

# City of Arlington

## Arlington Main Street Application

Winter and Spring 2020

Report No.5 July 2020



Sustainable  
Communities  
Partnership



## About SCP

Western's Sustainable Communities Partnership (SCP) program focuses the expertise, energy, and ideas of faculty and students upon the issues that communities face as our society transitions to a more sustainable future. SCP partners with communities each academic year, facilitating a program in which Western courses complete community-engaged learning projects that address challenges identified by the partner.



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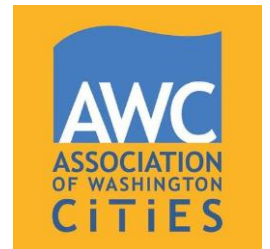
## SCP Partner for 2019-2020: City of Arlington, WA

SCP is proud to partner with the City of Arlington, Washington during the program's fourth year. Four Western courses and two student interns worked on projects identified in collaboration with city staff.



## Acknowledgement

The [Association of Washington Cities](#) (AWC) has provided invaluable assistance as SCP has grown and developed. AWC has provided advice on program development and has assisted in promoting the program.



SCP is housed within Western's [Office of Sustainability](#)



## PREFACE

Under the guidance of Dr. Tamara Laninga, this project was completed spring of 2020 by two senior planning student interns at Western Washington University. As part of this project, Dr. Laninga and students worked with Downtown Arlington Business Association (DABA) to understand how to qualify to become a Main Street America Accredited Member. This report highlights insights gleaned through research and conversation that may inform next steps for becoming an Accredited Member.

### Western Team

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### City of Arlington Staff

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## INTRODUCTION

In 2019, the City of Arlington, Washington and Western Washington University partnered to develop a downtown master plan to assess land use, transportation, market needs, opportunities for improvements, and the long-term protection of the look and feel of the downtown area. One of the identified project goals for the partnership was to work with the Downtown Arlington Business Association (DABA) to understand how to qualify to become a Main Street America Accredited Member.

To support our research and learn more about the Main Street Program, we reached out to the Washington Main Street Program office. Here are some key points that we learned to inform DABA's timeline for applying to become an accredited Main Street program:

- An Executive Director needs to be hired at the time of the Main Street application
- The program needs a work plan and budget that shows a couple of years of sustainable operations
- The level of detail and professionalism for a strategic plan can vary
  - Pullman, WA hired BDS Planning & Urban Design consultants to develop their Main Street Master Plan (City of Pullman, 2020)
  - Other programs have worked with Washington Main Street Program staff to develop their strategic plans

### *Washington Main Street Program Contacts*

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The remainder of this report provides information for DABA and the City regarding the steps necessary to qualify as a Main Street America Accredited Member.

## PURPOSE

The purpose of the Arlington Main Street Project is to provide DABA with information to support their Main Street (MS) application. We specifically collected information in three areas to support the application:

1. Data for the application's Part III - Baseline Statistics
2. Executive director job descriptions

### 3. Budget examples and MS program funding sources

Beyond collecting the information outlined above, we have included three case studies of MS programs in Washington: Chelan, Cle Elum, and Chehalis. In Appendix A, we have included a database of all MS programs in Washington.

## METHODS

We used a combination of methods to collect data for this report. The information is outlined in Table 1.

Table 1: Methods used to collect report information

<b>Data Type</b>	<b>Method</b>	<b>Sources</b>
Baseline Statistics	Collected parcel-level data  Collected average rental rates	Snohomish County Assessor's Office - compiled into downtown parcel database by WWU Senior Planning Studio (WWU Urban Transitions Studio, 2020) Local business/building owners: Jim Minifie and Scott Womack (Appendix B)
Executive Director job descriptions	Emailed WA Main Street programs	1. Downtown Everett Association, 2. Bainbridge Island Downtown Association, 3. Chehalis Community Renaissance Team, 4. Kent Downtown Partnership, 5. Vancouver Downtown Association (Appendix C)
Funding Sources	Interview & research	1. Breanne Durham, Washington Main Street Director 2. <a href="#">Washington Main Street Program Guide &amp; Handbook</a> 3. <a href="#">Main Street Tax Credit Program</a>
MS Program database	Research	Websites for individual Main Street Programs (see Appendix A) Strategic plans and other material collected for select programs in Appendix D
Case Studies	Research	Main Street program websites for Chelan, Cle Elum and Chehalis

# FINDINGS

## Baseline Statistics

The purpose of this section is to give the city and applicant a good sense of what currently exists in the downtown. Baseline statistics can be compared to future conditions to see if/how the MS program is impacting the downtown through changes in the following areas:

- Number of housing units
- Street-level vacancy (%)
- Upper-floor vacancy (if known) (%)
- Number of total buildings
- Number of buildings 50+ years old
- Avg. commercial rental rate (\$/sq. ft.)
- Avg. residential rental rate (\$/sq. ft.)
- Number of Property Types in each of the following categories: Industrial, Commercial, Government, Religious, Undeveloped
- Number of Business Types in each of the following categories: Retail, Restaurants, Service, Professional, Government/Non-profit, Industrial, Religious, Other

Table 2 gives statistics related to housing units, vacancies, total number of buildings, building age, and average rental rates.

Table 2: Baseline Statistics for downtown Arlington (March 2020)

Category	Statistic	Source
Number of housing units	68	StudyArea_Parcels(WithCodes)_7-16-20.xlsx
Street-level vacancy	~5%	Scott Wommack
Upper-floor vacancy	1-2%	Scott Wommack
Number of total buildings	62 in 6 block Old Town	<a href="https://arlingtonwa.gov/DocumentCenter/View/491/Olympic-Avenue-Design-Guidelines-PDF">https://arlingtonwa.gov/DocumentCenter/View/491/Olympic-Avenue-Design-Guidelines-PDF</a>
Number of buildings over 50 years old	57 (built on or before 1970, in 6 block Old Town)	<a href="https://arlingtonwa.gov/DocumentCenter/View/491/Olympic-Avenue-Design-Guidelines-PDF">https://arlingtonwa.gov/DocumentCenter/View/491/Olympic-Avenue-Design-Guidelines-PDF</a>
Avg. Commercial Rental Rate	\$1,775	Information from Jim Minifie and Scott Wammack (see Appendix B for details)
Avg. Residential Rental	\$1,059 (median)	<a href="https://www.areavibes.com/arlington-">https://www.areavibes.com/arlington-</a>

Rate		wa/apartments-for-rent/
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Table 3 provides information about the property types in downtown Arlington, reported by parcel based on the parcel’s “Use Code,” and then consolidated into the larger categories requested in the Main Street Program application. Residential and Other categories, while not required for the application, have also been included in the table. Parcel information for downtown Arlington was consolidated by WWU students in winter 2020. To see parcels in downtown Arlington, consult the excel file Downtown Arlington Parcels (With Codes)(compiled in column D).<sup>1</sup> The Snohomish County Property Use Codes explanations are defined in this document: <https://snohomishcountywa.gov/DocumentCenter/View/1380/Property-Class-Use-Codes-Publication?bidId=>.

Table 3: Property Types (parcels)

Category	Number
Industrial	0
Commercial	141
Government	7
Religious	2
Undeveloped	26
Residential: Single Family - 53, Duplex - 5 Triplex - 2, Fourplex - 1, Manufactured Home - 1, Multifamily (5-7 units) - 2, Multifamily (8-11 units) - 3, Multifamily(31-50 units) - 1	68
Other: Parking Lots	11

(Source: WWU Urban Transitions Studio, 2020).

Table 4 provides information about business types in downtown Arlington. These numbers were also generated from the Downtown Arlington Parcels (With Codes)(excel sheet, using the Use Code to identify business types. Businesses were consolidated into the broader categories requested by the Main Street Program application (see column F), as outlined in Table 4.

