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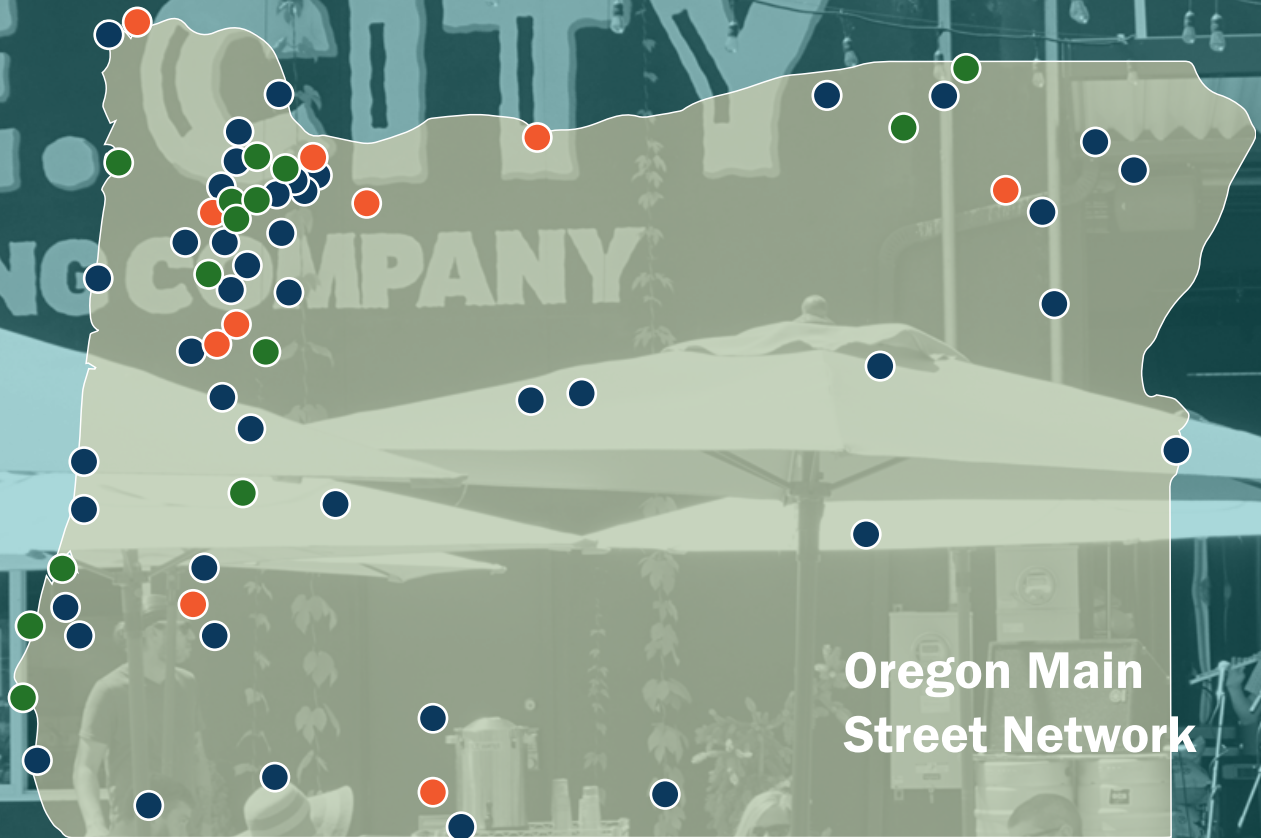
THE IMPACT OF OREGON'S MAIN STREETS

ECONOMIC, FISCAL, AND COMMUNITY IMPACTS
OF THE OREGON MAIN STREET NETWORK

• BETWEEN 2011 AND 2021 •

Report Produced for Oregon Main Street
By Jon Stover & Associates
July 2022





Main Street Track



Performing Main Street

Albany » Astoria » Corvallis » Estacada » Klamath Falls
La Grande » McMinnville » Oregon City » Roseburg
The Dalles » Alberta District



Transforming Downtown

Bandon » Beaverton » Carlton » Coos Bay » Cottage
Grove » Dallas » Dayton » Hillsboro » Lebanon
Milton-Freewater » Newberg » Pendleton » Port Orford
Tillamook



Exploring Downtown

Amity » Athena » Baker City » Banks » Burns » Cave
Junction » Chiloquin » Coburg » Coquille » Enterprise
Florence » Forest Grove » Gold Beach » Harrisburg
Hermiston » Independence » John Day » Lakeview
Lincoln City » Medford » Merrill » Myrtle Creek
Myrtle Point » Oak Grove » Oakridge » Ontario
Philomath » Redmond » Reedsport » Salem » Sheridan
Sherwood » St. Helens » Stayton » Sutherlin » Tigard
Union » Wallowa » Warrenton » West Linn
Woodburn » Yamhill



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Oregon Main Street helps communities across the state preserve, sustain, and enhance their downtowns through strategic changes rooted in community vision and time-tested approaches for bringing people, businesses, and resources to the downtowns.

The Oregon Main Street network generates significant value for local communities and the state. This report quantifies the value the network created for the state of Oregon, communicates the many programmatic activities of Main Streets, and highlights stories of success from the Oregon Main Street network. The economic, fiscal, and, importantly, community impacts of Oregon Main Street and its local programs are shared throughout this report.

The Oregon Main Street Network is a vital tool for preserving, sustaining, and enhancing vibrant downtown communities throughout the state. Network leadership and programs provide valuable training and technical assistance to communities, achieving great results since the program's creation in 2007. Summarizing and sharing the types of programmatic activities led by Main Streets throughout Oregon, and the impact of these efforts on the economy, societal network, and community culture, showcases the value of Oregon Main Street. While there are many ways to measure impacts, this report shares the impact of the Oregon Main Street network through their strategic efforts centered around historic preservation, economic development and resiliency, tourism and customer attraction, placemaking, and partnership development.

Executive Summary

Oregon Main Street strengthens community networks, bolsters the economy, generates fiscal impacts, and fosters social connections across the state.

Oregon Main Street, a Main Street America™ Coordinating Program, helps communities across the state preserve and enhance their downtowns through strategic changes rooted in community vision and time-tested approaches for bringing people and resources to downtown. Oregon Main Street provides valuable training and technical assistance to communities that have achieved substantial results since the program began in 2007. Oregon Main Street is part of Oregon Heritage in the state's Oregon Parks and Recreation Department and has developed extensive state partnerships with various agencies and organizations, including Transportation Growth Management, Travel Oregon, Business Oregon, and Rural Development Initiatives. Oregon Main Street oversees a four-tiered system of local Main Street programs representing communities across the state.

Oregon Main Street leads a network of local Main Street programs that oversee a wide range of programmatic efforts to build community, support local businesses, and create an attractive and vibrant environment for workers, visitors, and residents. All Main Streets follow the Main Street Four-Point Approach™ ensuring that local programs apply a balanced approach toward community transformation.

This report summarizes the types of programmatic activities led by Main Streets throughout Oregon and assesses the impacts of these programmatic efforts on the economy, societal network, and community connection. It strives to demonstrate how Main Streets provide a flexible and nimble link between local business district needs and state resources and how this relationship was crucial during the COVID-19 pandemic. It also tells the Oregon Main Street story by highlighting examples of on-the-ground efforts, successes, and program insights. The preparation of this study was funded by Oregon Heritage, Oregon Parks and Recreation, Oregon Cultural Trust, and Business Oregon.

Between 2011 and 2021, Oregon Main Street evolved to provide resources to communities stretching across the state and made demonstrable gains in its ability to deliver invaluable benefits to dozens of local communities and the state as a whole.



The programmatic efforts of Oregon's Main Street communities reflect the specific needs of their districts and are as varied as the communities they serve. Nearly all Main Street activities falls within the following five major categories:



Historic Preservation

Oregon's Main Streets preserve historic downtown buildings, retaining and maintaining each community's character, history, and charm.



Economic Development and Resiliency

Oregon's Main Streets support existing local businesses and attract new businesses to their downtowns. Main Streets play an important role in the economic development of their communities.



Tourism and Customer Attraction

Oregon's Main Streets recognize their local culture and showcase the best of Oregon's downtowns by driving tourism and bringing more residents and visitors to experience the downtown communities.



Placemaking and Public Realm Improvements

Oregon's Main Streets create quality places that are welcoming and attractive through public realm improvements and placemaking efforts.



Partnerships and Program Operations

Oregon's Main Streets build community networks to advocate for the needs of their downtowns, support enhancement efforts, and increase capacity to enact change.

Oregon Main Street Strengthens Community Connection and Culture

One of the most fundamental characteristics of the Oregon Main Street network may be the impact it has on local communities. Main Streets recognize their community's history, preserve its character, and provide inviting gathering places for social interaction.

Oregon Main Street Bolsters the Economy

The Oregon Main Street network bolsters the local and state economy through its effort to create high-quality downtowns where businesses want to locate, where customers want to shop, and where people want to live.

Between 2011 and 2021, the Oregon Main Street network helped generate:

\$266 MILLION
in additional sales revenue
in the State of Oregon.

2,400 JOBS
at or supported by Main
Street businesses.

Oregon Main Street Helps Generates Tax Revenues

Oregon Main Street's operations include staff, training expenses, resources teams, and technical assistance. In 2017, the state launched the highly successfully Main Street Revitalization Grant which leveraged \$7.6 million of state funding for historic preservation efforts in Main Streets. As a result of the economic impacts of Main Streets, additional tax revenue is generated for the state.

Between 2011 and 2021, the State of Oregon:

INVESTED
\$1.8 MILLION
in Oregon Main Street
administration.

GENERATED
\$3.5 MILLION
in additional state tax
revenues as a result of
Main Street programming.



About This Report

Purpose of This Report

The purpose of this report is to highlight the success of the Oregon Main Street network through qualitative stories of how the network preserves, sustains, and enhances communities and the quantitative impacts this success has brought to the state's economy. In doing so, this report serves as a tool for both Oregon Main Street, local programs, and state partners to better communicate the many ways in which Main Streets generate value and play a pivotal role in their communities.

