader or champion for every project. **2**
- d. Committees or teams participate in trainings that support their roles at least annually. **4**
- e. OPPORTUNITY TO DEMONSTRATE ACHIEVEMENT (3 or above): Share an **example of how your program is achieving and doing something innovative or outstanding that isn't listed in any of the above indicator. Again, your organization must meet this indicator in order to achieve accreditation. 1-2 sentences: 3000+ hours by volunteers in 2022, including our top volunteers with over 50 hours per year helping at downtown events.**

III. PROFESSIONAL STAFF MANAGEMENT

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

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

- a. The Main Street program must employ a 40 hours/week paid professional Main Street Director, who is dedicated to downtown and will coordinate and facilitate the work of the program. Communities with a population of 5,001-9,999 MAY employ two or more persons that equal on or more full-time equivalent positions(s). One of the positions must be designated as the director. Communities with a population of 5,000 or less MAY



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employ a part-time 20+ hours/week position paid professional Main Street Director (per NCMS annual agreement) 5

- b. Main Street staff have job descriptions and defined performance expectations. 5
- c. Main Street staff participates in trainings required by the State Coordinating Program. 5
- d. Main Street staff participates in professional development offerings provided by Main Street America, State Coordinating Program (such as Directors Meeting (required), 1 out of two regional meetings per year (required), if a **NEW Director** has fulfilled all the Basic Trainings offered (required), attended the NC Main Street conference (required) etc. 5
- e. Main Street staff communicates regularly with the Board and specifically with the Board Chair and offers regular monthly reports to the Board. 5

INDICATOR II: The Main Street Board of Directors has managed and provided guidance to its Main Street Director throughout the year. Understanding that organizational formats vary such as if your program is a quasi or a city administered program in some cases this may be your city manager or direct supervisor is not the city manager.

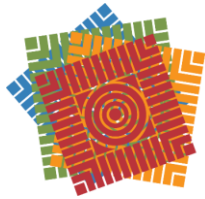
Refer to the matrix (pg. 3) in order to evaluate your progress in the space next to sentence

- a. The Board, through its Board chair or president provides regular guidance and feedback to the program's director. 5
- b. A formal performance review process is conducted at least once annually. The Board Executive Committee, with participation of Board members, leads the director's performance review. 5 - city review not board?
- c. The Board ensures that the annual budget provides a competitive compensation package (pay and benefits) and opportunity for appropriate merit increases. 5 - city determines
- d. The Board ensures that the annual budget offers staff with professional development and trainings, including travel. 5
- e. Staff management policies and procedures are in place and reviewed annually. Appropriate procedures ensure clearly established communication lines and roles and responsibilities between Board and staff. 5
- f. The Board has developed a plan to manage succession or the director's transition and recruitment. 5 - city role

IV. EFFECTIVE OPERATIONAL STRUCTURE

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

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



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- a. A clearly defined mission statement that confirms the purpose of the organization. **4**
(*Please write in your organization's mission statement here: The Downtown Program exists to identify, preserve and enhance the key factors that contribute to the authentic small town urban character of historic downtown Hendersonville.)
- b. Established by-laws or rules of procedure if your organization is a city department/program, which are reviewed annually and revised appropriately to carry out the program's mission for the district. **5**
(*Please attach a copy of your bylaws or rules of procedure at the end of this document.)
- c. Operating policies and procedures that outline internal and external communication practices, conflicts of interest, personnel management, leadership selections, elections, and terms, Board roles and responsibilities, fiscal practices, etc. **3**

(*Please attach at the end of this document. Some or many of these may be covered in your bylaws. If so, please indicate by checking here included in rules of procedure.)
- d. Appropriate insurance for the organization, Board/staff, and its programming. **5**
- e. Legal and fiscal requirements are met and maintained as required with its tax status or operation structure. **5**

STANDARD III:

Diversified Funding and Sustainable Program Operations

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

FOCUS AREAS

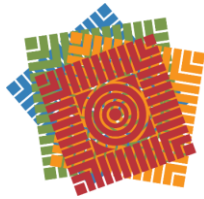
Communities engaged in the Main Street Approach understand how essential these key areas of focus are for an organization's success: **I) Balanced Funding Structure, II) Strategic Revenue Development and Fundraising, III) Budget and Work Plan Alignment and IV) Financial Management and Best Practices**

I. BALANCED FUNDING STRUCTURE

INDICATOR I: The Main Street organization's budget demonstrates a balanced funding structure with a diverse mix of public and private sector sources.