<sup>1</sup> The Downtown Arlington Parcels\_(With Codes) excel sheet is available by accessing this link: <https://drive.google.com/file/d/1oEs3UYljdCageEGBFcJGScgyitv7mCy8/view>

Table 4: Business Types

Category	Number
Retail	30
Restaurants	15
Services (e.g., Motel, Communications, Utility, Wholesale, Nail & Beauty, Auto Repair, Pet grooming, Martial Arts, Banks)	41
Professional (e.g., Insurance, Health Care, Legal, Engineering)	16
Government (6)/Non-profit (1)	7
Industrial	0
Religious	4
Other	N/A

(Source: WWU Urban Transitions Studio, 2020).

## Budgets & Funding Sources

There are a number of sources that a Main Street program can use to build their budget. The [Washington Main Street Program Guide and Handbook](#) (Washington Trust for Historic Preservation, 2017, p. 38) outlines numerous sources of funding. According to Breanne Durham, Washington's Main Street Program Director, the following sources represent significant income potential:

- Public Resources - City Government (one-quarter to one-third): Cities contract with the Main Street program to complete services associated with economic development and placemaking activities. Types of services a program might coordinate can range from organizing annual festivals to supplying hanging flower baskets during the summer.
- Private Resources - Membership & Donations (one-third): Similar to a chamber of commerce model, the Main Street program can offer memberships that come with benefits to those that belong. The program can also solicit annual contributions from investors or major employers outside of the downtown.
- Event Sponsorship: Funds collected from private sources to underwrite or sponsor downtown events.
- Lodging Tax: A tax on hotels and motels that can be used for marketing and tourism. Groups that promote economic development and tourism can apply for the funding. For general information about the Lodging Tax, refer to the Municipal Research and Services Center's webpage on the topic: <http://mrsc.org/Home/Explore-Topics/Finance/Revenues/Lodging-Tax.aspx>. The Lodging Tax Application for the City of Arlington is available at this website: <http://www.arlingtonva.gov/201/Tourism-Economic-Development-Grant>.



Another source of income for Main Street programs (up to \$133,333 annually) is the Main Street Tax Credit Incentive Program, outlined in the [Washington Main Street Program Guide and Handbook](#) (Washington Trust for Historic Preservation, 2017, p. 10):

The Main Street Tax Credit Incentive Program provides a Business & Occupation (B&O) or Public Utility Tax (PUT) credit for private contributions given to eligible downtown organizations. Once your business donation request is approved by the Department of Revenue, you are eligible for a tax credit worth 75% of the contribution to your downtown revitalization organization (Washington Trust for Historic Preservation, 2017, p. 10).

To be eligible to participate in the tax credit incentive program, the Main Street organization “must be a 501c3 or 501c6, have a mission that is dedicated solely to downtown revitalization, and be following the Main Street Four-Point Approach” (Washington Trust for Historic Preservation, 2017, p. 10). Additional information on the Main Street Tax Credit Program is available on the Washington Department of Archaeology and Historic Preservation website: <https://dahp.wa.gov/local-preservation/main-street-program/main-street-tax-credit-program>.

Additional potential sources of income include:

- Parking and Business Improvement Areas
- Fundraising Events
- Foundation Donations
- Retail Fees
- Grants
- Product Sales
- Volunteers
- Service Fees
- Subsidy from Profitable Business (profit arm of non-profit organization)

More information on these sources is available in the [Washington Main Street Program Guide and Handbook](#) (Washington Trust for Historic Preservation, 2017, pp. 38-41). On pages 34-37 in the Guide and Handbook is a sample first year operating budget.

## **Executive Director Job Descriptions**

Based on the job postings provided from several different Main Street programs, the role of an Executive Director differs greatly across cities in accordance to their specific needs and organizational structure. Generally, this full-time/exempt position is expected to work independently as well as in collaboration with board members. In one case, the Executive Director worked under the direction of the board president.

Below is a compilation of Executive Director job duties. For specific job descriptions, please see Appendix C.

- Responsible for developing and maintaining a comprehensive downtown revitalization strategy following the National Main Street Four-Point Approach structure which includes implementing a balance of activities in the areas of Organization, Promotion, Design, and Economic Vitality.
  - Maintain organization's insurance and all other city, state and national licenses, filings and accreditation.
  - Obtain and maintain status as an independent 501(c)3 nonprofit with a solid yearly work plan.
  - Ensure that programs and services are operated in compliance with all federal, state, and local regulations.
- Advocate for city
- Build Brand Awareness
  - To evaluate, implement and support marketing strategies, provide guidance to marketing/communications staff, and communicate plans to those involved.
  - Maintain strong social media presence.
- Partner with Board of Directors to define agency's vision and implementation process
  - Maintain an active volunteer board of directors representing downtown stakeholders to oversee the local program.
  - Set performance expectations then monitor and appraise job results in order to develop, coach and recognize staff.
  - Provide ongoing feedback and guidance to staff on overall performance and develop plans for performance improvement when needed.
- Budget Analysis
  - Adjust and control expenditures. Take advantage of opportunities to optimize spending and/or increase revenue in order to achieve financial targets.
- Fundraising Strategies
  - Work collaboratively on grant proposals to provide clear work plans that align with long-term vision and goals.
- Communicate efficiently/Outreach
  - Serve as a link between board members, staff, volunteers, and the community-at-large on a regular basis.
  - Respond to questions from public, prospective members, other organizations, City officials and staff.

- Develop professional relationships with people and businesses, directly and indirectly, involved in the downtown commercial district and strategies for building the community's human and economic resources as they relate to the organization.
- Coordinate with other community organizations, encourage design excellence in all aspects of promotion in order to advance an image of quality.
- Meeting attendance
  - Attend at least three Washington State Main Street conferences that are required to maintain Main Street accreditation.
  - Attend city council meetings as often as possible, developing relationships and networking with city officials.

Additional items included in one of the job descriptions includes that an applicant is expected to have 5 or more years of professional and relevant leadership experience, preferably with a focus on growth, managing a complex organizational structure, management experience of budgets over \$1 million and supporting a diversified staff team. An applicant is suggested to have experience effectively hiring, supporting and managing staff as well as providing opportunities to foster professional development and growth. Experience with public event programming is preferred.

Desired skills and traits include:

- Professional
- Public Speaking
- Entrepreneurial
- Energetic
- Interpersonal
- Confidentiality
- Innovative
- Organized
- A champion for a vibrant downtown business climate
- Possess the ability to facilitate crucial conversations and make tough decisions
- The ability to efficiently review, analyze, and present business and financial information to help the organization make crucial decisions
- A sincere and sustained interest in the betterment of the community for residents, visitors, existing businesses and the attraction of new businesses.

Educational qualifications include:

- Bachelor's Degree or 5 years equivalent professional training, advanced degree preferred
- 5+ years of leadership and team-building experience with 3+ years in senior management

- 3+ years of experience in organizational development and financial management
- Excellent verbal and written communication skills including public speaking
- Training and/or experience in community development and strategic planning
- Strong computer skills including experience using MS Office products
- Ability and willingness to travel in the US (less than 5%)

Additional preferred experience includes:

- Proven fundraising results with knowledge and experience in nonprofit donor management and development
- Experience working with a Board of Directors
- Experience recruiting and managing support staff and volunteers
- Knowledgeable and experienced in volunteer management
- Familiar with (City), WA through experience working and/or volunteering locally
- Experience working in both for-profit and non-profit sectors
- Retailing and/or small business development
- Historic preservation
- Urban planning and design
- Public relations
- Business or public administration
- Asset management including data security management
- Information technology
- Grant Experience
- Website / Social Media marketing

Compensation offered to the executive director position varies by location. The \$80k-\$90k base salary range is common, depending on experience and qualifications. Vacation and benefit packages such as health insurance and retirement plans are included and can be negotiated.

