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Economic Development Commission MEETING

July 14, 2022

McMenamin's Grand Lodge

Alice Inkley Room

For help with Zoom: <https://support.zoom.us/hc/en-us/articles/115004954946>

During the pandemic, all public meetings are held in a "hybrid" format allowing the public to attend meetings both virtual and in-person. The Community Auditorium is open and has limited availability and social distancing measures. The public can observe the meetings **LIVE on Zoom Webinar**. Written comments may be submitted by 9:00 a.m. the day of the meeting by e-mail to: bfulks@forestgrove-or.gov.

Tim Budelman, Chair
Steve Krautscheid, Vice-Chair
Brad Bafaro
Tom Raabe
Jill Craig
Mara Rico
Rick Lafave
Jessica Harrington
Mathea Zietz

Kevin Emerick
Mark Nakajima
Juanita Lint
Jim Langstraat
Guy Storms
Timothy Watts
Timothy Rippe, Council Liaison
Brenna Fulks, Staff Liaison
Michelle Davis, Meeting Recorder

All regular meetings may be televised live and open to the public and persons are permitted to attend any meeting except as otherwise provided by ORS 192. **Accommodations:** In accordance with the Americans with Disabilities Act, the City of Forest Grove will make reasonable accommodations for participation in the meeting. Request for assistance can be made by contacting City Recorder's Office, aruggles@forestgrove-or.gov, 503-992-3235, at least 48-hours advance notice of the meeting.

A G E N D A

- 12:05 1. **CALL TO ORDER:**
- a. Guest introductions
 - b. EDC Appointments: Timothy Watts, TTM & Jessica Harrington, Chaucer Foods Inc.
2. **CITIZEN COMMUNICATIONS:** Anyone wishing to speak on an item not on the agenda or on the agenda may be heard at this time. In the interest of time, please limit comments to two minutes.
- 12:10 3. **CONSENT AGENDA:**
- a) Approve Meeting Minutes of June 9, 2022
4. **ADDITIONS/DELETIONS:**

- 12:15 5. **DISCUSSION/DECISION ITEMS:**
 a) Oregon Main Street Program Presentation – Sheri Stuart, OPRD
 b) Main Street Task Force Next Steps
- 1:15 6. **B/C COMMUNICATIONS:**
 a) Chamber of Commerce
- 1:20 7. **STAFF COMMUNICATIONS:**
 a) Industrial Lands Tour with Business Oregon
 b) Coworking Space Update
 c) Data Center interest in Forest Grove
- 1:25 8. **COUNCIL LIAISON REPORT:**
- 1:35 9. **ANNOUNCEMENT OF NEXT MEETING:**
 a) September 8, 2022
10. **ADJOURNMENT**

1. CALL TO ORDER:

The meeting was called to order at 12:14pm by EDC Chairman Tim Budelman.

ROLL CALL: EDC MEMBERS PRESENT: Brad Bafaro; Tim Budelman; Kevin Emerick; Steve Krautscheid; Jim Langstraat; Juanita Lint; Mark Nakajima; Tom Raabe; Mara Rico

EDC MEMBERS ABSENT: Jill Craig; Rick Lafave; Guy Storms; Jonathan Yawson; Mathea Zietz

OTHERS PRESENT: Ayreann Colombo; Sarah Lu Heath; Jessica Harrington

COUNCIL LIAISON:

STAFF PRESENT: Michelle Davis, Administrative Assistant; Brenna Fulks, Economic Development Coordinator; Amy Kreimeier, Senior Planner

a) Guest introductions

2. CITIZEN COMMUNICATIONS:

None

3. CONSENT AGENDA:

a) A quorum was met. Tom Raabe moved a motion to approve the EDC Minutes from May 12, 2022. Steve Krautscheid seconded and the motion passed unanimously.