Refer to the matrix (pg. 3) in order to evaluate your progress in the space next to sentence

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



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organizations. 5

- b. Special taxing/assessment district such as a Municipal Service District or Business Improvement District. 5
- c. Sponsorships and/or in-kind donations. 5
- d. Earned revenues. 5
- e. Memberships. 0
- f. Local Government. 5
- g. Grants 5

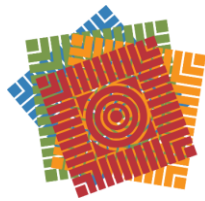
INDICATOR II: The private sector is investing in the district's revitalization efforts and the Main Street program. Refer to the above matrix in order to evaluate your progress in the space next to sentence:

- a. Fundraising activities such as event sponsorships, marketing initiatives, and/or special project funding. 5
- b. Main Street program's earned incomes, such as rents, merchandise sales, etc. 5
- c. Investor programs such as memberships, Friends of, annual donations, etc. 1 - friend of the market
- d. In-kind services. 4
- e. A special tax self-assessment mechanism(s) approved by district property and/or business owners, such as MSDs or BIDs 5

INDICATOR III: The public sector is investing in the district's revitalization and the Main Street program. Refer to the matrix (pg. 3) in order to evaluate your progress in the space next to sentence:

- a. Annual investment in the district and/or the Main Street Program. 5
- b. Service agreements with the Main Street Program. 4
- c. Supports through the employment of the Main Street Director. 5
- d. Direct funding for event sponsorships & marketing initiatives. 4
- e. In-kind services 5

II. STRATEGIC REVENUE DEVELOPMENT AND FUNDRAISING



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INDICATOR I: The Main Street program demonstrates commitment to strategic revenue development process and oversight. Refer to the matrix (pg. 3) in order to evaluate your progress in the space next to sentence:

- a. The Board reviews fund-development plans, goals, and progress at least quarterly. **3**
- b. A designated Board member provides active financial oversight for the program and is engaged in revenue development planning and reporting. **3 - FoDT Treasurer - John B**
- c. A fund-development committee, organization committee, or team is in place to lead fund-development planning and implementation. **3**
- d. Committees are engaged in seeking funding to support projects **0**

III. BUDGET AND WORK PLAN ALIGNMENT

INDICATOR I: The Main Street organization has an annual budget that is aligned to the organization's strategies and goals. Refer to the matrix (pg. 3) in order to evaluate your progress in the space next to sentence:

- a. Alignment with the mission. **5**
- b. Alignment with a selected Economic Development (Transformation) Strategy and/or approved workplan. **4**
- c. A diversity of income sources. **5**

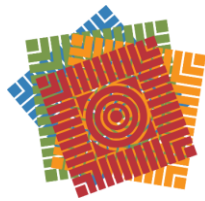
INDICATOR II: The Main Street program exhibits commitment to a budget that effectively covers operational and programming goals. Refer to the matrix (pg. 3) in order to evaluate your progress in the space next to sentence:

- a. Covering operational expenses, including program personnel, office administration, financial management activities, and travel expenses for professional development. **5**
- b. Covering programming related to each point of the Main Street Approach (Organization, Economic Vitality, Design, Promotion). **5**

IV. FINANCIAL MANAGEMENT AND BEST PRACTICES

INDICATOR I: The Main Street organization demonstrates sound financial management outlined by processes and procedures. Refer to the matrix (pg. 3) in order to evaluate your progress in the space next to sentence:

- a. Financial tracking systems and reporting practices are in place. (QuickBooks or other software) **5**
- b. The organization's monthly financial statements are reviewed by the Treasurer. **3**



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- c. The organization has a third party financial professional compile and reconcile monthly financial statements. **1**
- d. The organization has had a third party financial professional review, reconcile and/or audit the program's finances at a minimum every two years. **4 - they do the 990**

INDICATOR II: The Main Street organization's financial management has clear leadership and oversight.