Additional information about hiring an executive director is outlined in the [Washington Main Street Program Guide and Handbook](#) (Washington Trust for Historic Preservation, 2017, pp. 60-75), including responsibilities and a sample job description.

## Main Street Program Case Study Programs



### Historic Downtown Chelan Association

<https://historicchelan.org/>

Chelan is located in Chelan County in the central region of Washington State. The population of Chelan, in 2018, was 4,070 (U.S. Census, 2018a). The city is well known for its tourism, and in order to ensure that their downtown is beautiful and lively for their visitors as well as residents, the Historic Downtown Chelan Association (HDCA) was created in 2008.

The mission statement of the HDCA is “...to shape the future and preserve the past of the historic downtown Chelan” (HDCA, n.d.). Chelan is full of history and natural beauty, which is a large draw for tourism. The HDCA works to preserve the downtown’s character, while also helping the city to grow.

Looking at HDCA’s strategic plan, its primary goal is to ensure a vibrant and thriving community that is diversified in economy and businesses, while preserving Chelan’s historical small-town character. HDCA aims to create a family-friendly and safe environment for Chelan. The strategic plan outlines the community’s strengths and opportunities such as quality health care, improving relationships among the different ethnicities in Chelan, and a strong tourism industry. These strong assets of the City of Chelan are used to enhance social events in the downtown and create a unified community of Chelan residents who are passionate about supporting their local businesses and to create a better downtown environment.

The HDCA has an Executive Director, a board of directors, and four committees. The committees include:

- **Design:** works to rehabilitate historical buildings, organize community cleanups of the street, and coordinate attractive banners, holiday lights, and flowers to support the visual appeal of downtown.
- **Economic vitality:** creates more opportunities and support for local businesses, and is currently in the process of making a business handbook for any new businesses in downtown Chelan.
- **Organization:** organizes membership drives, donations, and fundraisers.
- **Promotion:** organizes community social events for any occasion.

The executive board oversees all projects, evaluates the quality of the different assets of Chelan, and constantly updates the HDCA’s website.



## Cle Elum Downtown Association (CEDA)

<http://www.cleelumdowntown.com/>

Cle Elum is a small tourist city in central Washington, about an hour and a half's drive southeast from Seattle. It has about 2,800 people and is located in Kittitas County (US Census, 2018b). Cle Elum is a popular location for outdoor-related tourism with nearby camping as well as other outdoor attractions. It has a historic downtown with stores and museums that highlight the city's history. As the tourism activity grew in Cle Elum, the city established the Cle Elum Downtown Association (CEDA) in 2007 to make their downtown as well as other tourist locations appealing to its visitors.

The mission statement of CEDA is to have “a downtown association [that] is important to the success of the local businesses and the community as a whole . . . [and] to Preserve, Promote and Enhance Cle Elum's Historic Downtown, and to create partnerships that stimulate economic activity and actions for renewed sense of pride and community” (CEDA, 2020). Their primary goal is to find a balance between environmental protection and economic growth such that the tourism industry is boosted. Another goal is to make sure that the residents are also satisfied with the growth of Cle Elum to retain their sense of place and community while also welcoming visitors to their city.

The CEDA has an Executive Director, a board of directors, and four committees. The committees have different goals that contribute to the mission of the association. According to the 2018 Cle Elum 2018 Work Plan, the four committees, similar to those of the Historic Downtown Chelan Association, include:

- **Design:** educates the community on how to maintain a good downtown and implements safety into design.
- **Economic vitality:** assesses downtown, provides assistance to downtown businesses and updates their databases.
- **Organization:** increases membership and helps the community understand the mission of CEDA.
- **Promotion:** maintains the city's image through special community events, supporting retail health and growth, assisting the tourism industry, and recruiting more people to help in CEDA.



## Chehalis Community Renaissance Team

<https://experiencechehalis.com/renaissance/>

Chehalis is located in western Washington in Lewis County just south of Olympia, Washington, and north of Portland, Oregon. In 2018, the population was 7,400 (US Census, 2018c). The city's Main Street program is the Chehalis Community Renaissance Team (CCRT). The CCRT, a team made up of community members and their executive director, has served as the city's representative to the Washington State Main Street America Program since joining in 2014.

The CCRT's mission is to be "driven by voluntary leadership, broad community participation and using disciplined project management,[to] implement the [action] plan as approved by the Chehalis City Council in May, 2009" (Experience Chehalis, n.d.). The CCRT is actively working to make the Chehalis area a more attractive place in which to live, enhance job opportunities, involve youth, grow tourism traffic and increase the retail base to enhance local shopping.

The primary goals and events of the CCRT's Action Plan include community building, economic development, quality design, traffic and parking, downtown development projects and implementation (CRPlan, 2009). With the focus of community building, the team set out to create new branding themes, website, and signage for the town. The team works to boost economic development by way of initiating entrepreneur recruitment and retention within their community to help support local residents and diversify the business market. In addition, new target market strategies and design standards have been implemented. Promotion and design plans include installing distinct new trees, enhancing the streetscape with art and adopting new building standards and working to implement new signage of all forms across the town to help attract and direct residents and visitors. Downtown traffic and parking were improved by incorporating new left turn lanes and reconfiguring existing city parking spaces. Downtown development projects undertaken by the CCRT include obtaining historic buildings such as the St. Helens Hotel to preserve its character and prepare it for reuse, and planning to incorporate more mixed use designs. The CCRT recognizes that they are not able to conduct these actions by themselves and require the help and support of all local private, public and non-profit businesses for the multifaceted implementation and public engagement of such plans.

The CCRT's structure is led by an executive director, who carries out the strategic plan and coordinates the projects and programs, followed by a variety of local business representatives and community members who populate the Board of Directors. The CCRT is organized into four committees that guide downtown revitalization:

- Design: creates programs and projects to enhance the look and feel of the downtown district through historic building rehabilitation, street and alley clean-up, landscaping, street furniture, signage, visual merchandising and lighting to improve the physical image of the downtown.
- Economic Restructuring: analyzes current market forces to develop long-term solutions that include recruiting new businesses, converting unused space for new uses, and supporting the competitiveness of Main Street's traditional merchants.

- Promotion Committee: works on projects to create excitement and vibrancy downtown through tourism programs, retail events, and image development campaigns.
- Organization committee: comprises CCRT Board of Directors, who are focused on building a strong organizational structure and stability to build and maintain a long-term effort.

Funding for the CCRT's work comes from B&O taxes, city lodging tax funds, private donations, sponsorships and a contract with the Port of Chehalis.