4. ADDITIONS/DELETIONS:

None

5. DISCUSSION/DECISION ITEMS:

a) Columbia-Pacific Economic Development – Sarah Lu Heath and Ayreann Colombo

Col-Pac serves Clatsop, Columbia and Tillamook counties, along with the western part of Washington County. They assist in diversifying and strengthening the economy and livability of Northwest Oregon. Col-Pac can help with Grant Administration, Funding strategies, Research and Forecasting, Non-Traditional Financing and Strategic Planning. Their regional role is to facilitate regional partnerships and collaboration, maintain strong federal relationships and provide tailored on the ground services.

b) Future Planning: Subcommittees – Brenna Fulks

Proposed that the EDC in collaboration with CCI (Community for Citizens Involvement) form a city hybrid program/subcommittee to explore the Main Street Program. The primary focus of this committee would be structure and feasibility while getting more business and citizen involvement.

Tom Raabe moved a Motion to establish a Main Street Sub-Committee. Steve Krautscheid seconded and the motion passed unanimously.

6. B/C COMMUNICATIONS:

a) Chamber of Commerce – Juanita Lint

The monthly Chamber luncheon will be held on Monday, June 27th. The topic; All About Downtown. The presenters will be Kelly Lowery of the City Club and Alex Dupey speaking about the Festival Street. This meeting will take place in the Community Auditorium and catered by Godfathers Pizza. The Network Club will begin hosting Toast to Tuesdays on the 3rd Tuesday of every month and will be held at a local eatery or beverage place. On July 21st at 5pm The Chamber will be hosting a ribbon cutting ceremony at the Cornelius Shopping Center. On July 6th The Chamber will be at Ron Tonkin field, home of The Hillsboro Hops baseball team. Mayor Truax and Ila Borders will throw out the first pitch. July 9th Grand opening/ribbon cutting for Sidereus Winery. Juanita encourages people to post on the Chamber website, including; job opportunities, events, promotions and note worthy news items. Juanita is also exploring a new membership opportunity that will allow for an Associate Membership offered at a reduced flat rate for subcontractors. The Chamber is short on funds because there was no profit from the Corn Roast and the annual banquet was canceled. She will be sending out a letter to the members seeking financial donations.

7. STAFF COMMUNICATIONS:

The Bella Donna's Restaurant has closed, the building owner Maggie Pike is seeking a new business to take over the space. Council Creek Trail Project is looking for Business input/representations. The Data Center project is seeing a lot of movement. They are currently conducting Neighborhood Meetings, where great Q&A is happening with mixed neighborhood reviews. Chaucer Foods is in need of an Intern. Sheri Stuart the State Coordinator for Oregon's Main Street Program will present to the EDC next month.

8. COUNCIL LIAISON REPORT:

a) None

9. ANNOUNCEMENT OF NEXT MEETING:

a) Chairman Tim Budelman announced the next in-person meeting on July 14, 2022 from noon-1:30pm at McMenamin's Grand Lodge.

10. ADJOURNMENT:

Chairman Tim Budelman adjourned the meeting at 1:21 pm by consensus.



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**ECONOMIC
DEVELOPMENT COMMISSION
Thursday June 9, 2022
CITY OF FOREST GROVE – IN PERSON**

Respectfully submitted by:
Michelle Davis
Administrative Specialist
City of Forest Grove

Approved by the Forest Grove EDC:

Date: _____

2021 OREGON MAIN STREET ANNUAL REPORT

Message from the State Coordinator

Reflecting back over 2021, one of the key things that comes to mind is the value of our Network and the built-in support team we have between fellow executive directors, board members, city staff, and partners across the state. I hear quite frequently how important our weekly check-in calls are to share information and to solicit advice. These connections have forged stronger relationships among some of our communities who are also reaching out on a regional basis to have their own smaller meetings like the executive directors in the metro region from Oregon City, Beaverton, Tigard, West Linn, and Hillsboro. It warms my heart to see our communities lifting up and supporting each other!