Refer to the matrix (pg. 3) in order to evaluate your progress in the space next to sentence:

- a. Leadership roles and responsibilities relating to budgeting, fund-development, and financial reporting are clearly outlined through Board, committee and/or Treasurer job descriptions. **3**
- b. The Main Street Board of directors conducts monthly reviews of the organization's finances to ensure appropriate accountability and alignment with programming. **1**

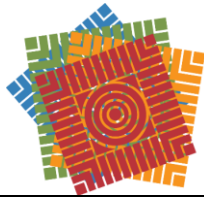
***NOTE: Complete the budget information below and at the END of the document attach your organizations budget.**

Due to varying information depending on the program's organizational structure we need you to complete the section below, limiting it to dollar amounts received specifically for Main Street salaries and program operating funds. On the next page please complete the budget sheet.

Do not include any capital improvement funds. If your program is a city program, please break this down as well. **Do not send your entire city budget** and **do not send your entire city department's budget** if you are a department within the city, **only send the Main Street portion of your budget.**

Source of Funds and \$ Amounts:

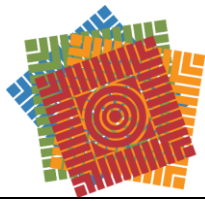
Source of Revenue	Dollar Amount	Use of Funds if Allocated to a Specific Use or Project
• Public Investment		COMPLETE SECTION BELOW
**City: How much, in dollar value, comes directly from the municipality to your downtown organization. This is NOT in-kind contributions and EXCLUDES MSD FUNDS.	\$ 319,000	This is the sales tax distribution to the Main Street and 7th Avenue MSD Budget. This is above and beyond the MSD ad valorem tax. This amount, paired with MSD tax goes toward downtown program staff, a portion of public works crews, contract services for landscaping, holiday lights, arborist,



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		etc, as well as general program expenses.
County	\$ 91000	\$91,000 was received in FY 2022 from the HCTDA \$50,000 for Downtown Master Plan, \$15,000 for marketing, \$10,000 for R&B 2024, \$16,000 for holiday events some of this will be spent in the following fiscal year.
State	\$	
Federal	\$	
Tax District/Special Assessment District	\$ 355,000 Main Street MSD Rate: \$. 24/\$100 7 th Ave MSD Rate: \$. 17/\$100	Total MSD tax from Main Street and 7th Avenue
• Private Investments		
Sponsorships	\$ 10000	10,000 annual organizational sponsor (distributed to events)
Earned Income (Typically from Events)	\$ 12,000	(this includes event sponsorships)
Grants	\$ 400,000	This does not include the \$91,000 from HCTDA and approx.. \$7000 in grants to support the double SNAP/EBT program for the farmers market. \$400,000 is a grant received to the City from Dogwood Health Trust to implement a small business loan and training program for 2 years.
Fundraising Events	\$	This is reflected in earned income
Membership/Friends	\$	
Donations/Donor Bequests	\$ 3000	
• Interest	\$	
• Other What?	\$	
• Total	\$ 1,190,000	



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* Is free office space provided?	If so, by whom? yes	Annual \$ value: n/a
REMEMBER TO ATTACH YOUR BUDGET TO THE END OF THIS DOCUMENT		

STANDARD IV.

STRATEGY-DRIVEN PROGRAMMING

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

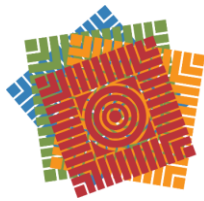
FOCUS AREAS

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

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

INDICATOR I: The organization's annual planning process as informed by a comprehensive set of inputs that guide Economic Development (Transformation) Strategy identification and work plan alignment and implementation. Refer to the matrix (pg. 3) in order to evaluate your progress in the space next to sentence:

- Inclusive district and community input is gathered at a minimum of every three years to keep the pulse on the district's needs through focus group events, online surveys, and/or other strategies. **4**
- Market research and analysis has been conducted for the district's trade area within an appropriate time interval, depending on the local economy. This is recommended at least every three to five years. **3**
- Business inventory is up to date and reflective of the district's business mix, uses, and existing clusters. **4**



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- d. Building inventory is up to date and reflective of the district's property ownership, condition, uses, and status (for sale, for lease, occupied). **4**
- e. The organization maintains an asset map that recognizes distinctive place-based assets within the district that highlight unique and competitive advantages and market opportunities. **3**
- f. Strategy reflects opportunities driven by local and national trends. **3**
- g. OPPORTUNITY TO DEMONSTRATE ACHIEVEMENT (3 or above): Share an **example of how your program is achieving and doing something innovative or outstanding that isn't listed in any of the above indicator. Again, your organization must meet this indicator in order to achieve accreditation. 1-2 sentences: We have a GIS connected downtown property and busienss inventory that gets updated at least 2 times per year and informs our map brocure annually.**