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## APPENDICES

Appendix A - Washington Main Street Program Database

Appendix B - Downtown Arlington Average Commercial & Residential Rental Rates

Appendix C - Executive Director Job Descriptions

Appendix D - Select Washington Main Street Program Materials

## Appendix A - Washington Main Street Program Database

City	Region	Est.	Program Name	Mission/ Vision	Website	Exec Dir	Phone	Email	Pop. (US Census QuickFacts, July 2018)	Strategic Plan	Annual Report
<b>WEST</b>											
Aberdeen	West	2019	Downtown Aberdeen Association	Using creative thinking to cheerlead our 98520 forward~ downtown today everywhere tomorrow	<a href="https://downtownaberdeen.com/">https://downtownaberdeen.com/</a>	Wil Russoul	360-986-3494	Director@DowntownAberdeen.com	16,654	-	-
Bainbridge Island	West	2018	Bainbridge Island Downtown Association	Building and Sustaining Community Through a Vibrant Downtown.	<a href="https://bainbridgedowntown.org/">https://bainbridgedowntown.org/</a>	Jerri Lane	206-842-2982	info@bainbridgedowntown.org	24,846	-	-
Bellingham	West	-	Downtown Bellingham Partnership	We champion the health and vitality of downtown Bellingham through the promotion of commerce, culture, and celebration. Vision: Bursting with creative vitality and authentic charm, Downtown Bellingham is a thriving, healthy community where people from all walks of life can experience a wealth of opportunities to work, shop, learn, and play.	<a href="https://www.downtownbellingham.com/">https://www.downtownbellingham.com/</a>	Alice Clark	360-527-8710	Alice@downtownbellingham.com	90,665	-	<a href="https://static1.squarespace.com/static/58e3f28df5e2312cc9401af7/t/5cc0c5234785d38fc761fb65/1556137254905/2019+Annual+Report+-+DBP+Web.pdf">https://static1.squarespace.com/static/58e3f28df5e2312cc9401af7/t/5cc0c5234785d38fc761fb65/1556137254905/2019+Annual+Report+-+DBP+Web.pdf</a>
Centralia	West	-	Centralia Downtown Association	The Centralia Downtown Association is dedicated to enhancing and maintaining an economically relevant, socially inviting and historically significant downtown core.	<a href="http://downtowncentralia.org/">http://downtowncentralia.org/</a>	Teri Zambon	360-345-1040	centraliadowntownassociation@gmail.com	17, 495	-	-

Chehalis	West	2014	Chehalis Community Renaissance Team	The Chehalis Community Renaissance Team: Working to make the Chehalis area a more attractive place in which to live, enhance job opportunities, and involvement of youth; grow tourism traffic; and grow the retail base to enhance local shopping.	<a href="http://www.experiencechehalis.com">http://www.experiencechehalis.com</a>	Annalee Tobey	360-345-1738	annalee@experiencechehalis.com	7, 633	<a href="https://experiencechehalis.com/wp-content/uploads/2018/10/chehalis_renaissance_plan.pdf">https://experiencechehalis.com/wp-content/uploads/2018/10/chehalis_renaissance_plan.pdf</a>	-
Coupeville	West	-	Coupeville Historic Waterfront Association	The mission of the Coupeville Historic Waterfront Association is to strengthen, promote and maintain our historic district.	<a href="https://coupevillehistoricwaterfront.com/">https://coupevillehistoricwaterfront.com/</a>	Vickie Chambers	360-222-3696	coupevillehistoricwaterfrontassociation@hotmail.com	1,928	-	-
Camas	West	2017	Downtown Camas Association	Downtown Camas is known for its beautiful tree-lined streets, unique boutiques and eateries and small town charm. Established in 1883 as a mill town, it has been revitalized to include fine shopping, dining, and services while still maintaining its historic feel. We invite you to visit and enjoy!	<a href="http://downtowncamas.com/">http://downtowncamas.com/</a>	Carrie Schulstad	360-216-7378	info@downtowncamas.com, director@downtowncamas.com	23, 845	<a href="https://downtowncamas.com/wp-content/uploads/Strategies-and-Actions-Matrix-2018.pdf">https://downtowncamas.com/wp-content/uploads/Strategies-and-Actions-Matrix-2018.pdf</a>	-
Issaquah	West	2013	Downtown Issaquah Association	The mission of the Downtown Issaquah Association is to promote and enhance the vitality of Historic Downtown Issaquah through programs and events that celebrate our unique culture. The Downtown Issaquah Association (DIA) promotes historic and Cultural Business District with programs and activities to improve the appearance and economic vitality. The DIA collaborates with the City of	<a href="http://downtownissaquah.com/">http://downtownissaquah.com/</a>	Brenda DeVore	425-391-1112	ExecDirector@downtownissaquah.com	39,378	-	-

				Issaquah, Greater Issaquah Chamber of Commerce and other local non-profit organizations to support the arts, the community, economic growth and visitor development.							
Gig Harbor	West	2011	Gig Harbor Downtown Waterfront Alliance	The mission of the Gig Harbor Downtown Waterfront Alliance is to bring together community and waterfront district stakeholders in order to encourage economic vitality and to preserve the historic character and quality of the area	<a href="http://gigharborwaterfront.org/">http://gigharborwaterfront.org/</a>	Mary DesMara is	253-514-0071	info@ghhwa.org , executivedirector@ghhwa.org	10, 422	-	-
Kent	West	"Over 25 Years"	Kent Downtown Partnership	Kent Downtown Partnership (KDP) is a private, non-profit 501(c)3 membership organization dedicated to serving and promoting the downtown Kent, Washington, business community. KDP works in collaboration with downtown businesses, property owners, residents, governmental agencies, and citizen-based community organizations. The KDP is a proactive leadership organization, cultivating and strengthening public and private partnerships to increase investment in downtown, business recruitment and retention, residential and retail development, improved	<a href="https://www.downtownkentwa.com/">https://www.downtownkentwa.com/</a>	Gaila Gutierrez	253-813-6976	info@kentdowntown.org	129, 618	-	-

				parcs and green spaces, and a better quality of life							
Langley	West	2012	Langley Main Street	The Langley Main Street Association is dedicated to creating a spirited, inviting downtown.	<a href="http://www.langleymainstreet.org/">http://www.langleymainstreet.org/</a>	Michalee n McGarry		mainstreet@whidbey.com	1,136	-	-
Mount Vernon	West	2008	Mount Vernon Downtown Association	The Mount Vernon Downtown Association focuses on downtown businesses, events and meeting the criteria for a designated Main Street downtown.	<a href="https://www.mountvernondowntown.org/">https://www.mountvernondowntown.org/</a>	Ellen Gamson	360-336-3801	info@mountvernonowntown.org	35,741	-	-
Oak Harbor	West	2015	Oak Harbor Main Street Association	Oak Harbor Main Street Association actively promotes a vibrant, historic waterfront community.	<a href="http://www.oakharbormainstreet.com/">http://www.oakharbormainstreet.com/</a>	Hayley Samford	360-279-8995	<a href="mailto:director@oakharbormainstreet.com">director@oakharbormainstreet.com</a>	23,401	<a href="https://www.oakharbormainstreet.org/about">https://www.oakharbormainstreet.org/about</a>	-
Olympia	West	-	Olympia Downtown Association	The Olympia Downtown Association's mission is to preserve, promote and enhance the downtown Olympia community. We encourage you to shop, dine and recreate in downtown.	<a href="http://downtownolympia.com/">http://downtownolympia.com/</a>	Todd Cutts	360-357-8948	<a href="mailto:info@downtownolympia.org">info@downtownolympia.org</a>	52,555	<a href="http://downtownolympia.org/About/Strategic-Plan">http://downtownolympia.org/About/Strategic-Plan</a>	-
Port Townsend	West	-	Port Townsend Main Street Program	Our mission is to preserve, promote and enhance our historic business districts.	<a href="http://ptmainstreet.org/">http://ptmainstreet.org/</a>	Mari Mullen	360-385-7911	director@ptmainstreet.org	9,704	<a href="http://ptmainstreet.org/about-us/">http://ptmainstreet.org/about-us/</a>	-
Puyallup	West	2010	Puyallup Main Street Association	Our Mission is to represent and support a vital downtown by promoting economic growth.	<a href="http://www.puyallupmainstreet.com/">http://www.puyallupmainstreet.com/</a>	Kerry Yanasak	253-840-2631	director@puyallupmainstreet.com	41,866	<a href="https://www.puyallupmainstreet.com/about/">https://www.puyallupmainstreet.com/about/</a>	-

