



2026 LETTER OF AGREEMENT

Program Policies and Services

Due by March 31, 2026



Tennessee Main Street Program

A Coordinating Partner of the National Main Street Center

Tennessee Department of Economic and Community Development

312 Rosa L. Parks Avenue, 27th Floor

Nashville, Tennessee 37243

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LETTER OF AGREEMENT

This letter of agreement is entered into by the Tennessee Main Street Program, a program of the Tennessee Department of Economic and Community Development and coordinating partner of the National Main Street Center, and the community/local organization listed below.

This letter of agreement confirms the participation of the local community and the local Main Street America™ organization as a designated Tennessee Main Street program and participant in the National Main Street network. This designation allows the local program to participate in the training and promotional activities of the Tennessee Main Street Program, to use its name, logo and signage, to receive technical assistance and resources, and to apply for Downtown Improvement Grants and other special programs offered to designated local programs. This agreement also confirms the local organization will file the annual TN Main Street report and the annual evaluation report for the National Main Street Center by the required deadlines.

The Tennessee Main Street program, represented by the state coordinator and representatives of the Tennessee Department of Economic and Community Development (ECD), will provide services to the following organization:

Local Main Street Organization Downtown Kingsport Association
Address 400 Clinchfield St. Ste 100
City Kingsport, Tennessee Zip Code 37660
Organization/ primary contact email address rcleary@downtownkingsport.org
Telephone 423-392-8822 Website downtownkingsport.org
Non-profit status 501c3 FEIN Number 81-2175094
Manager/Director Robin Cleary Hire date 09/2019

Board of Directors:

President Chip Millican Term expires 1/2007
Vice President Paula Byrnes Term expires 1/2008
Secretary Frank Lett Term expires ongoing
Treasurer Chris Raines Term expires 1/2007

Policies and Procedures

The local Main Street America™ organization (as named in this agreement) shall comply with the following policies and procedures set forth by the Tennessee Main Street Program:
Designated Tennessee Main Street programs should clearly demonstrate:

- **Broad-based community support for the revitalization effort and should include:**
 - A wide cross-section of the community involved in the local program (city, county, chamber, civic clubs, business and property owners, developers, residents, etc.)
 - Diversified financial supporters.
 - Support from the city both philosophically and financially.
 - Downtown business and property owners who are supportive and engaged.
 - Potential volunteers lined up to help.

 - Does the program have effective mission and vision statements?
 - Mission statements communicate purpose and direction quickly (they should be easy to remember and recite). Vision statements reflect long-term intentions, the dream for your downtown. It is important to have a mission statement in place at the beginning, but a vision statement can be developed as the program progresses.

- **A comprehensive annual work plan grounded in the Four-Point Approach™**

The annual work plan will be your detailed “blueprint” for the year’s activities and focus. It provides measurable objectives and guides the board, committees and volunteers. An annual work plan should:

- Focus on the Four Points of design, economic vitality, organization and promotion equally.
- Have measurable objectives with timelines, budgets, desired outcomes and specific responsibilities assigned to the board of directors, executive director and the four committees.
- Distribute activities to a broad range of participants and volunteers.
- Illustrate significant progress from year to year.

- **A preservation ethic as it relates to downtown revitalization**

Main Street began as a preservation-based economic development initiative. It is important to understand the value and potential historic structures provide traditional downtown commercial districts. The quality of architecture and their place in local history is integral to creating a district rich with character and distinctiveness. Local programs should be prepared to focus on the following:

- Putting in place active and effective design management programs (financial assistance, design assistance, design guidelines/review process, education, etc.)
- Completion of the BOOMs tracker inventory for the commercial district
- Active encouragement for appropriate building renovation, restoration and rehabilitation
- Taking action to prevent the demolition or substantial structural alteration of significant buildings
- Seeking appropriate land use and planning policies that support the revitalization process