Study Participants and Acknowledgements

Oregon Main Street (OMS) helps communities thrive by connecting downtown communities to the preservation and place-based economic development initiative of Main Streets focusing on local efforts, energy, and resources to create more vibrant downtowns. Oregon Main Street assists with preserving and enhancing traditional downtowns and historic commercial districts, promotes economic development, and encourages historic preservation. Oregon Main Street is a designated Main Street America™ Coordinating Program, one of 45 Coordinating Programs across the country. Oregon Main Street is part of Oregon Heritage in the state's Oregon Parks and Recreation Department. Oregon Main Street oversees a four-tiered system of local Main Street programs representing communities across the state.

This analysis was conducted by Jon Stover & Associates (JS&A), an Economic Development Consulting firm specializing in place-based economic development. JS&A has worked with local Main Streets, Coordinating Programs across the country, and Main Street America™ quantifying the impacts and value Main Streets bring to the economy and community.

Funding support provided by:



Oregon Heritage, Oregon Parks and Recreation



Oregon Cultural Trust



Business Oregon

Methodology

The analytical impact assessment conducted for this report explores the impacts of the Oregon Main Street network from 2011 through 2021. Findings shared in this report reflect a combination of locally provided data and industry-leading data sources, including IMPLAN using Oregon-specific multipliers, ESRI Community Analyst, state budget allocation figures, and state collected Reinvestment Statistics. A robust online survey of leadership at Oregon's Main Street programs was conducted to gather detailed local budgets and resource allocations. The economic and fiscal impact findings reflect a proportionate share of the Performing Main Street, Transforming Downtown, and Exploring Downtown tiers of Oregon Main Street's structure and are bridged between 2011, 2016, and 2021. Analytical findings are supplemented with conversations and interviews with local program leadership.

WHAT'S A MAIN STREET?

Main Street America™ is a powerful network of downtown commercial districts across the country as part of the national movement of the National Main Street Center, a subsidiary of the National Trust for Historic Preservation. Main Streets offer a unique combination of grassroot efforts to comprehensively improve the quality of life at the local level and strategic oversight and leadership across the state level through Coordinating Programs and the National Main Street Center. Main Street America™ is a mark of distinction, offering recognition that participating programs, organizations, and communities are part of this national effort with a proven track record of celebrating community character, preserving local history, and generating impressive economic results.

The Main Street Approach™ provides a successful framework that helps communities achieve comprehensive and incremental approaches towards enhancing, improving, and preserving historic downtowns while honoring each Main Street's unique history and qualities. This economic development strategy incorporates the Four Point Approach™ centered around design, promotion, organization, and economic vitality.

“Main Street empowers communities to set their own destinies. While revitalization is challenging work, the Main Street program offers a road-map for locally-owned, locally-driven prosperity. Across the country, thousands of communities have used the Main Street Approach to transform their economies, leverage local leadership, and improve overall quality of life.”
- Main Street America

Established through legislation in 2007, Oregon Main Street has overseen the successful implementation of the Main Street model in communities across the state to provide transformative change in the quality of places, the social ties of the community, and the prosperity of businesses.

Source: Oregon Main Street and Main Street America

Oregon Main Street offers a four-tiered structure that provides a flexible approach to incorporate the Main Street model in downtown communities.

This tiered approach allows communities with varying levels of programmatic support and resources to leverage the networking, guidance, training, and support offered by Oregon Main Street to build community and strengthen local economies. Findings in this report reflect the impacts of Performing Main Streets, Transforming Downtowns, and Exploring Downtowns.

Oregon Main Street launched a new classification of program tiers in 2022. More information about the updated tiered structure can be found at the end of this report.

2021 Composition of Main Streets By Tier:

9 Performing Main Streets

Organizations at this level successfully leverage the Main Street Approach™ and are recognized by Main Street America.

14 Transforming Downtowns

Use the Main Street Approach™ but receive additional technical assistance to take them to the next level.

43 Exploring Downtowns

Include communities that are just starting with Main Street with emphasis on building a strong organizational base.

27 Associate Communities

Are affiliated with Oregon Main Street with access to its resources but do not have a fully operating program. The impacts of these programs are excluded from this analysis.

Source: Oregon Main Street (Reflects 2021 Designations)

Oregon Main Street strengthens community networks, bolsters the economy, generates fiscal impacts, and fosters social connections throughout the state.

Oregon Main Street leads a network of local Main Street programs that oversee a wide range of programmatic efforts to build community, support local businesses, and create an attractive and vibrant environment for workers, visitors, and residents. Oregon's Main Streets follow the renowned Main Street Four-Point Approach™, ensuring that local programs apply a balanced approach toward community transformation. The approach focuses on creating an inviting and inclusive atmosphere (Design), building leadership and strong organizational capacity (Organization), marketing a district's defining assets (Promotion), and building a diverse economic base (Economic Vitality). Within this framework, each Main Street program has different priorities and develops and oversees programmatic efforts specific to the needs of their communities.

As part of this study, the leadership of local Main Street organizations responded to a survey and detailed their current and historic programmatic efforts and identified their budget allocation and resources for these different activities. Main Street programmatic efforts fall within five main categories. Unsurprisingly, these categories closely align with the Four-Point Approach™.

As Oregon's designated Coordinating Program, Oregon Main Street guides, mentors, and provide resources for the collection of local Main Street programs.

The impacts and success of the Oregon Main Street network is attributable to both the leadership and dedication of Oregon Main Street and the on-the-ground implementation efforts of the local communities. The state program offers significant assistance and resources to the local programs as economic and community development leaders, including:

- **Training** to learn best practices, ideas, and opportunities to preserve, sustain, and enhance downtown communities.
- **Facilitating networking** and mentorship across and among communities throughout the state.
- **Accountability** to ensure local programs meet the standards and conditions that reflect upon the value of the Main Street program.
- **Adaptability** of the Main Street Model through the development of its tiered structure, encouraging communities of all sizes, types, and resource levels to help improve their downtowns in ways that best meet their local needs.
- **Connecting** Main Streets with state agencies and other partnering entities to broaden resources for communities.
- **Partnering** with agencies and organizations such as Transportation Growth Management, Travel Oregon, Business Oregon, and Rural Development Initiatives to bring more resources to the local level.

Oregon Main Street and its network of Performing Main Streets, Transforming Downtowns, and Exploring Downtowns bring community, economic, and fiscal value through five key programmatic efforts:



Historic Preservation

Preserving the charm, beauty, and character of Oregon's historic downtowns.

The impact of Main Street programmatic budget allocation for historic preservation efforts and the state Main Street Revitalization Grant.



Placemaking and Public Realm

Creating quality places that are inviting and attractive to all people.

The impact of Main Street spending on streetscape improvements, public art, and beautification efforts in the downtown districts.



Tourism and Customer Attraction

Celebrating community culture and bringing more people to experience Oregon's downtowns.

The impact of Main Street marketing efforts, event planning and hosting, and attributable event visitor spending in Main Streets.



Economic Development and Resiliency

Supporting small and local businesses in Oregon's downtowns while creating pathways for new businesses.

The impact of business attraction and retention efforts, business technical assistance, and COVID-19 assistance.



Partnerships and Program Operations

Strengthening networks and partnerships towards the collective visions for the future.

The impact of the state's budgetary expenses for Oregon Main Street and the operating budgets of the collective Main Streets.



The Oregon Main Street network brings people together, commencing strong ties amongst community members and greater connections to Oregon's downtowns.

From hosting events that encourage community members to get to know each other to creating the types of environments conducive to socializing in places that people enjoy, Main Streets deliver a wide range of benefits for the community. These benefits extend beyond quantifiable impacts into places for people.

VIBRANCY

Main Streets attract the mix of people and activity to downtowns that create excitement and social activity. People enjoying their downtown communities in the public realm sparks the vibrancy of Oregon's downtowns.

ENTERTAINMENT

Main Streets are where memories are created, and life happens. Curated events, festivals, and gatherings bring downtown entertainment to the streets and commercial districts across the state.

CONNECTION

Main Streets offer the conduit for community connections. Between volunteer opportunities and exciting events, Main Streets generate the environments that allow community members to meet and socialize.



WALKABILITY

Oregon's downtown commercial districts are walkable environments with a density of activity, helping shoppers of all ages, incomes, and abilities lengthen their visits downtown while minimizing their carbon footprint.

SAFETY

Main Streets signify investment in the community through well-maintained streetscapes, reduced storefront vacancy, and adding eyes on the street. These efforts help create a real and perceived sense of safety and improved experiences.

SENSE OF PLACE

Establishing a sense of place requires ongoing placemaking efforts and garnishing community pride in their downtowns. Main Streets' continuous work builds the loved qualities of downtowns while fostering pride in place.

WELCOMING

Oregon's Main Streets help create inclusive and welcoming environments that make all feel that they belong and are invited into the community. From supporting women and minority owned businesses to the diversity of residents, Main Streets work to create inclusive places.

CULTURE

Main Streets foster the culture of Oregon's downtowns through brand identity, prioritization of public art, and entertainment options. Main Streets celebrate the characteristics that make each place unique, directly contributing to the downtown communities' culture.

AMENITIES

Nearby places to eat, shop, and meet everyday needs lead to the livability of communities and places. Main Streets encourage increased infrastructure investment and placemaking that contribute to downtown amenities for workers, residents, and visitors.



“ We have been the driving force for all development in the downtown and surrounding areas for over a decade. DOCA fought for the city to care about economic development and tourism. They now have three full-time staff at the city dedicated to economic development and tourism.

- Downtown Oregon City Association

“



“ We are a catalyst. The ingredients necessary for community building and development are there in the community. Sometimes it is just the need to activate it. Our approach is a humble one. We don't need the credit. We just want to see it done.

- Greater Bandon Association

“

“ We are the economic and cultural heart of the community.