Ridgefield	West	-	Ridgefield Main Street	The Ridgefield Main Street Program is a non-profit organization dedicated to preserving the cultural heritage of downtown Ridgefield, while advocating for its future, through economic development, community events, public and private partnerships, and unified branding and marketing of downtown.	<a href="http://ridgefieldmainstreet.com/">http://ridgefieldmainstreet.com/</a>	Marykay Lamoureux	-	ridgefieldmainstreet@gmail.com	8,357	<a href="https://ridgefieldmainstreet.com/about-us/">https://ridgefieldmainstreet.com/about-us/</a>	-
Stevenson	West	-	Stevenson Downtown Association	The Stevenson Downtown Association is a non-profit coalition of neighbors, business owners and community leaders passionate about Downtown Stevenson. We believe a thriving downtown is crucial to the long-term health and vitality of our community. The Stevenson Downtown Association seeks to enhance our unique assets through the Four Point Approach. We leverage the work of Design, Promotion, Organization and Economic Vitality to make Downtown Stevenson an even better place to live, work, shop and play.	<a href="https://www.stevensonmainstreet.org/">https://www.stevensonmainstreet.org/</a>	Marie Gluesenkamp Perez or Kari??	509-427-8911	director@stevensonmainstreet.org	1,583	<a href="https://www.stevensonmainstreet.org/mission-statement">https://www.stevensonmainstreet.org/mission-statement</a>	-
Vancouver	West	1989	Vancouver Downtown Association	Our mission is simple: We make good things happen in Downtown Vancouver. We have an active volunteer Board of Directors committed to invigorating Downtown Vancouver. Incorporated in 1989, VDA continues to conduct a variety of revitalization	<a href="http://vdausa.org/">http://vdausa.org/</a>	Michael Walker	360-258-1129	director@vdausa.org	183,012	-	-

				activities that strengthen our greater downtown community. VDA has many accomplishments under its belt from the new trees on Main Street to Spring Clean Up.							
<b>CENTRAL</b>											
Roslyn	Central	-	Roslyn Downtown Association	To develop our local economy, honor our cultural heritage, and market our unique community assets. Vision Statement: Restore and preserve our historical community while enhancing our current business environment and attracting new sustainable economic opportunities.	<a href="https://www.roslyndowntown.org/about-us.html">https://www.roslyndowntown.org/about-us.html</a>	Cheri Marusa, Board President	509-649-3650	info@roslyndowntown.org	927	-	-
Yakima	Central	2016	Downtown Association of Yakima (DAY)	DAY is a private, nonprofit organization committed to the preservation, development, marketing and promotion of Downtown Yakima through focused efforts to build and maintain public and private partnerships that will foster financial and creative investments in our future while embracing and celebrating our history.	<a href="https://downtownyakima.com/">https://downtownyakima.com/</a>	Andrew Holt, Executive Director	509-576-6772	yakimadowntown@gmail.com	93,986	-	<a href="https://downtownyakima.com/wp-content/uploads/DAY_2017AnnualReport_Final.pdf">https://downtownyakima.com/wp-content/uploads/DAY_2017AnnualReport_Final.pdf</a>
Chelan	Central	2008	Historic Downtown Chelan association	The purpose of the Historic Downtown Chelan Association is to shape the future and preserve the past of historic downtown Chelan. Focus Area: Boundaries include both sides of street with Riverwalk Park, Old Bridge and Columbia on	<a href="http://historicchelan.org/">http://historicchelan.org/</a>	Erin, New Executive Director	509-682-4322	HDCA@nwi.net	4,108		<a href="https://www.chelanpud.org/docs/default-source/default-document-library/strategic-plan_2020.pdf">https://www.chelanpud.org/docs/default-source/default-document-library/strategic-plan_2020.pdf</a>

				west, East Johnson Avenue on the north, Saunders Street on the east and East Wapato Avenue on the south. (Adopted by Board of Directors December 19, 2006)							
Ellensburg	Central	2004	Ellensburg downtown association	The Ellensburg Downtown Association (EDA) is an award winning Washington State designated and nationally accredited Main Street program. Formed in 2004, the EDA has been a key partner in the revitalization of historic Downtown Ellensburg by following the National Main Street Center's 4-Point Approach.	<a href="https://ellensburgdowntown.org/">https://ellensburgdowntown.org/</a>	Molly Jones, Executive Director	509-962-6246	info@ellensburgdowntown.org	19,786	-	-
Cle Elum	Central	2007	Cle elum downtown association (swift water-kittitas tribe)	Cle Elum means "swift water" and its origins come from the Kittitas tribe, whose members resided here and relied on the nearby Yakima River. The city was incorporated in February 1902 and was built with a prosperous coal mining industry and the railroad infrastructures were created to support it. The city also had a thriving lumber industry and at one point had the largest sawmill in the eastern half of the state. Now, the city has a population of almost 2,000. Outdoor attractions may be the main draw to Cle Elum but there are still many opportunities available to explore shops, restaurants,	<a href="http://www.cleelumdowntown.com/">http://www.cleelumdowntown.com/</a>	Debbie Bogart / Amy McGuffin, Interim Executive Director	509-925-2002	amy@kittitascountycamber.com	2,000	<a href="http://www.cleelumdowntown.com/mission/">http://www.cleelumdowntown.com/mission/</a>	-



				taverns and other attractions in the town such as the Carpenter House Museum. Region: Central							
Wenatchee	Central	1992	Wenatchee downtown association	The Wenatchee Downtown Association is a non-profit organization that believes implicitly in the value of each individual's contribution, whether it be financial contributions, great ideas or hours spent volunteering.	<a href="http://www.wendowntown.org/">http://www.wendowntown.org/</a>	Linda Haglund, Executive Director	509-662-0059	linda@wendowntown.org	33,921	-	-
Selah	Central	2013	Selah downtown association	The Main Street Four-Point Approach® is a unique preservation-based, economic development tool created by the National Main Street Center (NMSC) to better enable communities to revitalize downtown, business districts by leveraging existing local assets, including local historic, cultural and architectural resources, local enterprises and elements of civic pride.	<a href="http://selahdowntown.org/">http://selahdowntown.org/</a>	Whitney Stohr, Executive director	509-844-1185	selahdowntownassociation@gmail.com	7,147	-	-
<b>EAST</b>											

Colfax	East	-	Colfax Downtown Association	The Four-Point Approach is utilized by communities nationwide to improve and revitalize downtown and business districts. The "Four Points" comprising this tried-and-true approach include organization, promotion, design and economic vitality, and together provide a framework for a sustainable and balanced revitalization program.	<a href="https://www.explorecolfax.com/downtown-association">https://www.explorecolfax.com/downtown-association</a>	Valoree Gregory	509-553-9729	colfaxdirector@gmail.com	2,911	-	-
Walla Walla	East	-	Downtown Walla Walla Foundation	Our mission is to promote the history, culture and commerce in the downtown. Our purpose is to maintain a comprehensive downtown revitalization strategy following the Main Street Four-Point Approach structure, which includes implementing a balance of activities in the areas of organization, promotion, design and economic restructuring, In the course of our duties we produce events; coordinate with all the other economic development organizations and governments; act as fiscal agent for the Small Business Development Center; strengthen the downtown by soliciting retailers and businesses; make every effort to improve the infrastructure of the downtown and work to increase friends and membership to our foundation	<a href="http://downtownwallawalla.com/">http://downtownwallawalla.com/</a>	Bonnie Bowton	509-529-8755	Bonnie@downtownwallawalla.com	32,986	-	-