□ **An active board of directors and committees**

The Main Street board of directors provides oversight and direction for the program and its executive director/manager. Board members also chair the committees, work to maintain solid finances and connect their program to other organizations throughout the community. An independent organization with a board of directors is considered the best option for managing a local program. If Main Street is established as part of an existing organization, there should be, at the very least, a steering board devoted exclusively to the Main Street program. Regardless of the organizational structure, the Main Street program will be expected to:

- Have a dedicated governing body with its own rules of operation, its own budget and bylaws, and empowered to carry out the Main Street mission, even if the program is part of a larger organization.
- Conduct well-managed, monthly meetings with an advanced agenda and regular distribution of minutes.
- Show how committee members assume responsibility of the work plan.
- Sufficient and sustainable finances

In order to be successful, a local Main Street program must have the financial resources necessary to carry out its annual work plan. Budgets will vary based on community size and available resources, but from the very beginning it is important that you have the following in place:

- Dedicated financial resources from a sponsoring organization or partners capable of paying a program director's salary and benefits, continuing education/travel expenses, office management (rent, electricity, internet, etc.), and committee activities for the next three years.
- A process for financial oversight and management.
- A strategy for stable funding beyond the initial three-year period.

□ **A paid professional manager/director**

Provision of professional staff (manager/director) for the local Main Street America™ organization is essential. This may be full-time or part-time, depending on community size though full-time is recommended. If the city population is over 5,000, a full-time director is required. In the event the local Main Street America organization manager/director position is vacated during the term of this agreement, the local program agrees to fill the position within a reasonable amount of time and with a person meeting the qualifications for professional staff. The Tennessee Main Street Program reserves the right to suspend or cancel designation if the position is vacated for more than six (6) months. Upon filling the position, the local program will be required to send the new Main Street America™ manager/director to new manager training offered in conjunction with the quarterly managers' meetings. The Board of Directors or the supervisor of the local Main Street program is responsible for seeing that the local program manager

- is paid a salary consistent with other community and economic development professionals in your area.
- is adequately trained for undertaking a downtown revitalization program, can motivate volunteers, has the skill to express the program's mission and goals, and is a good project manager.
- has a written job description that correlates with their roles and responsibilities as a Main Street director.
- is evaluated annually using a formal system.

□ **Participation in on-going training and education**

Main Street is a learning process, regardless of whether a program is new or has been active for a long time. Designated programs must commit to participating in on-going training at least three times a year. Tennessee Main Street (TMS) provides an annual calendar of approved training events. Quarterly manager meetings are free to attend but may require travel expenses. A representative (manager/director or board member) must attend a minimum of three trainings per year. These can include quarterly managers' meetings, approved conferences (Tennessee ECD Governor's Conference or National Main Street Conference) and virtual training provided during the calendar year. **At least one of the three required trainings must be an in-person quarterly managers' meeting.**

□ **Accurate reporting of annual reinvestment statistics**

Local Main Street programs must complete and submit an Annual Report to the Tennessee Main Street Program state staff by the required deadline. The annual TMS report determines program designation by the State of Tennessee. Also required is the submission of the National Main Street Center annual evaluation report which will determine a local programs national accreditation status by the National Main Street Center. These reports shall be submitted by the local organization upon request and reviewed by the Tennessee Main Street Program staff.

□ **Current membership in the National Main Street Center**

It is important to remember that Tennessee Main Street designation sends a strong message that your community is committed to and actively engaged in downtown revitalization and management. Different programs are in various phases of this effort, but all have made a long-term commitment to stabilizing, improving and managing their downtowns as part of a comprehensive economic and community development effort. Maintaining a current membership to the National Main Street Center/Main Street America is required. Membership can be obtained online by visiting the website www.mainstreet.org

□ **Acknowledgement of Tennessee Main Street Program assistance in projects**

When applicable and in an appropriate method (publications, media, program websites, etc.) local program should acknowledge their participation in the Tennessee Main Street program. For example, credit TNECD/TN Main Street program for projects completed under a Downtown Improvement Grant, place the TN Main Street logo on their website, and include the TN Main Street logo in printed materials.