This isn't limited to just our main street programs. I see a greater willingness to collaborate from local government down to business to business and business to community support systems developing. Check out the Business Heroes' stories on page 3. You will hear how Homegrown Oregon Foods in Albany and Lionheart Coffee in Beaverton stepped up during the pandemic to support community members and fellow businesses. And, this past year, the bonds between local government and our main street districts have strengthened across the state. Our Excellence on Main Public-Private Partnership award winners exemplify these collaborative efforts in Beaverton and Independence and demonstrate the positive changes that can happen when folks come together with a shared vision and willingness to work together for the good of the community. We are hearing more and more about positive examples from communities that are re-energizing or just starting their main street journey such as Mayor Meadow Martell in Cave Junction, David Milliron in North Bend, Suzanne Dufner in Monmouth, Tracey Pugh in Coburg, and Charlie Mitchell in Dallas to name a few.

Downtowns are important to the health and well-being of our communities. No one organization can independently sustain and enhance the heart and soul of our communities. But, our Main Street programs do shed a light on why these districts are important to our communities, establish local priorities, and forge partnerships to make a difference.

Sheri Stuart, Oregon Main Street Program Coordinator

Project Spotlight: Placemaking in a Pandemic

Downtown McMinnville Association's Dine Out(side) project demonstrated how powerful a tool placemaking could be to save McMinnville's thriving food and beverage industry. The cooperative effort spearheaded by the McMinnville Downtown Association allowed restaurants to "spill out" onto 3rd street to create an outdoor living room for dining. Four contiguous blocks were closed Friday-Sunday allowing 22 establishments to serve customers during the critical months of the pandemic shutdown. Working in conjunction with the OLCC, City of McMinnville and Yamhill County Public Health, this cooperative effort illustrated what could be accomplished when entities work together to react to an adverse situation. McMinnville saw over 600 people dining out on weekend nights, all 22 restaurants and tasting rooms remained in business, and a survey of participants found that sales equaled or exceeded business from previous summer seasons. Travel Oregon granted the community \$49,000 to assist in promotion and lighting upgrades, and in the second summer over 30 businesses joined! Where most cities and towns lost significant food and beverage establishments, McMinnville was able to create a menu for survival and continued growth.



Oregon Main Street

OREGON MAIN STREET



Oregon Main Street (OMS) is part of Oregon Heritage in Oregon Parks and Recreation Department. OMS is designed to assist with the revitalization of traditional downtowns and historic commercial districts, promote economic development, and encourage

historic preservation. The program uses an approach that advocates a return to community self-reliance, local empowerment, and the rebuilding of central business districts based on their assets, unique architecture, personal service, local ownership and entrepreneurship, and sense of community.

OMS coordinates resources and provides technical assistance based on the Main Street Approach™ to communities that are working in historically relevant business district settings and that meet certain threshold criteria. Oregon Main Street provides assistance to all communities whether they are just beginning to explore options for their downtown or seeking national recognition as an accredited Main Street™ town.

At the end of 2021, the Oregon Heritage Outreach Team met to undertake a strategic planning process for the Oregon Main Network. Since its inception in 2007, OMS has undergone assessments and tweaked the tiers but this was the first full look at how we provide services moving forward. Some of the factors driving the timing are:

- need to support a broad range of programs from those that have participated since the outset to communities just beginning their journey,
- desire to deepen relationships across the Network,
- prioritize community engagement to increase feeling of belonging,
- establish strategic direction at the local level,
- promote the value of heritage, and
- communicate the importance of downtown to overall health of community.

The new strategic plan and tier structure will debut in 2022 with an opportunity for Network input before being finalized.



We're open. Hope to see you soon.

Main Street America™

Main Street America™ is a program of the National Main Street Center. What sets Main Street America™ apart is the powerful network: the unique combination of grassroots dedication to comprehensively improving quality of life at the local level; integral support and expertise provided by Coordinating Programs at the city, county, and state level; and leadership and direction from the NMSC. Main Street America™ is also a special mark of distinction. It is a seal, recognizing that participating programs, organizations, and communities are part of national movement with a proven track record for celebrating community character, preserving local history, and generating impressive economic returns.