- McMinnville Downtown Association



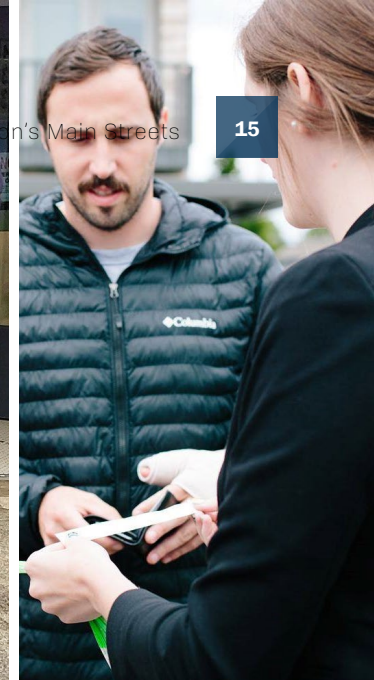
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“Main Street” encapsulates the feeling of a downtown that you feel proud to call your “hometown.” It’s a place where visitors feel special to be included!

- Dayton Community Development Association



The Impact of Oregon's Main Streets



”

We do all of our work on a miniscule budget. We are a cost-effective resource for downtown economic and community development...This organization is well worth the funding it receives.

- Beaverton Downtown Association

“

”

Living in a lower socioeconomic area, Lebanon Downtown Association holds many free events for families and individuals, providing the space for connection and belonging.

- Lebanon Downtown Association

“



The Economic and Fiscal Impacts of the Oregon Main Street Network

Oregon's Main Streets bolster the local and state economy through their efforts to create high-quality downtowns where businesses want to locate, where customers want to shop, and where people want to live. These efforts generate economic value through enhanced business activity, jobs, and downtown spending.

Direct Economic Impact

Between 2011 and 2021, the Oregon Main Street network helped generate \$140.9 million in business revenue and supported approximately 1,613 jobs in their downtown districts and surrounding community. This direct economic impact reflects the collective results of their placemaking, historic preservation, tourism and customer attraction, economic development, and programmatic efforts. This equates to, on average, \$12.8 million annually of direct economic activity attributable to the work of Main Streets.

| Direct Economic Impact by Main Street Initiatives and Programmatic Activities | Average Annual Direct Economic Impact | Cumulative Direct Economic Impact (2011 - 2021) |
|---|---|---|
| Historic Preservation | \$2.4 Million | \$26.2 Million |
| Placemaking and Public Realm Improvements | \$200,000 | \$2.5 Million |
| Tourism and Customer Attraction | \$6.4 Million | \$70.0 Million |
| Economic Development and Resiliency | \$2.5 Million | \$28.0 Million |
| Partnerships and Program Operations | \$1.3 Million | \$14.2 Million |
| | \$12.8 Million Annual Direct Average | \$140.9 Million Direct Economic Impact |

Note: These direct economic impact figures reflect the impacts of Performing Main Streets, Transforming Downtowns, and Exploring Downtowns. Additional methodological detail can be found throughout this report.

Source: IMPLAN (2022)



What does direct economic impact mean?

The phrase "direct economic impact" refers to the impact on business revenue in Main Streets because of the additional spending and business revenue that occurs in Main Street downtowns as a result of the efforts of Main Streets. This is the actual change in the economy attributable to the Main Street network.

Total Economic Impact

The economic impacts of Main Streets extend beyond the direct revenue and sales in the economy because of Main Streets. When businesses make these sales, additional money is spent in the economy through business supply chain, or business-to-business purchases. This type of impact is commonly referred to as indirect impacts. Collectively, between 2011 and 2021, the direct impact of Main Streets led to an additional \$61.6 million of indirect impacts or supply chain expenditure.

Furthermore, when an employee whose job is supported by the direct economic impact spends their salary and wages, this household spending creates what's called induced impacts, generating even more business activity and more jobs. During this same time period, Main Streets generated \$66.2 million of induced impacts because of the programmatic efforts and results of Main Streets' work. This total combined economic impact equates to \$265.7 million total or \$24.2 million of economic impact annually. These economic impacts generate more jobs and employment opportunities throughout the state. The 1,613 jobs supported by the direct economic impact and 2,392 jobs supported overall reflect the approximate employment spurred by the \$140.9 million and \$265.7 million respectively. While Main Streets include employees as part of their organizations, the employment impacts are much greater.

| Type of Impact | Employment | Salary and Wages | Total Revenue |
|---|-------------------|-----------------------|------------------------|
| Direct Impact (<i>Business Revenue</i>) | 1,613 Jobs | \$57.0 Million | \$140.9 Million |
| Indirect Impact (<i>Supply Chain</i>) | 361 Jobs | \$19.8 Million | \$61.6 Million |
| Induced Impact (<i>Spending of Wages</i>) | 418 Jobs | \$20.7 Million | \$63.2 Million |
| Total Cumulative Economic Impact | 2,392 Jobs | \$97.5 Million | \$265.7 Million |
| Average Annual Total Economic Impact | 217 Jobs | \$8.9 Million | \$24.2 Million |

Note: Direct Impact in the table above is defined by IMPLAN as the immediate results of the direct spending or industry change attributable to the economic activities Main Streets generate. This figure is adjusted with a retailer marginal coefficient deflator to adjust for impact overlap between direct and indirect impacts. These impacts include Performing Main Streets, Transforming Downtowns, and Exploring Downtowns. All figures in the above chart are expressed in 2022 dollars. Source: IMPLAN (2022)

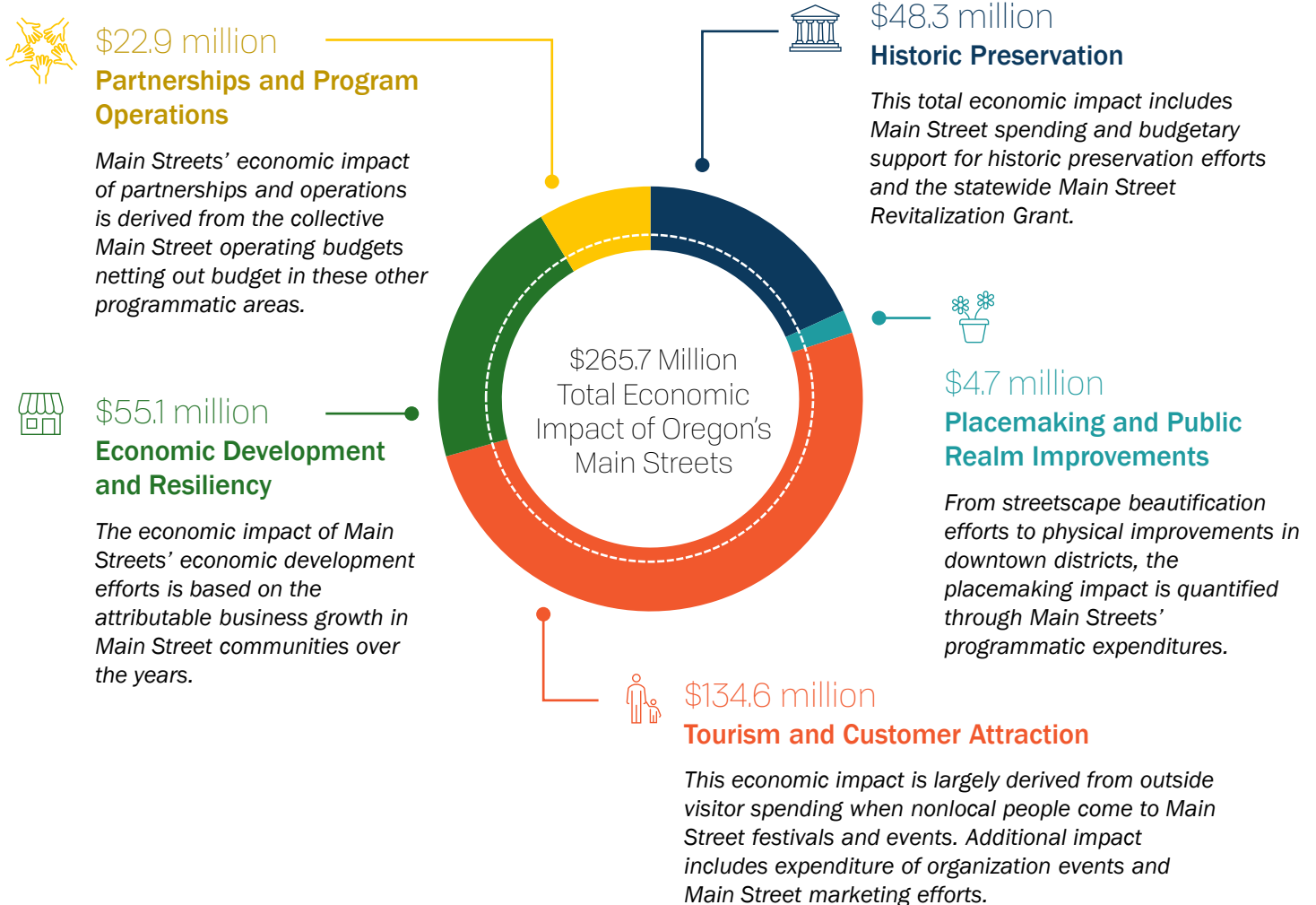


Beyond the Numbers

The work and impact of the Oregon Main Street network extends well beyond quantifiable dollar figures and plays a pivotal role in the development and celebration of community culture, identify, and pride. These stories are highlighted throughout the report to bring qualitative insights beyond the numbers.

Total Economic Impact by Activities

The following graphic highlights how the total direct, indirect, and induced economic impacts breakdown between historic preservation, placemaking, tourism and customer attraction, economic development and resiliency, and partnership organizational efforts between 2011 and 2021.



Note: The above figures reflect direct, indirect, and induced cumulative economic impacts for Performing Main Streets, Transforming Downtowns, and Exploring Downtowns between 2011 and 2021. Additional methodological details can be found throughout this report. All figures are expressed in 2022 dollars.

Source: IMPLAN (2022)



The State's Financial Contribution to Oregon Main Street

Between 2011 and 2021, the state of Oregon invested over \$1.8 million, approximately \$170,000 annually on average, towards the Coordinating Program. This investment includes support and training for local Main Street programs, technical assistance and resource teams, and staff. In 2017, the state launched the Main Street Revitalization Grant which leveraged \$7.6 million of state funding for important historic preservation efforts in Main Streets across the state.