Dayton	East	2013	Dayton Development Task Force	Our mission is to encourage, support, or sponsor a variety of activities and/or projects that will improve Dayton by encouraging public and private development of properties within the Dayton business district. We promote Dayton as the historical, financial, commercial, cultural, recreational, and residential center of Columbia County	<a href="https://www.historicdayton.com/dayton-development-task-force">https://www.historicdayton.com/dayton-development-task-force</a>	Andrew Holt	509-382-4825	chamber@historicdayton.com	2,489	-	-
Kennewick	East	-	Historic Downtown Kennewick Partnership	The mission of the Historic Downtown Kennewick Partnership is to enhance the downtown's economic prosperity and vitality and to preserve its history through community partnerships.	<a href="http://historickennewick.org/">http://historickennewick.org/</a>	Stephanie Button	(509) 582-7221	<a href="mailto:partnership@historickennewick.org">partnership@historickennewick.org</a>	82,943	-	-
Moses Lake	East	1993	Moses Lake Business Association	Improving the economic development of the Moses Lake business community through organization, promotion, design, and economic restructuring	<a href="http://mlbacares.org/">http://mlbacares.org/</a>	Michaelle Boetger	509-770-1700	director@mlbacares.org	24,009	-	-
Pasco	East	2012	Downtown Pasco Development Authority	The Downtown Pasco Development Authority (DPDA) is an organization focused on the revitalization of Downtown Pasco, Washington. We are innovative, vibrant and we are building a neighborhood focused on community and culture. The DPDA has many programs aimed at helping revitalize the Downtown Pasco area and creating opportunities for economic and community growth.	<a href="http://downtownpasco.com/">http://downtownpasco.com/</a>	Gustavo Gutierrez Gomez	509-546-1304	info@downtownpasco.com	74,778	-	-

Prosser	East	2006	Historic Downtown Prosser Association	A nonprofit organization formed in 2006 by community members dedicated to the preservation, enhancement and revitalization of Prosser's downtown core	<a href="http://historicprosser.com/">http://historicprosser.com/</a>	Jesalyn C. Cole	509-786-2399	(no email , used contact form on site)	6,313	-	-
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## **Appendix B - Downtown Arlington Average Commercial & Residential Rental Rates**

March 2020

### Information from Jim Minifie

*Building: 437 N Olympic Ave, Arlington*

#### *Main Floor:*

Office space, 1,400 sq ft + 500 sq ft garage  
Rent \$3500/mo including NNN (\$30/ft)

Office space, 1000 sq ft  
Rent \$1,650/mo including NNN (\$19.80/ft)

Office space, 1000 sq ft  
Rent \$1,500/mo including NNN (\$18/ft)

#### *2nd Floor:*

Apt A, 1 BR, 1,000 sq ft  
Rent \$1,050/mo

Apt B, 2 BR, 1,200 sq ft  
Rent \$1,450/mo

Apt C, 2 BR 1,200 sq ft  
Rent \$1,400/mo

#### *3rd Floor: (service related businesses)*

Shared office space: 4 private spaces 120 sq ft each with access to 1,000 sq ft of shared space (reception area, kitchen, bathrooms, etc)

Each room is \$445/mo including NNN (\$44.50/ft) plus use of common area

Office Space, 400 sq ft  
Rent \$560/mo including NNN (\$16.80/ft)

Office Space, 600 sq ft  
Rent \$950/mo including NNN (\$19/ft)

Office Space, 400 sq ft  
Rent \$575/mo including NNN (\$19.25/mo)

*Building 431 N Olympic Ave:*

Retail Space, 1,600 sq ft

Rent \$1,100/mo plus they pay all utilities (\$8.25/ft)

Information from Scott Wammack

<b>Commercial</b>	<b>Annual Rate</b>	<b>Ave. Sq ft</b>	<b>Monthly Ave</b>
New	\$22 sq ft	1,500	\$2,750
Older	\$15 sq ft	1,500	\$1,875
<b>Residential</b>			
New	27	900	\$2,025
Older	13	900	\$975

As of March 2020:

1 ½ -2% residential turnover

No commercial vacancies

## Appendix C - Executive Director Job Descriptions

### Downtown Everett Association (DEA)

The Downtown Everett Association (DEA) is seeking an individual with 5 or more years of relevant leadership experience with a focus on growth, managing a complex organizational structure, budgets of \$1 million+ and supporting a diversified staff team.

S/he will have prior experience with economic & entrepreneurial development, marketing strategy, and either sales or fundraising. Grant experience will also be a valuable skill for this role. Demonstrated success at working in partnership with an independent Board of Directors to achieve goals is another important criteria as well as a proven track record of effectively working with municipalities and other partners to develop and expand successful public-private-NP partnerships.

S/he must understand the issues confronting Everett's downtown business operators, property owners, public agencies, and community organizations; as a result s/he will be entrepreneurial, energetic, innovative, organized, and a champion for a vibrant downtown business climate.

As the leader of this organization, the Executive Director must have an aptitude for time management, prioritization of duties, and delegating to appropriate staff with the ability to give clear feedback. A successful candidate will possess the ability to facilitate crucial conversations and make tough decisions. S/he will have experience effectively hiring, supporting, and managing staff and providing opportunities to foster professional development and growth.

Strong candidates will have the ability to efficiently review, analyze, and present business and financial information to help the organization make crucial decisions.

The position will be located in downtown Everett, Washington. Please submit a resume and cover letter only; there is no application or questionnaire. Telephone interviews will be held the week of January 27th. In-person interviews will be conducted the week of February 3rd.

#### **About the Downtown Everett Association:**

The Downtown Everett Association (DEA) is committed to advancing and growing downtown Everett as a vibrant economic, cultural, and governmental center through leadership, advocacy, and the ongoing administration of a business improvement area (BIA). In addition, we manage a 500-stall parking garage for the City of Everett. As part of our increasingly proactive revitalization efforts, we are seeking accreditation as a Washington Main Street Community. Our five volunteer committees work to foster entrepreneurship, improve parking and access, monitor economic trends, conduct events, beautify the look and feel of downtown, diversify our revenue stream, and promote Downtown Everett as a great place to visit, shop, work, and live.

**Responsibilities:**

- Become familiar with existing programs, projects and initiatives including the organization's public/private contracts, business improvement areas, and Main Street America®. Understand how they relate and contribute to economic and small business development in downtown Everett.
- Build brand awareness to evaluate, implement and support marketing strategies, provide guidance to marketing/communications staff, and communicate plans to those involved.
- Partner with the Board of Directors to define and articulate the agency's vision then develop and implement a strategic plan. Recommend, adopt and implement procedures and programs to support, achieve and grow organizational benchmarks and goals.
- Create a fundraising strategy that aligns with the organization's short- and long-term goals and partner with the board of directors to implement that strategy. With support of staff, steward relationships with existing funders and partners, including government agencies, association members, and donors.
- Guide staff through budget development and approve annual budget. Adjust and control expenditures. Take advantage of opportunities to optimize spending and/or increase revenue in order to achieve financial targets.
- Set performance expectations then monitor and appraise job results in order to develop, coach and recognize staff. Provide ongoing feedback and guidance to staff on overall performance and develop plans for performance improvement when needed.
- Support the board in recruiting local corporate, business and philanthropic leaders to accomplish the action plans for mission delivery and fundraising.
- Communicate efficiently, serving as a link between Board Members, staff, volunteers, and the community at-large on a regular basis.
- Foster an organizational culture that creates and sustains a productive and motivating climate for staff, Board Members, volunteers, and other key stakeholders.
- Work collaboratively on grant proposals to provide clear work plans that align with long-term vision and goals.
- Ensure that programs and services are operated in compliance with all federal, state, and local regulations.