II. DEFINING DIRECTION THROUGH ECONOMIC DEVELOPMENT (TRANSFORMATION) STRATEGY IDENTIFICATION AND DEVELOPMENT

INDICATOR I: Main Street has defined and aligned as an organization around a Transformation Strategy that is guiding the revitalization work. Refer to the matrix (pg. 3) in order to evaluate your progress in the space next to sentence:

- a. Using a comprehensive set of inputs, the board has identified a consumer-based or industry, product, or service-based strategy(s) that can best respond to the district and community vision, needs and market opportunities. **3**

***List your economic development (transformation) strategies: Pedestrian-built infrastructure, Maintaining Community Character, Quality Events and Promotions to Build Downtown Brand**

- b. The board has adopted a vision or economic positioning statement that guides the future of the program and includes Economic Development (Transformation) Strategies: **3**

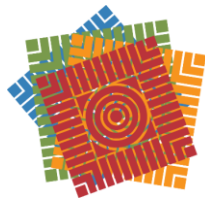
***Write your vision here: Downtown Hendersonville offers an authentic small-town atmosphere with an unparalleled pedestrian experience. multiple options for urban living and a vibrant small business community.**

The board formally adopts an Economic Development (Transformation) Strategy(s). **3- adopted concept in 2020 but we plan to review and update in downtown master plan in 2023**

- c. Partner organizations or other stakeholders have adopted or endorsed selected Economic Development (Transformation) Strategy. **0**

- d. The Strategy(s) have measurable benchmarks. **3**

Benchmarks – adopt a downtown master plan, complete parking garage, complete 7th Avenue Branding, increase pedestrian connections / Ecusta Trail connections, Branding and marketing of Downtown events- Farmers Market and Rhythm & Brews



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

INDICATOR I: The Main Street board conducts an annual strategy-driven work planning process with volunteer committees to guide the organization's programming. Refer to the matrix (pg. 3) in order to evaluate your progress in the space next to sentence:

- a. Board outlines priorities or goals that guide volunteer committees in identifying the initiatives, projects, and activities to be approved in annual work plan. **4**
- b. Projects, events, or initiatives are aligned with selected Economic Development (Transformation) Strategy(s). **3**
- c. The Economic Development (Transformation) Strategy(s) are implemented comprehensively across all Four Points of Main Street. **3**
- d. Work plans include written action plans for critical projects that outline specific tasks, timeline, budget, volunteer hours, who's responsible, etc. **3**
- e. Annual fund-development goals and allocations are guided by the Economic Development (Transformation) Strategy(s) **3**

STANDARD V. PRESERVATION-BASED ECONOMIC DEVELOPMENT

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

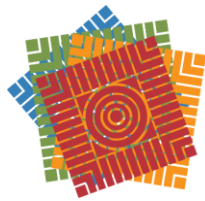
FOCUS AREAS

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

I. PRESERVATION ETHICS AND EDUCATION ON HISTORIC AND CULTURAL ASSETS

INDICATOR I: Main Street demonstrates the community's commitment to its historic and cultural assets. Refer to the matrix (pg. 3) in order to evaluate your progress in the space next to sentence:

- a. The district has historic buildings listed as local landmarks, a national landmark district, or listed on the National Register of Historic Places. [NC Listings in the National Register of Historic Places | NC DNCR \(ncdcr.gov\)](https://www.ncdcr.gov/nc-listings-in-the-national-register-of-historic-places) **5**



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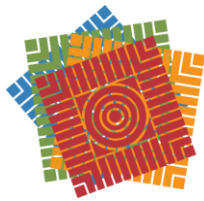
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- b. The community is a Certified Local Government (CLG) [download \(ncdcr.gov\)](https://www.ncdcr.gov). **5**
- c. The district has received cultural, arts, natural, outdoor recreational or other special designations or recognitions. **1**
- d. Main Street advocates for a local preservation ordinance or the community has one. **3 –**
Main Street has one, differing opinions on 7th Avenue
- e. Main Street has developed or supported the development of design standards, guidelines, and tools property owners can use to preserve, improve, and maintain historic buildings. **3 - in Main Street, not in 7th**
- f. Incentives or in-kind services are in place to assist with improvements to historic and cultural resources (e.g., façade grant, sign grant, low interest loan, design assistance) **5**
- g. Local, county, and/or regional strategies acknowledge and incorporate the preservation of heritage and cultural assets as economic development priorities. **4**