State Fiscal Impact of the Oregon Main Street Network

The Oregon Main Street network's direct economic impact generated approximately \$3.5 million state tax revenue between 2011 and 2021. This equates to approximately \$323,125 of state tax annually.

| State Tax Revenue Generated from Main Street Activity | Average Annual State Tax Revenue | Cumulative State Tax Revenue (2011 - 2021) |
|---|----------------------------------|--|
| Social Insurance Tax – Employee Contribution | \$6,665 | \$73,311 |
| Social Insurance Tax – Employer Contribution | \$12,033 | \$132,359 |
| Property Tax | \$859 | \$9,446 |
| Motor Vehicle License | \$8,660 | \$95,262 |
| Severance Tax | \$613 | \$6,738 |
| Corporate Profits Tax | \$16,425 | \$180,674 |
| Personal Income Tax | \$189,319 | \$2,082,504 |
| Other Personal Taxes | \$11,355 | \$124,904 |
| Other State Taxes* | \$77,198 | \$849,178 |

\$323,125 Average Annual State Tax Revenue **\$3.5 Million Total State Tax Revenue**

* "Other State Taxes" are a tax revenue category per IMPLAN category classification. This includes taxes on motor fuels, tobacco products, alcoholic beverages, accommodations, and other miscellaneous products and services at the state level.
 Note: The state tax revenue fiscal impacts are directly pulled through the IMPLAN mode. These impacts include Performing Main Streets, Transforming Downtowns, and Exploring Downtowns. Actual tax revenue may differ. All figures in the above chart are expressed in 2022 dollars. These tax revenue figures only address state level fiscal impacts.
 Source: IMPLAN (2022)



**Between 2011 and 2021,
the State of Oregon:**

**INVESTED
\$1.8 MILLION
in Oregon Main Street
Administration.**

**GENERATED
\$3.5 MILLION
in additional state tax revenues as a
result of Main Street programming.**



Main Street Economic Impact By Region

Oregon’s Main Streets are spread across the state’s seven distinct regions, reflecting the wide range of cultures, customers, and tourism patterns throughout the Beaver State.

With local Main Street programs in each of Oregon’s seven regions, Oregon Main Street and its program network impact every corner of the state. While Oregon features a vast range of natural landscapes, cultures, histories, and development patterns, the Main Street model has proved to be highly adaptable in meeting the specific needs of each community and region. From coastal communities to urban Portland and the wide-open eastern plains, Oregon’s Main Streets have helped their downtowns leverage their unique competitive advantages, attract new customers, and build community connections.

The economic impact of the Oregon Main Street network is distributed across Oregon’s seven regions. These regions are recognized by Oregon Heritage and embedded in the Oregon Historic Preservation Plan and Travel Oregon, Oregon’s Tourism Commission, programmatic efforts. The economic impacts Main Streets generate across the regions reflect the balance of Performing Main Streets, Transforming Downtowns, and Exploring Downtowns within each area. Six of the seven regions include one, and in some cases, two, Performing Main Streets which generate significant economic impacts due to their more substantial operations and capacity compared to Transforming Downtowns and Exploring Downtowns. Oregon’s Coast, Portland, Willamette, and Eastern Regions include Transforming Downtowns. All of Oregon’s seven regions have Exploring Downtowns, the largest of the three tiers by the volume of the program. The majority of Main Streets’ economic impact between 2011 and 2021 across the regions of the state range from \$25 million to \$47 million per region except for the Willamette Valley generating \$79 million due to the highest cluster of Main Streets in that region. Similarly, despite having only a few Main Streets, all of which are Exploring Downtowns, Main Streets’ efforts in Oregon’s Central Region supported \$7 million of economic activity.



Performing Main Streets



Transforming Downtowns



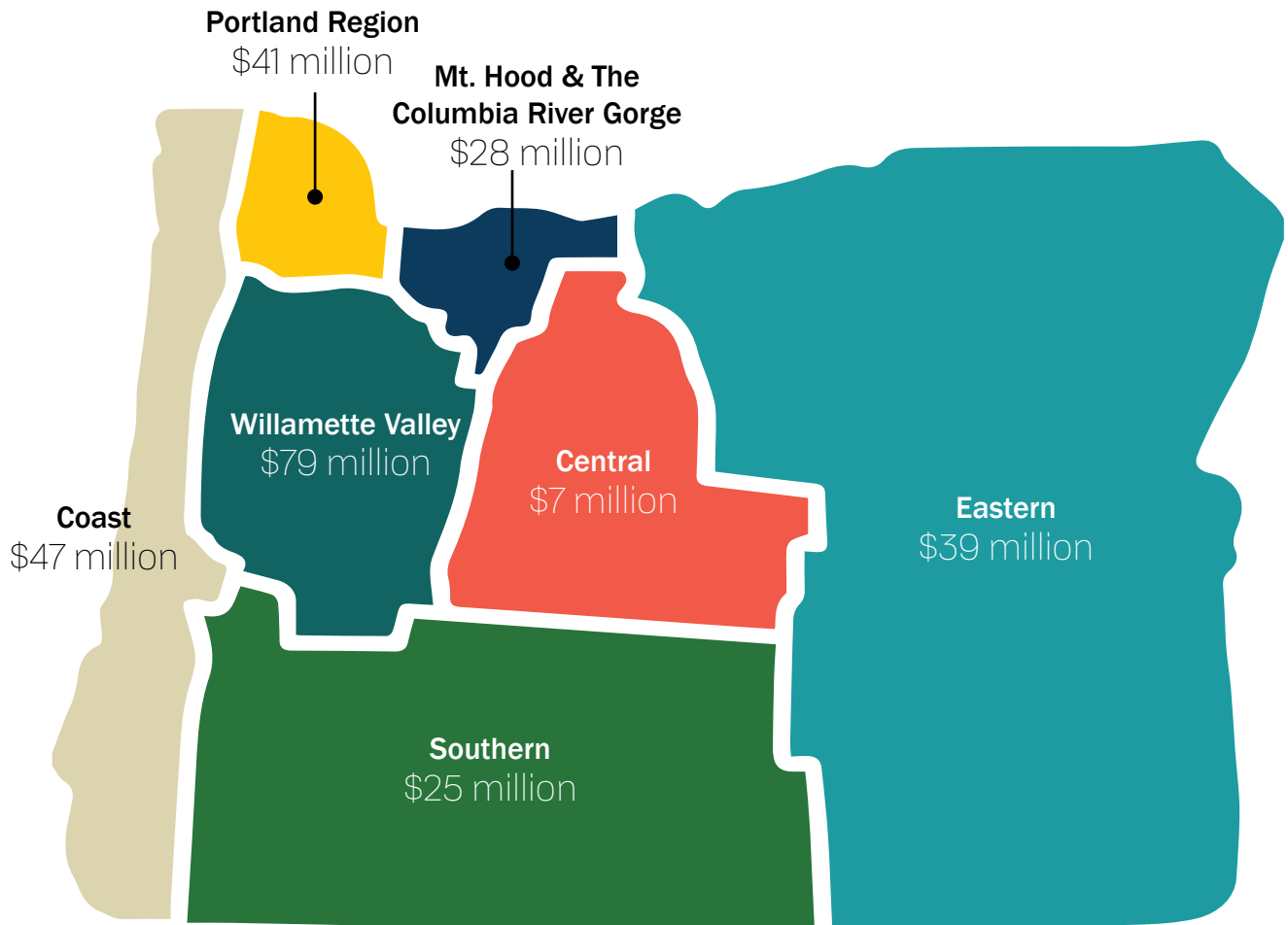
Exploring Downtowns



■ Coast ■ Portland ■ Mt. Hood ■ Willamette ■ Central ■ Southern ■ Eastern

Share of Main Streets Across Oregon’s Regions by Programmatic Tier

Note: This distribution of Main Street tiers by Oregon regions reflect 2021 program distribution.



Figures reflect total attributable economic output generated by Main Street programs from 2011-2021. Average impacts by program tiers including Performing Main Streets, Transforming Downtowns, and Exploring Downtowns were used to calculate regional impacts.

Source: IMPLAN

MAIN STREET SUCCESS:

Oregon Main Street and RDI Partnership for Rural Communities

Oregon Main Street not only provides support to help commercial districts in urban and suburban areas but also targets direct support to Oregon's rural communities. In doing so, Oregon Main Street partnered with Rural Development Initiatives (RDI) to bring economic vitality workshops and training to regional Main Street hubs for rural communities. This partnership helped community leaders create economic development strategies and plans rooted in and with the capacity of their communities, embarking on tools for Main Streets to build innovative and collective approaches for their regional economies.

“Working through the Main Street organizational lens gives us a chance to attend to basic needs of the humans at the table, strengthen and support local leadership skills, and translate that group capacity into locally-led place-based economic vitality strategies. We will continue to explore that role as a partner to a greater degree going forward.” - RDI Leadership

As a result of this partnership and efforts, RDI was awarded the USDA Rural Community Development Initiative Grant to expand these efforts to additional rural communities. The on-the-ground support broadened the communities' social capital and facilitated an expansion of local networks, providing authentic support to rural communities through this strategic partnership.

Oregon's Main Streets preserve historic downtown buildings, **celebrating and maintaining each community's character, history, and charm.**

Main Street America™ was established as a program of the National Trust for Historic Preservation to address the issues pertaining to older building stock in historic downtowns, rooted in the connection between historic preservation, the value of place, and economic development. The Oregon Main Street network remains dedicated champions for preserving the aesthetics and history of their downtown communities. The investments, advocated and driven by the network, make Oregon's downtowns more attractive, retain the connections to their past, and spark the desirability of these downtown communities. As buildings continue to age, these efforts and resources will remain vital and even more necessary in the years to come.

Between 2011 and 2021, Main Streets generated

\$26.2 MILLION

in direct historic preservation efforts for their downtown commercial districts. This direct economic impact includes the rehabilitation, renovation, and reconstruction of historic properties and buildings within the historic districts of Oregon's Main Streets.

As a result of this direct impact, an additional \$22 million of economic activity was spurred, for a combined total economic impact of \$48.3 million.

Many jobs are created through these historic preservation from architectural and engineering services to permitting and construction. Since 2011, the direct impact of historic preservation efforts led to the creation of

121 JOBS.

These jobs resulted in over \$8.3 million of salary and wages for workers to preserve the historic cores of the commercial districts.