**Education and Requirements:**

- Bachelor's Degree or 5 years equivalent professional training, advanced degree preferred
- 5+ years of leadership and team building experience with 3+ years in senior management
- 3+ years of experience in organizational development and financial management
- Excellent verbal and written communication skills including public speaking
- Training and/or experience in community development and strategic planning
- Strong computer skills including experience using MS Office products
- Ability and willingness to travel in the US (less than 5%)

**Preferred (but not required) Experience:**



- Proven fundraising results with knowledge and experience in nonprofit donor management and development
- Experience working with a Board of Directors
- Knowledgeable and experienced in volunteer management
- Familiar with Everett, WA through experience working and/or volunteering locally
- Experience working in both for-profit and non-profit sectors
- Retailing and/or small business development
- Historic preservation
- Urban planning and design
- Public relations
- Business or public administration
- Asset management including data security management
- Information technology

**What we offer:**

- \$80k to \$90k base salary, depending on experience and qualifications
- Vacation and benefits package to be negotiated

Bainbridge Island Downtown Association (BIDA)

**Responsibilities:**

The BIDA Executive Director initiates and coordinates a downtown program, which utilizes the organization’s mission statement and committee goals as an integral foundation for downtown management. The Executive Director reports to the President and Board of Directors and is a non-voting member the Executive Committee. Responsible for developing and maintaining a comprehensive downtown revitalization strategy following the National Main Street Four-Point Approach structure which includes implementing a balance of activities in the areas of Organization, Promotion, Design, and Economic Vitality. Tasks include developing professional relationships with persons and forces, directly and indirectly, involved in the downtown commercial district and strategies for building the community’s human and economic resources as they relate to the organization.

**Duties:**

1. Develop and conduct on-going public awareness and education programs designed to enhance appreciation of downtown’s history and community assets. Help foster an understanding of BIDA’s goals and objectives using the Main Street Four-Point Approach.
2. Assure adherence to the Main Street Community regulations.
3. Maintain an active volunteer board of directors representing downtown stakeholders to oversee the local program.

4. Obtain and maintain status as an independent, recognized 501(c)3 nonprofit with a solid yearly work plan.
5. Assess the political impact and influences of other community and civic organizations. Engage with city and community organizations and stay actively involved in decision processes that affect the downtown core.
6. Serve as a strong advocate for downtown in the local, regional, state and national political arenas.
7. Coordinate with other community organizations including Rotary, Chamber of Commerce, and the Kiwanis in joint promotional events, such as seasonal festivals, sidewalk sales, and events with a goal of attracting people downtown. encourage design excellence in all aspects of promotion in order to advance an image of quality.
8. Work with appropriate public/ private sectors at the local and state level to obtain necessary funding for critical elements of the Main Street Program, and interests of the downtown business and residential community.
9. Represent BIDA before important constituencies. Speak effectively on the program's directions and findings, always mindful of the need to influence economic development policies as they relate to smaller cities.
10. Take responsibility for all administrative aspects of the operations of BIDA including developing and preparing project reports, budgets, reporting key metrics, obtaining funding through all available means. The ED will be responsible for signing checks up to \$1000, with a second signature required above that amount.
11. Encourage membership, to include developing and executing the annual membership drive. Develop, print and distribute the annual Walkabout Guide. Recruit assistance from the board as required.
12. Conduct a monthly Board meeting with the goal of moving the organization forward and meeting strategic goals.
13. Attend at least three Washington State Main Street conferences that are required to maintain Main Street accreditation.
14. Implement and maintain an effective Constituent Relationship Management system.

**Work Objectives:**

The Executive Director of Bainbridge Island Downtown Association will perform duties related to the support of the organization's operations, events, design projects, and economic promotion. She/he will operate under the direction of the President. The Executive Director's role is one of facilitation of the organization's operations and coordination of selected projects.

**Range of Duties:**

- Organization Operations: Board of Directors
  - a) There will be ten board meetings each year. The January board meeting will be a strategic planning retreat with the new board. There will be no board meetings in February and August.

- b) Provide an orientation to the Main Street Four Point Approach for board and committee members at least once per year to help them understand the overall comprehensive revitalization effort.
  - c) Provide information to the WSMSP including quarterly online reports which track key performance measures and progress of the local organization. Provide a comprehensive year-end report that summarizes the overall events and health of the organization.
  - d) The Executive Director will prepare board meeting agendas and will forward consent agendas that have been approved by the Executive Committee out to the board for review at least 48 hours prior to every board meeting.
  - e) Discuss and/ or respond to Directors' concerns, issues, and ideas upon request.
  - f) Maintain organization's insurance and all other city, state and national licenses, filings and accreditation.
- Organization Operations: Membership Support
    - a) Prepare monthly membership newsletter with Program Manager
    - b) Create and maintain a vibrant, informative website featuring partners and informing partners of critical issues.
    - c) Discuss members' concerns, issues, and ideas upon request.
    - d) Arrange bi monthly partnership meetings addressing current, relevant topics of interest to partners.
    - e) Develop and grow a strong social media presence.
  - Organization Operations: Committee Support
    - a) Organize and attend committee meetings required to and follow up committee tasks as appropriate
    - b) Attend city council meetings as often as possible, developing relationships and networking with city officials.
  - Organization Operations: Public/Community Relations
    - a) Respond to questions from public, prospective members, other organizations, City officials and staff.
    - b) Issue press releases to keep BIDA and downtown relevant and interesting.
    - c) Attend community meetings as appropriate and maintain a professional relationship with local service, community and public organizations. Participate in planning yearly calendar with Board of Directors. Suggest activities/ events as appropriate. Assist Program Manager with obtaining necessary event permits, insurance, etc. Recruit volunteer efforts as needed with committees.
  - Promotion
    - a) Coordinate advertising projects on behalf of Promotion Committee.
    - b) Contact and meet with appropriate organizations such as the Seattle Concierge Guild.
    - c) Ensure annual Walkabout Guide is produced and printed annually in a timely manner. Secure advertising revenue as needed.
  - Documentation
    - a) Document and maintain records and procedures of events and related organization activities.

- FUNDRAISING
    - a) Conduct annual Main Street Tax Incentive (B&O) fundraising campaign in coordination with Board and merchant representatives.
    - b) Ensure sufficient Event Sponsorship through new and existing partners.
    - c) Write, submit, and execute grants including annual Lodging Tax Grants Rotary Grants, Bainbridge Community Foundation Grants, and others as needed to ensure program support.
- 

### Chehalis Community Renaissance Team (CCRT)

#### **NATURE OF POSITION:**

Provide project management and leadership to hasten the speed of project completion by the Chehalis Community Renaissance Team (CCRT). The Executive Director will report to the Board of Directors of the Chehalis Community Renaissance Team, a 501 (C) (3) non-profit corporation.

#### **Responsibilities:**

- Follow-up and guide all projects to ensure that plans are in place, a process is being used to drive progress.
- Progress is being made, and that adequate human resources are committed to the project.
- Work with the general CCRT membership to secure adequate volunteers to carry out projects.
- Exercise prudence and operate with fiduciary responsibility concerning all funds received and expended.
- Keep the CCRT Board informed about expected cash needs and forecast future needs so project funding does not slow progress.
- Coordinate B & O Tax Incentive program with the goal to secure maximum annual funding.
- Provide the CCRT Board with a short, written monthly report that summarizes activities, important issues and news by the first of each month.
- Communicate tactical issues so project teams are kept apprised of information that may affect them from other teams.
- Build cooperative relationships with organizations and businesses represented on the CCRT for purposes of better and faster project completion and thorough communications.
- Attend all CCRT monthly, CCRT subcommittee and CCRT Board meetings to provide continuity, as well as to define opportunities for additional support of any of the committees.
- Attend all required Washington Main Street Program meetings/conferences to keep CCRT in compliance. If unable to attend, recruit a CCRT member to represent CCRT.

- Understand what needs to be communicated and to whom (e.g., citizens, property owners, businesses, partners and city officials) as projects are conceived, designed, and executed, working closely with the CCRT Board and leadership.
- Be the visible leader and ambassador of the CCRT to the community and businesses.

**Requirements:**

- Comfortable with a fairly high degree of ambiguity given the inherently challenging reporting relationships.
- Strong skills with e-mail, Excel, PPT, social media, and related tools and applications.
- Self-starter with discipline, and strong organizational and communication skills.
- Ability to get things done through others who are volunteers not under the direct control of the Executive Director.
- A sincere and sustained interest in the betterment of the community for residents, visitors, existing businesses and the attraction of new businesses.