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

INDICATOR 1: Main Street is an advocate and partner for the implementation of standards, guidelines, and best practices for the preservation of historic and cultural assets. Refer to the matrix (pg. 3) in order to evaluate your progress in the space next to sentence:

- a. Partnered with local government, commissions, and community groups to assess and incorporate heritage, cultural assets, natural or outdoor recreation into economic development and marketing priorities and initiatives. **4**
- b. Provided or connected district property owners with assistance in redevelopment that is aligned with the district's strategy(s). **5**
- c. Provided guidance that educates property and business owners and developers on state and local ordinances, incentives, and other redevelopment tools. **4**
- d. Provided guidance to projects that leveraged preservation and/or economic development funding tools to support building improvements (TIF, Historic Tax Credits, CLG, USDA grants, etc.) **4**
- e. Advocated for threatened historic properties, and worked to acquire, attract new owner ships and/or worked with city leaders to enforce requirement maintenance standards. **2**
- f. **OPPORTUNITY TO DEMONSTRATE ACHIEVEMENT (3 or above):** Share **an example of how your program is achieving and doing something innovative or outstanding that isn't listed in any of the above indicator. Again, your organization must meet this indicator in order to achieve accreditation. 1-2 sentences. The Historic Preservation Commission hosted a CLG training for the local commission and regional interest**



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in certified local governments

III. PROMOTION OF HISTORIC, HERITAGE, AND CULTURAL ASSETS

INDICATOR I: The Main Street program actively promotes the district's historic and cultural assets. Refer to the matrix (pg. 3) in order to evaluate your progress in the space next to sentence:

- a. Activities/programming that interpret, celebrate, and recognize local heritage, cultural, natural, or outdoor recreational resources **4**
- b. Working with media to promote stories that highlight the district's historic, cultural, natural, or outdoor recreational assets and messages their importance to the community and economic growth. **4**
- c. Conducts activities that educate property owners on the benefits of rehabbing historic properties to increase the economic value of the property. **4**
- d. OPPORTUNITY TO DEMONSTRATE ACHIEVEMENT (3 or above): Share **an example of how your program is achieving and doing something innovative or outstanding that isn't listed in any of the above indicator. Again, your organization must meet this indicator in order to achieve accreditation. 1-2 sentences. The Historic Preservation Commission hosted a SHPO CLG training for our local commission and HPC's across North Carolina. We worked with UNCG on 2 facade improvements. One has received a facade grant and will move forward early 2023 on improvements.**

STANDARD VI. DEMONSTRATED IMPACT AND RESULTS

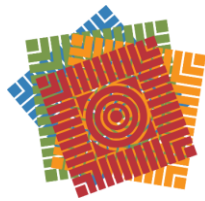
Main Street communities are part of a national network with a proven record for generating strong economic returns and strengthening the district's position within a highly competitive marketplace. Standard Six highlights the importance of tracking, packaging, and demonstrating the qualitative and quantitative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

FOCUS AREAS

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

I. DEMONSTRATING THE VALUE OF MAIN STREET

INDICATOR I: Main Street is positioned as an advocate for the district, promoting revitalization as an economic development priority among the public and private sector and community at



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large. Refer to the above matrix in order to evaluate your progress in the space next to sentence:

- a. District revitalization and physical and economic improvements are included in recent regional or citywide master plans, economic development plans, comprehensive plans, etc. **5**
- b. Main Street participates in ongoing local planning efforts that involve the district **5**
- c. Main Street participates in guest presentations to local community organizations and institutions. **5**
- d. Small business owners in and around the district regularly seek and receive assistance or support from the Main Street program (e.g., letters of support for grants or loans, marketing support on the Main Street program's website and social media, etc.) **3**
- e. District stakeholders advocate for the program when requested. **4**
- f. The district is highlighted in local partners' communication and marketing efforts (e.g., city, tourism, economic development, etc.) with blog posts, multi-line descriptions of the district, and/or photos featuring the district, etc. **5**
- g. Main Street program's logo, webpage, and/or social media links are included on local government and other partner organizations' websites. **5**
- h. Entrepreneurs and local business owners regularly approach the Main Street program about commercial spaces in the district that could potentially serve as a base-of operations for a new business or new location for an existing business. **4**

II. MEASURING AND PACKAGING QUANTITATIVE AND QUALITATIVE OUTCOMES

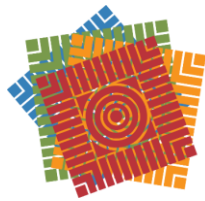
INDICATOR I: Main Street regularly collects and maintains district revitalization statistics (quantitative) and intangible impact data (qualitative) across the Four Points of the Main Street Approach and examines changes over time as required by the Coordinating Program.