How Main Streets Preserve and Adaptively Reuse Downtown Buildings

The Oregon Main Street network actively works to bring new life into aging and historic buildings in downtown districts. With Main Streets imbedded in the historic centers of their communities, these efforts take on a variety of different forms. From inexpensive advocacy efforts to leveraging intensive and catalytic resources such as the Main Street Revitalization Grant, 92% of Oregon's Main Streets reported that they actively help support historic preservation in their communities.



Re-Imagine New Life in Aging and Underutilized Buildings

Main Streets are visionary in their perceptions of the state's downtowns, sparking dreams of new uses in aging and dilapidated buildings and transitioning these historic districts into innovative and fresh futures.



Provide Early Design Support and Ideas

Main Street staff, board members, and volunteers often include design professionals that can provide initial ideas and complementary services for tenants and building owners to help envision possibilities.

About Oregon's Main Street Revitalization Grant

In 2017, Oregon Heritage and the Oregon Parks and Recreation Department launched the Main Street Revitalization Grant, a distinctive financial opportunity to support downtown enhancement through historic preservation. The grant leverages Main Streets as connectors and partners between the state, property owners, and developers, and offers necessary financial resources to acquire, restore, and rehabilitate aging buildings in the Main Street districts as well as construct compatible new construction for in-fill development.

The Main Street Revitalization Grant has had tremendous results in communities across the state through a total of

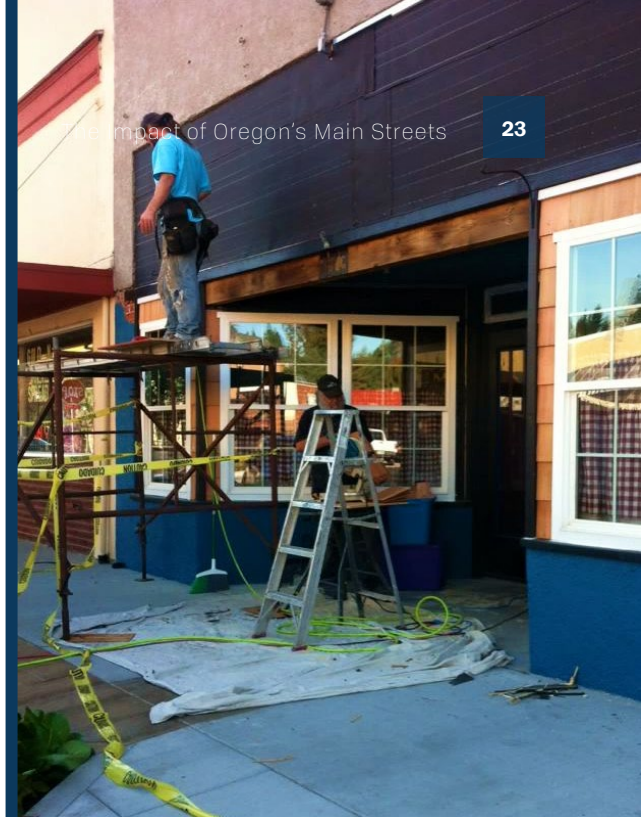
57 HISTORIC PRESERVATION PROJECTS.

Between the grant awards in 2017 and 2019, Main Streets channeled \$15.3 million of funding for historic preservation when accounting for the \$7.6 million awarded through the state and \$7.7 million in matching funds. This investment led to

\$38.1 MILLION

of total economic activity (direct, indirect, and induced impacts) as a result of the Main Street Revitalization Grant.

Main Street Revitalization Grant data provided by the State Historic Preservation Office and Oregon Heritage. Impact calculated through IMPLAN (2022).



Connect Owners and Tenants with Grants and Financial Resources

Preserving aging buildings can be costly, and Main Streets help alleviate these costs by offering façade improvement grants and loans to preserve and freshen aging building façades and connect property owners to larger funding sources such as the Main Street Revitalization Grant and other state and national funding resources and tax credits.



Introduce Building Owners and Tenants with the Expertise to Complete Historic Preservation Projects

Undertaking preservation projects often require specific skillsets and trades. Main Streets serve as the conduit to connect property owners with experts in the field such as architects, contractors and other industry professionals to get projects completed. Main Streets also connect owners and tenants with their local municipal offices related to historic preservation and building restoration.



Advocate for Expanded Historic Preservation Opportunities and Resources

The historic character of downtowns create the charm and appeal of Main Streets. Oregon's programs recognize this value and place-based economic development and work to enhance available resources to continue their impacts.



MAIN STREET SUCCESS:

Astoria's Merwyn: Preserving History and Meeting the Community's Needs with Oregon's Main Street Revitalization Grant

While the Merwyn, a once vibrant boutique hotel, symbolized disinvestment and blight for many as the nearly century old building sat vacant and in disarray, the Astoria Downtown Historic District Association (ADHDA) saw opportunity. The Main Street's passion for preservation and meeting the needs of the community merged as ADHDA envisioned a new future for the building. Central in Astoria's Downtown Historic District, the rehabilitation of the Merwyn embodied an authentic opportunity for preservation. ADHDA engaged with Innovative Housing, Inc. to partner in the rehabilitation and renovation of this "untouchable project," renounced by the traditional development community. ADHDA and Innovative Housing, Inc. seized the opportunity to re- envision the dilapidated building into affordable housing.

Image Credit: Astoria Downtown Historic District Association (Top)
Danny Miller and Lydia Ely, The Daily Astorian (Bottom)

The new development program of affordable housing at the Merwyn met both the community's needs and pragmatic necessity for achieving a feasible redevelopment. Rising housing costs and increased homelessness in the community sparked the idea for the Main Street to partner with Innovative Housing, Inc., a Portland-based developer that specializes in creative strategies to develop affordable housing. After inviting Innovative Housing, Inc. into the community to better learn about the needs and opportunities to alleviate housing market pressures, the Main Street and developer turned to the perplexing task of financing this challenging rehabilitation.

The award of \$100,000 through Oregon's Main Street Revitalization Grant catalyzed nine other state and federal funding incentives and partners to make this \$7 million project a reality. The state's recognition of the revitalization opportunity at hand and the commitment of these investment dollars paved the way for enhanced partnerships and gained momentum for additional financial incentives and opportunities. Following the Oregon Main Street Revitalization Grant, the development leveraged historic tax credits, Low Income Housing Tax Credit, Oregon Local Innovation and Fast Track (LIFT) Funds, Oregon Brownfield Grant, Oregon Community Foundation Grant, Meyer Memorial Trust Grant, and the Meyer Memorial Trust Grant to fund the development.

“Astoria is passionate about preservation and this restoration is a case study in careful consideration of architectural heritage and modern needs....Now the dozens of tenants who call The Merwyn home can walk to work, get a bite from the food carts on their way home, and access wider transportation just two blocks away.”

- Oregon Main Street Excellence on Main Award (2021)

After opening its doors in 2021, The Merwyn now features 40 new housing units in the downtown, 36 of which are dedicated affordable housing units. These affordable housing units, primarily targeted towards residents with incomes 30% of the area's median income, allow residents with easy access to downtown jobs and a vibrant community. The Merwyn's meticulously renovated façade, light-filled units, and historically replicated details now symbolize the community's evolving story. Continuing forward with this inspiring project complete, Astoria Downtown Historic District Association remains steadfast in ensuring 100% of the Main Street's historic buildings are restored.

Source: Astoria Downtown Historic District and Main Street America
Image Credit: Hailey Hoffman, The Daily Astorian (Below)



Oregon's Main Streets support existing local businesses and attract new businesses to their downtowns. Main Streets play an important role in the economic development and resiliency of their communities.

Much of a Main Street's work is oriented around supporting local businesses and helping to encourage and attract new businesses to local in the downtown districts. This work takes a variety of forms, from working with a business owner to negotiate a lease they can no longer afford to helping connect a broker or property owner with the right tenant. Many of these business support services became more important than ever during the COVID-19 pandemic which brought economic disruptions to the business community. The Oregon Main Street network adapted nimbly to aid their business communities. Main Streets secured additional financial resources for their downtowns, helped businesses apply for grants and loans, facilitated the expansion of outdoor dining options and delivery services for restaurants, and provided information on safety and regulatory changes.

The types of business technical assistance Main Streets provide reflects the dynamic needs of their communities and helps keep struggling businesses operating while creating the environment businesses crave. Main Streets' role in retaining and attracting businesses mean more local amenities and more local jobs. Importantly, these economic development efforts generate additional tax revenue to their cities, counties, and the state of Oregon.



Oregon Main Streets' economic development efforts generated

\$28.0 MILLION

of direct economic revenue between 2011 and 2021. This direct economic impact reflects the attributable growth of businesses in Main Streets. As a result of this direct impact, an additional \$27.1 million of economic activity occurred through additional business spending to accommodate this growth and the attributable employees spending their salary and wages. This equates to **a total of \$55.1 million of combined economic impact specific to the work of Oregon's Main Streets in attracting business activity in their communities.**

A fundamental part of Main Street efforts lies within ensuring the economic vitality for the future of the commercial districts and downtowns. Main Streets actively work to achieve strong local economies throughout the state by creating places where people want to locate and open businesses. The on-the-ground support of Main Streets helps prospective businesses, including women and minority-owned businesses, navigate the processes to successfully open and launch their businesses, leading to significant positive changes in their local economies.



Oregon's Main Streets, particularly the Performing Main Streets and Transforming Downtowns, work to bring new businesses to their Main Street districts.



Main Street business attraction and retention efforts include strong relationships regarding available properties, helping navigate regulatory processes, demonstrating investment in the community, and much more.



Oregon's Main Streets experienced 908 net new businesses that opened in the districts between 2011 and 2021.



This impact extends beyond the positive business and tax revenue growth but leads into the entrepreneurial spirit and love for small and local businesses embedded in the culture of Main Streets.

How Oregon's Main Streets Generated \$28 Million of Impact Through Economic Development Efforts



Main Street is one of many factors and reasons why businesses choose to locate in Oregon's downtowns. Prior studies through Main Street America™ indicate that 4% of business growth is directly attributable to the work and presence of Main Streets.



Based on industry revenue, 4% of the annual revenue at these new businesses equates to a collective increase in \$28.0 million of new business revenue attributable to the efforts of Oregon's Main Streets.