Program Services

Tennessee Main Street offers a great network and environment for learning and applying proven revitalization tools. The state program provides many services to assist designated communities. These services range from working with newly designated programs on developing core competencies to helping mature programs maintain focus and effectiveness. The Tennessee Main Street program agrees to provide the following services to the designated local Main Street™ organization:

- A. Training opportunities to further understanding of the Four-Point Approach™ to downtown revitalization and management, including critical tools such as design and economic strategies, market-driven promotions and organizational functions. These are held at least three times per year.
- B. Guidance and resources for the manager/director and board president. This may include virtual, phone, and email consultation, and regular communication of important materials.
- C. Technical Services provided in-person by state staff or TN Main Street consultants at least every other year. The most recent Technical Service was a Transformation Strategy guided two-year work plan supported with market data.
- C. Recognition as a designated Tennessee Main Street community on the <http://www.tn.gov/ecd> website and invitation to apply for Downtown Improvement Grants-DIG, (Accredited Main Street programs received 5 extra points on the DIG application), and other programs as funding becomes available.
- D. A comprehensive review of the local programs Annual Designation Report, collecting and publishing the annual reinvestment statistics to illustrate the economic impact of all designated Tennessee Main Street programs (and communicate those results to the National Main Street Center), and providing recommendations for program improvement as needed.
- E. On-site visits as needed to assist local programs and provide technical assistance to the staff, committees and board members with the goal of maintaining the local programs annual accreditation from the National Main Street Center. The Tennessee Main Street Program Director or Assistant Main Street Director will visit each designated community at least every other calendar year.
- F. Promote the local, state and national Main Street America™ programs through public presentations, community meetings and partnership development to serve as a statewide resource for downtown revitalization and management strategies.

Logo and Signage Usage



The Tennessee Main Street logo (illustrated on the left) and signage is for use by programs and communities that have received designation from the Tennessee Main Street Program and Tennessee Department of Economic and Community Development.



The National Main Street Center owns the trademark for the Phrase “Main Street America” as it applies to the revitalization of traditional and historic commercial districts. The NMSC allows state and local coordinating programs involved in the revitalization of these commercial districts based upon the National Main Street Center’s “Four Point Approach” to use the name “Main Street” to describe their programs.

If a program and community are no longer designated by the Tennessee Main Street program, all usage of the Tennessee Main Street name, logo and signage are prohibited. References to Tennessee Main Street (website, street signage, etc.) must be removed from public viewing and use.

- Do not alter the logo in any way or attempt to reproduce the logo from scratch.
- Do not stretch or condense the logo vertically or horizontally.
- Digital copies are available from the Tennessee Main Street program office.
- Colors are restricted to Black and Gold (Pantone 1215 C).
- No other tag line or text is to be used within the logo space.

Black 100%



Pantone 1215 C



Termination

Should the local Main Street America™ organization be unwilling or unable to meet the terms of this agreement, the Tennessee Main Street Program may no longer grant state level designation. Under those circumstances, the Tennessee Main Street Program Director will send a written report identifying the issues and providing guidance on how to proceed within a specified period of time. If the local Main Street America™ program fails to make the recommended corrections, the Letter of Agreement with the local program will be terminated and the program will lose Tennessee Main Street Program designation. After the local Main Street Program Letter of Agreement is terminated, the community must reapply through the new program application process.

Signatures

I (we), the undersigned, on behalf of our community and local Main Street™ organization, have read and agreed to the Letter of Agreement with the Tennessee Main Street Program and acknowledge that the above organization is an active participant in the Tennessee Main Street Program and meets all criteria of designation and understand that if the organization is no longer designated, usage of the name and logo must cease and community signage must be returned to the Tennessee Department of Economic and Community Development.

Local Main Street Organization
Board President/Chair


Local Main Street Organization
Manager/Director

Date/term expiration date


Date

Elected Official/City Mayor

Date

City Administrator/Manager

Date

Tennessee Main Street Program Director

Date