*** This is required by the NC Main Street Coordinating program. If your organization has reported to the NC Main Street State Program the annual statistics and met the annual deadline (the last business day of July) Give your organization 5 points if you met this requirement. **5****

Please check or put an X by the following if you have these statistics available:

 x You know or have on had the number of businesses operating in the district.

 x You know or have on hand the number of businesses operating in the district that are women-owned.



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 x You know or have on hand the number of businesses operating in the district that are minority-owned.

 x You know or have on hand the number of businesses operating in the district that are veteran-owned.

 You know or have on hand the number of employees/jobs based in the district.

 x You know or have on hand the number of new businesses launched in the district over a given period (monthly, quarterly, or annually) and

 x You know or have on hand the number of employees/jobs added in a district in a given period.

 x You know or have on hand the number of **business closures** in the district over a given period (monthly, quarterly, or annually) and number of employees/jobs lost in a district in a given period.

 x You know or have on hand the number of local businesses **participating as vendors in district events, festivals, etc.**

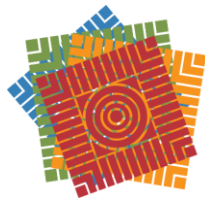
 x You know or have on hand the **number of housing units added or lost** in the district over a given period (monthly, quarterly, or annually), broken out by housing type (loft, apartment, duplex, single family detached home, etc.), tenure type (for lease or for sale), and sale/rent amount relative to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

 x You know or have on hand the **number of properties in the district renovated**, including details about the capital invested in the renovations and any financial incentives programs leveraged in the renovation (e.g., historic tax credits, low-income housing tax credits, etc.).

 x You know or have on hand **the number of public improvement projects** in the district that were launched/completed, including overall price tag, public dollars invested, and any secondary sources of capital invested.

INDICATOR II: Main Street annually collects and maintains organizational impact statistics (quantitative) and intangible impact data (qualitative) and examines changes over time. **Please check or put an X by the following if you have these and then refer to the above matrix in order to evaluate your progress in the space next to sentence:**

- a. x Board annually reviews broad performance goals established within the organization's workplan. **3**
- b. Board annually reviews metrics established to analyze the progress of selected Economic Development (Transformation) Strategies. **2**
- c. x Number of volunteer hours contributed. **5**
- d. x Financial value of volunteer contribution (using Independentsector.org formula). **5**
- e. x Number of volunteers participating **5**



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- f. ☒ Testimonial reports from small business owners, property owners, and government officials about the value of the Main Street program. 3
- g. ☒ Conversion of volunteer hours to in-kind dollars (\$) contributed. 3
- h. ☐ Financial (\$) contributions made to Main Street by the public sector 5
- i. ☒ Financial (\$) contributions made to Main Street by the private sector. 5
- j. ☐ Number of responses and analysis of response data from a survey that seeks to understand the community's growing knowledge about Main Street, the importance of Main Street, etc., as well as stakeholder attitudes about Main Street organization. _____
- k. ☐ Impact surveys of promotional events. _____
- l. ☐ Impact surveys of education programming attendees. _____
- m. ☒ Number of media impressions 3

III. PROMOTING PROGRESS AND DEMONSTRATING IMPACT AND RESULTS

INDICATOR I: The district's revitalization programming, achievements, stories, and reinvestment statistics are promoted. Give your organization a score of 1-5 (see scoring methods above) if your organization has achieved any of the these:

- a. Sharing with the NC Main Street staff achievements you have successfully accomplished such as receiving grants for specific projects, major rehabilitation projects, streetscape projects that have been implemented, etc. 5
- b. Sharing with district stakeholders, local units of government, anchor organizations, funders, and the community at large examples are above. 5
- c. Highlighting and publishing success stories of impactful projects on digital platforms (website, social media channels, etc.) and local media outlets. 4
- d. Publishing and distributing an annual report and summary of revitalization statistics. 5
- e. Highlighting key statistics and testimonials on website and other marketing materials. 4