Note: The economic impact of attributable business growth reflects only the Performing Main Street and Transforming Downtown communities. While Exploring Downtowns contribute to the types of environments that attract businesses, the Main Street programmatic efforts directly towards business attraction is marginal to quantify. Source: Oregon Main Street Reinvestment Statistics (2011-2021), Jon Stover & Associates, InfoGroup (2022)

Beyond attracting new businesses to their downtowns, Main Streets bolster local economies by helping to retain existing businesses, providing fundamental support to small and local businesses across the state.

The tourism, placemaking, partnership, and downtown investment spurred by Main Streets symbiotically support the economic climate that helps businesses prosper.

While 30% of Oregon's Main Streets do not have any formalized business retention efforts embedded in their programs, their other efforts indirectly help retain these businesses. Enhancing the capacity and resources for Main Streets can help more programs offer support for their businesses in the future.



1 out of every 5 Main Streets Offer Marketing Assistance and Customer Attraction Support

Between helping small businesses navigate the growing number of marketing channels for businesses to directly offering promotions and marketing for businesses on Main Street platforms, Main Streets are helping their businesses increase their revenues.



1 out of every 4 Main Streets in Oregon Connect their Businesses with Resources

From e-commerce training to updating permitting assistance, Main Streets bring more support and resources to Oregon's business communities.



70% of Oregon's Main Streets include specific programmatic and intentional efforts to retain the local businesses in their communities.

These business retention efforts take a variety of different forms including:



Nearly 2/3 of Main Streets Connect Local Businesses with Financial Opportunities

Not only do some of Oregon's Main Streets offer grants and loans for local businesses in their organizations, 60% of the Main Streets also help connect businesses with other financial resources provided by cities, nonprofits, the state, and other opportunities.



40% of Main Streets Facilitate Networking and Mentorship Opportunities for Businesses

Through both formalized initiatives such as business owner gatherings and technical assistance offerings and informal partnerships and arrangements, Main Street serve as the conduit for businesses to connect.

MAIN STREET SUCCESS:

Helping Prospective Businesses Open Their Doors in Downtown Albany

The Albany Downtown Association dedicates itself to promoting the heart and vitality of not only the uniqueness of the historic district's architecture and buildings but also the businesses that call Downtown Albany home.

Downtown Albany balances the area's historic character and charm with an emergent assortment of popular businesses. The Main Street actively works to recruit new businesses to the downtown area while also providing progressive business assistance to help support their current businesses.

Downtown Albany makes introductions and connections as local economic development leaders with its "Guide to Starting or Relocating Your Business Downtown," a guidebook produced by the Main Street to welcome prospective businesses to the community. This well-distributed and well-used Guide highlights the competitive advantages of locating in Downtown Albany, answers frequently asked questions about business permits and licenses needed for the city, outlines economic incentives and helpful programs, tips for finding the best commercial space in the downtown, and how to get involved with the Main Street program as a business owner. The Guide articulates helpful information, untangles regulatory processes, and importantly starts a relationship with each business owner as they enter the community. As these relationships develop over time, Downtown Albany helps strengthen the prosperity of the business community with continued resources, assistance, training, and support.

The Main Street works to reduce downtown commercial vacancy by partnering with the real estate community to market available retail and commercial spaces. Downtown Albany's website hosts up-to-date information about available commercial properties. This partnership allows prospective businesses and entrepreneurs to reach out and learn more about the types of spaces and potential commercial leases in a noncommittal and, importantly, nonintimidating manner, embodying the ethos of Main Street.



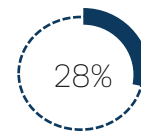
Oregon's Main Streets' abilities to serve as economic development leaders in their communities proved truer than ever during the COVID-19 pandemic. The Main Street model helped communities become more economically resilient than communities without these dedicated Main Street resources.

Oregon's Main Streets were already working hard to support local businesses before the pandemic but, as this public health emergency brought with it a new set of challenges and considerations, Main Streets were quick to meet the changing needs of residents and turbulent local economies. Main Streets provided tangible benefits to their communities during the pandemic. They adapted quickly to distribute resources and information during a time when businesses nearly everywhere were facing an array of unfamiliar obstacles. Across the country, Main Street America™ proved to be a successful approach for economic resiliency.

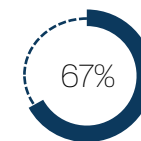


COVID-19 Pandemic's Impacts on Oregon

According to statewide businesses survey in April 2020, 72% of businesses experienced a decrease in sales and 44% had to decrease worker hours.⁽¹⁾ The tourism, restaurant, recreation and retail industries were hit particularly hard by the pandemic, facing higher rates of temporary business closures, layoffs, and the inability to pay business expenses, rent and workers. Oregon's rural counties saw more businesses close than other counties.



Oregon businesses with revenues that declined by over 90% in April 2020



Oregon businesses with workforces that are unable to conduct remote work



Main Streets Generate Economic Resiliency

National trends on consumer spending highlight the value Main Streets bring in the economic resiliency of many communities. Nationally, the Main Street model and its ability to delivery on-the-ground needed resources during turbulent times proved successful.

In comparative studies, during March 2020, Main Streets experienced revenue drops equivalent to statewide averages (3%), but **Main Streets recovered faster**. By the fall of 2021, Main Streets, on average, increased revenue by 15% compared to pre-pandemic levels, while consumer spending in the comparable states increased by 12%. Residents of Main Street communities stepped up to support local businesses during the pandemic and many have continued this support. In these studies, **Main Streets experienced 50% increase in local customer spending between 2019 to 2021.**⁽²⁾



Continued Challenges into the Future

While Main Streets showcased their important value during the pandemic and the crucial need for Main Streets, **the Oregon Main Street network remains beholden to limited resources, personnel capacity, and funding to continue this impactful work into the future.**

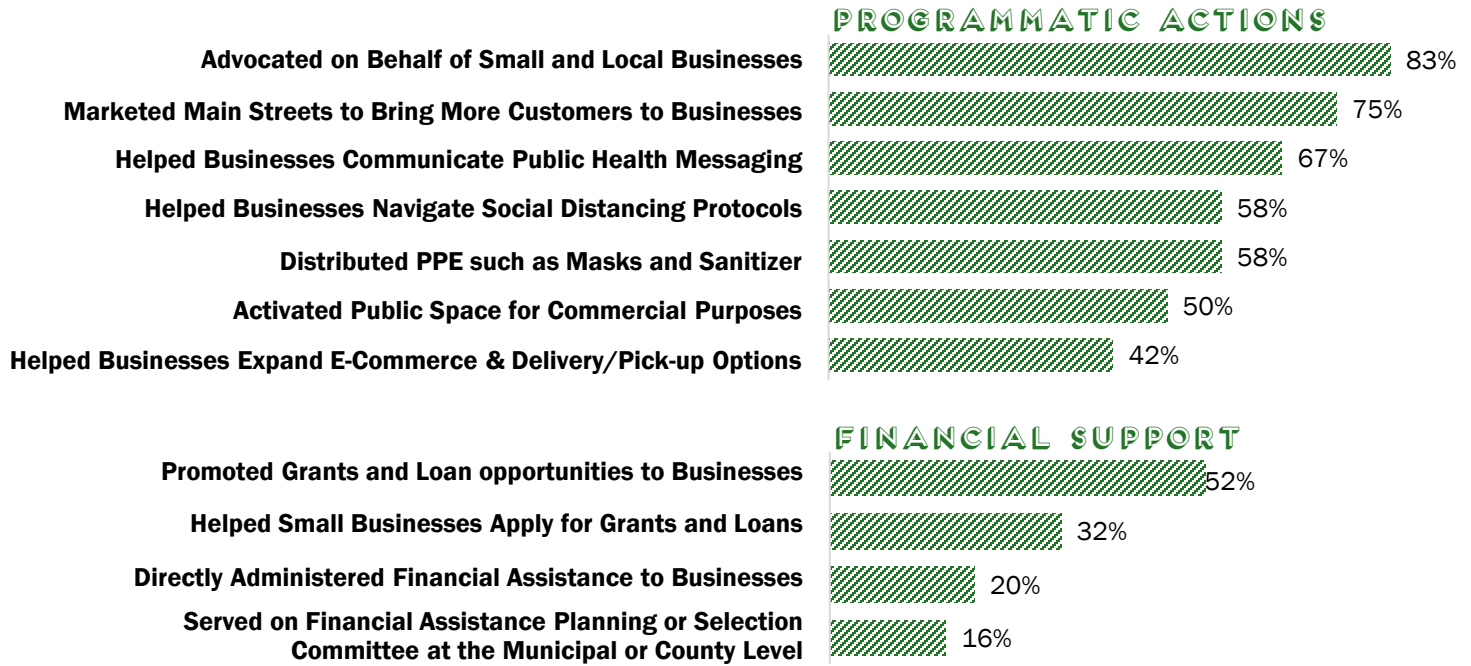
(1) Source: *Business Oregon, Travel Oregon, Oregon SBDC*

(2) National insights represent broad findings from pandemic impact studies done on Iowa, Washington and Pennsylvania. Due to limitations with the data provider, data unavailable for Oregon.

MAIN STREET SUCCESS:

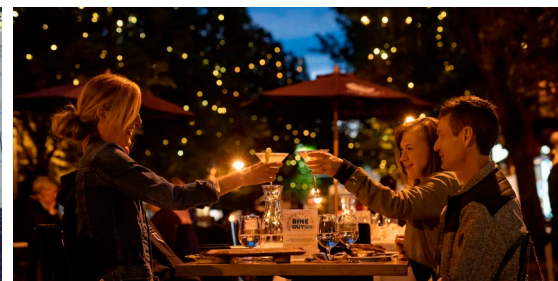
How Oregon's Main Streets Delivered Programmatic and Financial Support During the COVID-19 Pandemic.

The nimble nature of Main Streets allowed programs to swiftly deliver a wide range of support and resources immediately after the onset of the pandemic. Performing Main Streets and Transforming Downtowns deployed a variety of strategies, shown below, to help their businesses and community recover from the pandemic.