Kent Downtown Partnership (KDP)

**OVERVIEW:**

The Executive Director of the Kent Downtown Partnership (KDP) oversees and coordinates all the activities of the KDP, including programs, marketing, community outreach, fundraising, administration, and strategic planning. As a certified member of Main Street America®, the KDP utilizes historic preservation and a proven four-point approach as an integral foundation for downtown economic development. The Executive Director encourages public awareness of the KDP’s activities and acts as a liaison to all committees and partner organizations. The Executive Director is a full-time advocate for Downtown Kent and an authority and source for information, resources and activities related to Downtown Kent.

**ABOUT KENT:**

Kent is the sixth-largest city in the beautiful state of Washington and the second-oldest city in King County after Seattle. Kent has witnessed fast-paced growth and demographic change and, today is a very diverse part of the cosmopolitan Seattle region with over 130 languages spoken in its homes, businesses, and schools. Kent’s downtown is undergoing historic changes with thousands of new residential units built, or under construction, in close proximity to Sound Transit’s commuter rail station. Located midway between the major population hubs of Seattle, Bellevue, and Tacoma, Kent’s central location in the Puget Sound area will continue to support new residents as an emerging heart of activity in the larger Kent Industrial Valley and its 250,000 employees. This sub-region of Seattle is an internationally distinctive hub of advanced manufacturing innovation and home to the heritage of Boeing’s Lunar Rovers, part of NASA’s Apollo Space Program, and the world headquarters of Blue Origin whose

brilliant scientists and engineers are developing the world's most advanced vehicles. Come be part of the exciting storyline of a city building a fresh future with an eye to preserving the best of its legacies.

**ORGANIZATIONAL DESCRIPTION:**

The KDP is a 501(c)(3) non-profit corporation. The Main Street Approach® used by the KDP utilizes its volunteers and committees to focus on Economic Vitality, Design, Promotion and Organization, with an underlying emphasis on historic preservation. The KDP's mission is to preserve and promote a creative and vibrant Downtown. The KDP is currently focusing on creating a cultural district with neighborhood conveniences Downtown. The Executive Director is accountable to a Board of Directors that meets monthly and the President of that board.

**POSITION RESPONSIBILITIES:**

- Develop and implement, with the board and committees, revitalization strategies and public awareness and education programs
- Inspire, coordinate and supervise support staff, board members, committee chairs and volunteers
- Oversee the recruiting and management of volunteers and committee members
- Manage administrative aspects of the KDP
- Assist business and property owners with improvement projects
- Foster a cooperative climate with community stakeholders, including businesses, property owners, public entities and other community organizations
- Develop and maintain a data system to promote activities and track results
- Serve as an advocate for downtown issues at local, regional and state levels
- Develop (with the board and committees), and attend and manage, special events, including events outside of regular business hours
- Write grant applications and assist in raising operational and event funds
- Engage in opportunities to learn and improve skills as a downtown management professional, especially understanding and use of the Main Street Approach®

**QUALIFICATIONS:**

- Bachelor's degree from an accredited four-year college or university
- Three to five years of relevant work experience
- Entrepreneurial, energetic, imaginative, well organized, and capable of functioning effectively independently
- Excellent written and verbal communication skills
- Ability to work with a variety of individuals and organizations, and to work toward building a consensus among people of diverse backgrounds
- Tech savvy with proficiency in word processing, spreadsheets, database management and social media

**PREFERRED QUALIFICATIONS:**

- Experience with downtown revitalization programs (Main Street a plus)
- Experience recruiting and managing support staff and volunteers
- Professional and/or academic economic development experience
- Marketing or advertising experience, including social media
- Historic preservation knowledge
- Experience working with boards and elected officials at all levels

**COMPENSATION:**

Salary competitive based on qualifications. Benefits include health insurance and a retirement plan.

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Vancouver Downtown Association (VDA)

**Position:** Executive Director/Chief Executive Officer

**Supervisor:** Vancouver's Downtown Association Board of Directors

**Status:** Full-Time/Exempt

**Summary:** The Executive Director is the Chief Executive Officer of Vancouver's Downtown Association ("VDA"). The Executive Director is a full-time, high profile position within the community and requires creativity, confidentiality, and professionalism. Candidates should have experience in public/event programming, preferably in areas that address business development, and improved downtown design. Successful candidates will have organizational management experience, strong writing skills, excellent public speaking skills, and strong organizational, interpersonal, and media relation skills.

**Responsibilities:**

Responsibilities span the following areas that follow the Main Street Program organization format.

- Organization Mission:
  - Assure that the organization has a long-range strategy that achieves its mission through design, promotion, organization, and economic vitality focuses.
  - Maintain cooperative relationships with representatives of business, neighbors, city, consumers, and civic groups utilizing the community's human and economic resources.
  - Develop, in conjunction with the VDA's Board of Directors, strategies for downtown economic development. Become familiar with all persons and groups directly or indirectly involved in the commercial district.

- Provide leadership in developing programs and organizational and financial plans with the Board of Directors and carry out plans and policies authorized by the Board of Directors.
- Promote active Board of Directors participation by volunteers in all areas of the VDA's work.
- Maintain official records and documents and ensure compliance with federal, state, and local regulations.
- Advocate to city, county, and state government entities for VDA.
- **Communications:**
  - Fully inform Board of Directors on the condition of the organization and all important factors influencing it.
  - Promote ongoing public information and awareness of projects and education programs designed to enhance downtown's assets.
  - Coordinate the VDA committees' activities ensuring that communication between committees is well established and assist committees with implementation of work plans.
  - Manage marketing, including through all social media channels, and maintain current website content.
- **Volunteers:**
  - Lead, supervise, and manage community volunteer leaders.
  - Be responsible for the VDA's relationships with professional consultants.
  - Encourage volunteer development and education and assist program volunteers in relating their specialized work to the total program of the organization.
- **Budget and Finance:**
  - Be responsible for developing and maintaining sound financial practices.
  - Work with treasurer and the Executive Committee in preparing a budget; see that the organization operates within budget guidelines.
  - Work with the Executive Committee to conduct official correspondence of the VDA, and jointly, with designated officers, execute legal documents.
  - Manage all aspects of the VDA regarding purchasing, record-keeping for Main Street data collection, budget development, and bookkeeping.
  - Prepare all reports required by the Washington State Main Street Program.

**Qualifications, Skills, and Experience:**

- Preference will be given to candidates with
  - a Bachelor of Arts degree in a relevant field
  - three (3) years' experience in an appropriately related job.
- This position requires confidentiality and professionalism.
  - Candidates must be
    - entrepreneurial, energetic, imaginative, well organized, and capable of functioning effectively in a very independent situation.
- Excellent verbal and written communication skills are essential.



- Candidates should also have experience in public/event programming,
    - preferably in areas that address business development and improved downtown design.
  - Successful candidates will have
    - organizational management experience,
      - excellent public speaking skills,
      - and strong interpersonal and media relations skills.
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## Appendix D - Select Washington Main Street Program Materials

[Link to folder](#) with documents from other Main Street Programs

<b>Program</b>	<b>Materials Collected</b>
Bellingham	2019 Annual Report
Oak Harbor	2019 Accomplishments
Camas	Strategies & Actions
Vancouver	Email Response ED - Job Description
Kent	2020 Goals & Strategies ED - Job Description Email Response
Chehalis	Renaissance Plan Email Response ED - Job Description
Cle Elum	2018 Master Plan 2018 Work Plan
Chelan	City Strategic Plan Chelan County PUD Strategic Plan 2020
Yakima	2017 Strategic Plan
Wenatchee	2020 Work Plan 2018 Annual Report
Bainbridge Island	2020 Work Plan Coordinator Job Description 2020 Promotion Work Plan ED Job Description Econ Work Plan 2020 Design Work Plan 2020