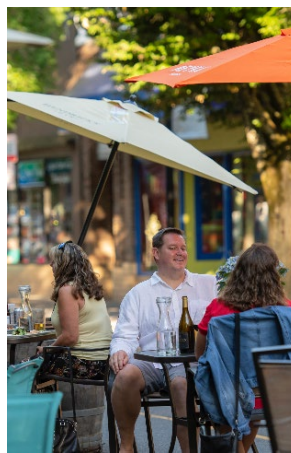
Note: The charts above represent survey findings from Performing Main Streets and Transforming Downtowns. Despite more limited capacity, 92% of Exploring Downtowns engaged in at least one of the programmatic actions and 80% provided financial support services during the pandemic. Source: Oregon Main Street Leadership Survey (2022)

While the COVID-19 pandemic brought devastating economic impacts on downtowns, Oregon's Main Streets found unique ways to garner support for their local businesses. Stories like the ones below demonstrate Main Streets' boundless creativity to meet the needs of their communities.



Dine Out(side) in McMinnville

In summer 2020, McMinnville Downtown Association began closing part of the town's 3rd Street to vehicles to safely accommodate outdoor dining. Dine Out(side) has become a recurring summer event, and the downtown's restaurants and shops have thrived as a result of the local community's steadfast support.



RAISE UP Downtown Beaverton

Emerging from a year of pandemic lockdowns in 2021, Beaverton Downtown Association launched RAISE UP, a community giving program dedicated to supporting programs and events. RAISE UP allows donors to make reoccurring donations that go towards engaging events that help connect residents and make Downtown Beaverton more vibrant.

Oregon's Main Streets celebrate their local culture and showcase the best of Oregon's downtowns by driving tourism and bringing more people to experience the downtown communities.

Main Streets in Oregon bring more visitors to their downtowns through targeted efforts to bolster tourism and customer attraction. Main Streets oversee marketing efforts to showcase what their downtowns have to offer and develop promotional strategies to attract visitors at key times and to particular types of businesses. Main Streets' branding initiatives directly improve people's perceptions of their downtowns. Main Streets host festivals and events throughout the year that connect the community, provide family fun, and introduce new customers to local businesses. Each of these Main Street driven activities normalizes downtown as a place to gather, recreate, and shop, expanding the Main Street customer base.



Oregon's Main Streets plan and host events throughout the year that bring customers and visitors to the downtown commercial districts. **Between 2011 and 2021, Main Streets allocated \$1.7 million towards events and festivals that attract an inclusive mix of people to shop, dine, and enjoy their downtowns.**



These Main Street-hosted festivals and events attracted an estimated **3.7 MILLION PEOPLE** to the Main Streets between 2011 and 2021 during these events. These attendees include both community members and tourists.



On average, **44%** of Main Streets' festival and event attendees come from outside of their cities and towns, reflecting the attributable share of Main Streets' impact. This equates to a visitor draw of **1.5 MILLION PEOPLE** to downtowns because of the events and festivals organized by Oregon's Main Streets.

Main Street Events During the COVID-19 Pandemic

Social distancing and stay-at-home orders dramatically affected Main Street events during 2020 with the onset of the COVID-19 pandemic. Oregon's Main Streets planned and hosted 56% fewer events in 2020, alleviating organizational capacity to help their business communities during the economically turbulent times. And, while Main Streets facilitated 18% fewer events in 2021 than pre-pandemic times, Main Streets transformed their downtowns and public spaces for impromptu gatherings, outdoor dining, and social distance opportunities.



When these 1.5 million people from outside of the community came to a Main Street for a festival or event, **these attendees brought enhanced spending to the local economy by traveling, shopping, and dining during their trips.** This spending contributed to the economic impact of Main Streets' tourism and customer attraction efforts.



Between attributable visitor spending and Main Streets' programmatic budgets towards hosting the events and marketing their downtowns, Oregon's Main Streets generated **\$70 MILLION** of direct economic impact between 2011 and 2021. This impact based on tourism and customer attraction efforts led to **\$64.5 million of indirect and induced impacts for a total economic impact of \$134.6 million.**



Beyond the dollars, Main Street festivals and events provide crucial gathering and socializing that creates **CONNECTION** among community members, strengthening social ties, providing family-friendly fun and entertainment, all while celebrating the unique **CULTURE** of Oregon's Main Streets.



MAIN STREET SUCCESS:

From Events Big and Small, Downtown Oregon City Association Brings People to the Community

The Downtown Oregon City Association plans and hosts various events and celebrations throughout the year, giving people more reasons to come to Oregon City, adding to the vibrancy and charisma of the city's downtown. Loved events such as the First City Celebration, Holiday Tree Lighting Ceremony, and their seasonal Wine, Spirits, and Cider Walks get new customers into the doors of businesses. Downtown Oregon City Association celebrates their historic past through like the Oregon Trail Game 5k and family-fun events such as their Halloween Flash Mob. The Main Street's events contribute to the brand and image of the district and offer a year-round calendar of events, such as Women's History Month highlighting the women-owned businesses in Downtown Oregon City.

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Oregon's Main Streets create quality places that are inviting and attractive through public realm improvements and placemaking efforts.

Oregon's Main Streets focus on making their downtowns feel safe, interesting, attractive, and inviting for all. The combination of initiatives and efforts aimed at achieving these results is commonly referred to as placemaking. Main Streets support the design and implementation of physical public realm improvements bringing pedestrian and multimodal infrastructure to the commercial districts. Main Streets also create and maintain beautification efforts from flourishing planters and landscaping to public art and murals. Maintaining a desirable atmosphere demonstrates investment, brand, and commitment to the community which attracts more residents, visitors, and workers to the downtowns.

Over the years, between 2011 and 2021, Oregon Main Streets directly invested

\$2.5 MILLION

into the streetscaping and public realm improvements of their downtown communities which lead to a **combined total economic impact of \$4.7 million** when accounting for supply chain and attributable employee spending.

These economic impacts tell only part of the story. Main Streets leverage their strong volunteer networks to bring placemaking efforts into fruition and provide care beyond municipal services for the public realm. Importantly, many of the placemaking initiatives in Main Streets are extensive projects where Main Streets help serve as the conduit for the community and advocates for the betterment of the physical environments of their districts. Main Streets continuously work collectively with their municipalities, chambers of commerce, and other organizations to create the quality of places that elicit continued investment.

Performing Main Streets devote 20% of their time, on average, towards placemaking improvements and beautification efforts.

These physical improvements ensure Main Streets showcase the community's care and investment in the commercial districts. Main Streets' public realm and streetscape is the first impression to the community, a consideration importantly recognized by the Oregon Main Street network.





MAIN STREET SUCCESS:

How Oregon's Main Streets Improve their Public Realm and Quality of Places:



Beautification of the Streetscape Through Landscaping including Flower Boxes and Planters

Main Streets enhance and beautify their downtown streets through blooming planters and landscaping, often maintained and installed by their program volunteers and partners.



Infrastructure for Multi-Modal Transportation including Cycling Stations, Bike Racks, and Repair Stations

Oregon's dedication to outdoor recreation and cycling is embedded in many of the state's Main Streets as programs work with partners to install amenities for cyclists.



Cleanliness of the Streetscape through Targeted Clean-Up Initiatives

Oregon's Main Streets routinely organize Community Clean Up Days to leverage their strong volunteer networks to pick-up trash, remove graffiti and more. Some Main Streets partner with street ambassadors to provide this regular service.



Enhanced Street Furniture to Make the Public Realm Better Suited for All Pedestrians

Comfortable streetscapes with opportunities to sit and linger encourage customers and visitors to stay longer. These efforts also ensure aging populations can positively experience downtowns.



Amenities to Orient Visitors including Wayfinding and Community Signage

Complementing Main Streets' tourism draw and efforts to introduce new visitors to their communities, Main Streets champion wayfinding signage in their downtowns.



Inviting Signage for Businesses and Storefronts to Bring More Customers in the Door

With technical assistance to business owners, Main Streets connect local businesses with opportunities to improve signs and storefronts, helping to increase the number of customers that frequent their shops and stores.



Expression of Culture and Brand through Public Art and Murals

The public realm extends as a canvas for Main Streets to coordinate efforts with local artists, bringing a celebration of each community's culture onto building walls, sidewalks, and even the streets traversing downtown.



Community Branding and Pride through both Permanent and Seasonal Street Banners

Between banners celebrating the community's brand and namesake to banners promoting seasonal events and celebrations, Main Streets help install pole banners along their streets.



Enhanced Lighting Along Streets to Increase Comfort and Safety

From partnering with municipalities' public works department to improve streetlighting to installing seasonal celebration lights, brightly lit commercial districts encourage visitors to stay, shop, and dine into the night.



Oregon's Main Streets build community networks to advocate for the needs of their downtowns, support enhancement efforts, and increase capacity to enact change.



Much of the work of the Oregon Main Street network relates to outreach, advocacy, partnership building, and operation of the nonprofit organizations. Main Street leadership develop localized networks to understand the interests of their communities, advocate for their community and downtowns' needs, and cultivate partnership that enhance their ability to make a difference. Even program expenses go directly into the local economy, including the employment of local staff.

Between 2011 and 2021, through organization operations, Main Streets generated

\$14.2 MILLION

of economic activity as a result of the programmatic activities. This direct impact reflects the collective overall Main Street operation budgets aside from operational costs dedicated towards historic preservation, tourism, economic development, and placemaking. As a result of this direct impact, an additional \$8.7 million of economic activity occurred because of indirect and induced impacts, for a total economic output of \$22.9 million between 2011 and 2021. **Main Streets operate as nonprofit organizations reliant heavily on fundraising abilities and partnership support, an ongoing challenge for the local programs year after year.**

Main Streets' on-the-ground and grassroots role lend towards generating high levels of return despite often strapped resources. One of the strongest values of a Main Street offers its community is the ability to serve as a conduit for partnerships and resources at city, regional, and state levels as well as working laterally within the commercial district to connect business owners, distribute resources and technical assistance, and channel connections with the broader community.

The partnership and relationship building focus of the Main Street model is fundamental in strengthening the economic vitality and social infrastructure of Oregon's communities.

Oregon Main Streets' leverage partnerships with their municipalities and other area nonprofits to deploy their programming and serve as a connector for downtown enhancements.

These strong networks of Main Streets and their partners helped create the economic, fiscal, and social impacts shared throughout this report.



Half of Oregon's Main Streets extend beyond working with businesses but work directly with their residential communities.

These residential partnerships strengthen the ties between the community and the commercial districts, a connection embedded in the spirit of Main Street.



Similarly, Main Streets also partner with local educational and religious institutions.

48% of Oregon's Main Streets report these partnerships which foster stronger ties to the community and deepen communities' connections to Main Street.



1 out of 3 Main Streets work with their Community and Downtown Development Authorities.

Main Streets work to achieve similar goals of other organizations such as Development Authorities. When these organizations exist in the community, Main Streets form collaborative relationships with these partners.



Before and After: Showing Main Streets Efforts to Improve their Downtown Districts

Hillsboro Downtown Partnership, Dayton Community Development Association, Independence Downtown Association, Revitalize Downtown Stayton
(Left to Right)



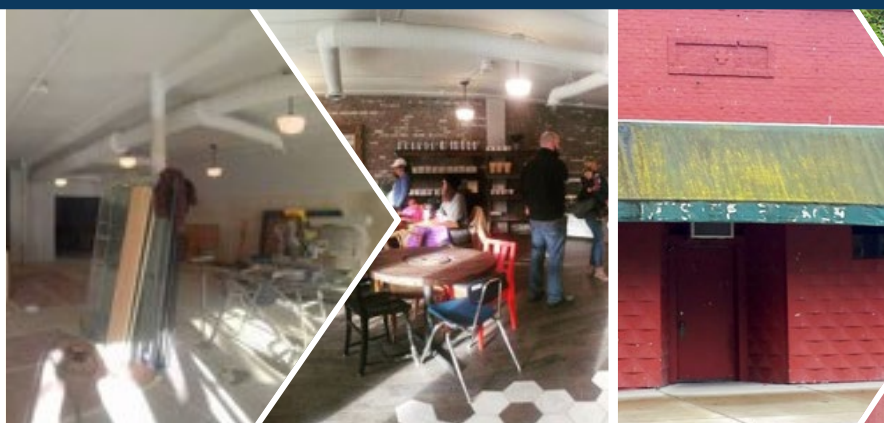
MAIN STREET SUCCESS:

Main Street and City Partnership in Klamath Falls

The Klamath Falls Downtown Association has developed a strong, long-standing partnership with its local municipality, the City of Klamath Falls. The Main Street program delivers numerous services in collaboration with the city, including programming public parks, promoting and marketing downtown, and managing local beautification efforts, such as installing banners and flowers. The Main Street program has also partnered with the city to administer over \$160,000 of façade improvement grants each year, helping sustain, preserve and freshen the downtown environment.

This strong partnership not only provides the Main Street with additional revenue for enhancing services and programs but provides the city with a trusted service provider that has intimate knowledge of downtown's needs and opportunities. This streamlined approach eliminates potential inefficiencies and redundancies between city-provided services and Main Street-provided services.

The strong relationship between the city and Main Street program was critically important for downtown businesses following the economic disruption of the COVID-19 pandemic. The Main Street worked closely with the City to deliver \$125,000 of direct financial assistance to local businesses to support operations in 2020. Over the last two years, the Main Street has continued to collaborate closely with city leadership on policy and program development to bolster downtown economic resilience. These efforts have led to overwhelming stakeholder support, with 249 out of 250 property owners in the program area supporting a continuation of these efforts.



Main Streets' partnerships blend into the programmatic efforts of Main Streets, including the wide variety of festivals and events that Oregon's Main Streets plan, host, and oversee, inclusively bringing the community and visitors into the public realm throughout the year.

The active sidewalks, streets, plazas, and parks during Main Street festivals add authentic vibrancy to the downtown communities. These signature and routinely offered events demonstrate robust partnerships with local municipalities, the business community, and other organizations. The wide variety of events brings new and repeating customers to local businesses during varying times of the week and year, supporting local businesses. From Saturday morning farmer's markets to night out shopping events, Main Streets' festivals and events showcase each community's distinct brand, culture, and partnerships.



Physical Activity Events

Between community walks and 5K family fun runs, 6% of Main Streets partner to celebrate and encourage active fitness.



Other Events

Main Street creativity surges in many communities. About 7% of Main Street events are in another category.



Shopping Events at Local Businesses

Nearly one in five Main Streets form connections among business owners to bring signature shopping events to downtown districts.



Recurring Events

Such as First Friday Night Outs, Second Saturday Art Walks, and Summer Concert Series, nearly 20% of Oregon's Main Streets include signature recurring event series.



Farmer's Markets

One out of every four Main Streets in Oregon help facilitate regular Farmer's Markets in their communities, bringing fresh and healthy food to the local population.



Street Fairs and Festivals

One in four of Oregon's Main Streets plan and host street fairs and festivals that spill into downtown streets and sidewalks during the events generating community excitement and joy.

Source: Oregon Main Street Leadership Survey (2022)



The most important and lasting characteristic of Oregon's Main Streets may be the impact they have on their community. **Main Streets recognize their community's history, preserve its character, and provide inviting gathering places for social interaction.**

MY MAIN STREET PLAYS AN IMPORTANT ROLE IN...

Based on Survey Responses of the Leadership of Local Main Street Organizations



Note: The above proportions are weighted averages of Performing Main Streets and Transforming Main Streets, based on survey responses from program leadership. Exploring Main Street programs also reported playing a role in their downtown's social infrastructure, but at a lower rate and lower impact, which reflects their limited program capacities.

Collectively, volunteers in Oregon's Performing Main Streets and Transforming Downtowns dedicated 272,086 hours to supporting their Main Streets.

As nonprofit organizations, many of which receive limited funding support, Main Streets rely heavily on volunteer networks to achieve their efforts and impacts. Limited staff and operating budgets are substantial challenges for many of Oregon's Main Streets.



64% Strongly Agree
26% Somewhat Agree



34% Strongly Agree
46% Somewhat Agree



“In my brief career as a Main Streeter, it has become abundantly clear that Main Streets are the heartbeat of our communities. There is a growing movement of community champions whose goal it is to inspire people to live, work, visit, and even just pass through our downtowns and commercial districts.”

- Klamath Falls Downtown Association

“In Hillsboro, a relatively large city by Oregon standards, the National Main Street program represents both our steel toe work boots and our bifocal glasses. It keeps us solidly planted on a solid foundation, with extra toe protection when the need arises, while also guiding us with the vision of a well cultivated community center while not missing what opportunities lie in front of us each day.”

- Hillsboro Downtown Partnership

“Being on the Northwestern tip of Oregon where the River meets the Sea, it is easy to feel a bit disconnected from the rest of the state. For me, Oregon Main Street is about relationships that foster support, growth and inspiration. These connections have helped Astoria down the path of historic preservation, economic vitality and creative resiliency, resulting in a unique and vibrant downtown that both visitors and community members treasure.”

- Astoria Downtown Historic District Association



Moving Forward

Oregon Main Street strengthens community networks, bolsters the economy, generates fiscal impacts, and fosters social connections throughout the state. Oregon Main Street and its state partners undertake such a wide range of programmatic activities and cater to the unique conditions of communities with vastly different needs and characteristics. As a result, it can be challenging for Main Street leadership to summarize what they do to their stakeholders, funders, and partners concisely or consistently. The figures, text, stories, and graphics from this report and its supporting materials should be used comprehensively to reach desired audiences, such as websites, marketing materials, press releases, grant applications, and through conversations with stakeholders.

Oregon Main Street leads the training, network, and resources that allow local programs to do what they do best: preserve their historic buildings, bring tourists and locals to their downtowns, create vibrant and attractive public spaces, retain and attract local businesses, and develop deep-rooted partnerships with the community. These activities produce a healthy business climate, create jobs, generate tax revenue, celebrate the local history, preserve the local character, and bring their communities together.

Oregon provides a way for any community to incorporate the Main Street model and offers a pathway toward greater program capacity and larger impact. In 2022, Oregon Main Street launched a restructuring of the tiers to four new Main Street community tiers: Accredited Main Streets, Designated Main Streets, Affiliated Main Streets, and Connected Communities. This restructure retains and strengthens the ability of communities to create or grow their Main Street programs. Further developing benchmarks and performance indicators for these tiers can help local programs demonstrate their achievements and showcase how Main Streets meet the needs of downtown.

HOW TO GROW THE IMPACT OF OREGON MAIN STREET IN THE FUTURE

- **Retain and Promote the Main Street Revitalization Grant.** The Main Street Revitalization Grant is one of the most important tools of OMS. Since its inception in 2017, it has leveraged the capacity, knowledge, and partnerships of its local programs to preserve hundreds of historic structures and secure millions in private investment in Oregon's downtowns. Continue and maintain this funding.
- **Continue to Encourage Creative Programming that Responds to Local Needs.** The programmatic efforts of Oregon's Main Street communities reflect the specific conditions and opportunities in their districts and are as varied as the communities they serve. Local programs should build off statewide best practices and programs with a proven track record while retaining a spirit of innovation and a focus on the specific needs and vision of their community.
- **Invest in Continued Success.** Despite its successes, Oregon Main Street has one of the smaller state budgets within the National Main Street Program. The value of the program has been demonstrated. Now may be the right time to provide additional support at the Coordinating Program level and provide an annual grant to the top tier tiers of the local programs to help cover administrative and operational costs and provide enhanced stability and operational capacity.
- **Continue and Enhance Partnerships.** Oregon Main Street has demonstrated success with establishing state partnerships. Continuing to enhance the partnerships can bring additional value and resources to communities by building on these established and new relationships to find mutual resources to support local communities.
- **Develop State-Level Program Operational Resiliency.** Oregon Main Street's program was developed by one dedicated staff person. In recent years, additional staff time has been committed. This is a good first step to a network that can sustain service through challenges and transitions. Maintain this additional staff time and consider developing a transition plan to help facilitate any future changes in personnel smoothly and in a way that retains prior knowledge and methods.



To Learn More About
Oregon Main Street...

*...and how to get involved with
the Oregon Main Street
network, please visit the Oregon
Main Street website at:
www.oregonmainstreet.org.*

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