The Main Street Approach™

The Main Street Approach™ is an asset-based economic development strategy. It is a comprehensive, incremental approach to sustain and enhance historic downtowns and traditional commercial neighborhoods based on the district's unique heritage and attributes. Main Street organizations are locally driven, funded, organized, and run.





Congratulations to the 2021 Excellence on Main Award winners!

Outstanding New Building

First Federal Headquarters, McMinnville

Creative Placemaking

Dine Out(Side), McMinnville

Outstanding Civic Project

Corvallis Museum

Outstanding Adaptive Reuse

999 N. Front, Coos Bay

Outstanding Downtown Housing Project

Merwyn Apartments, Astoria

Outstanding Mixed-Use Project

Gray-Belle Building, Salem

Business Heroes

Lionheart Coffee, Beaverton

Homegrown Oregon Foods, Albany

Executive Director of the Year

Darin Rutledge, Klamath Falls Downtown Association

Outstanding Public-Private Partnership

City of Beaverton & Beaverton Downtown Association

City of Independence & Independence Downtown Association

Outstanding Partnership

Small Town Christmas, Gold Beach

Outstanding Promotion

Gingerbread House Tour, Baker City

Outstanding Special Project

Building Our New Landscape Mural, Tigard

Literary Pollinator Garden, Hillsboro

Standout Volunteers

Tim O'Dwyer, Gold Beach

Patsy Oser, Astoria

Tom Novak, Baker City

Kipperlyn Sinclair, Hillsboro

Kate Schwarzler, Independence

Business Heroes Spotlight

Our businesses on Main are the heartbeat of downtown, providing much needed goods and services while contributing to the overall economic health and vitality of communities. When the pandemic hit, we saw two businesses not only display resiliency in their operations, but go above and beyond to support people and build up their communities in inspiring ways.

Homegrown Oregon Foods in Albany, owned by Shawna Turkins-Dugger and husband Chris Dugger, pivoted quickly by offering curbside and outside dining and home delivered meals. They also looked for ways to help their neighbors. They offered a space in their parking lot to another food

vendor, formed a non-profit organization called It's On Us Albany to support locally owned restaurants, and promoted BIPOC food-based businesses during national celebrations. Rather than fearing competition, they encouraged new businesses and brought others along to succeed in difficult times.



Lion Heart Coffee in Beaverton, owned by Lauren and Ben Reese, exhibited an entrepreneurial spirit and began operating as a food resource center, distributing over 12,000 free meals to students and families in need. They also partnered with the City and Beaverton Downtown Association to close streets and add outdoor public seating called the Dining Commons, which allowed restaurant patrons a safe place space to eat and drink and kept thriving business downtown. Additionally, Lionheart joined forces with an organization to hand out mental wellness kits for children, distribute meal boxes to out-of-work baristas and coffee professionals, and collaborated on several one-off fundraisers for organizations throughout the year. These collaborations led to clean streets, happy children, and thriving businesses, retail and dining opportunities.



2021 Oregon Main Street: By the Numbers!



NET NEW JOBS

2021: **509**
Cumulative: **4,662**

VOLUNTEER HOURS

2021: **18,530**
Cumulative: **272,086**



BUILDING REHAB PROJECTS

2021: **142**
Cumulative: **1,511**

PRIVATE INVESTMENT

2021: **\$11,114,394**
Cumulative: **\$139,432,605**

PUBLIC INVESTMENT

2021: **\$10,359,800**
Cumulative: **\$142,299,622**



NET NEW BUSINESSES

2021: **78**
Cumulative: **908**

BUSINESS EXPANSIONS

2021: **9**
Cumulative: **187**



Additional 2021 Highlights

2021 Total Communities: 98

New Towns/Tier Promotions:

- Exploring Downtown: Bend Central District, Glide, Maupin, Toledo
- Associate: North Bend, Talent
- Rural Regional Main Street Pilot: Oregon Frontier Chamber of Commerce

Oregon Main Street Technical Assistance: 27

- Assessments, goal setting, trainings, workshops, intro to main street, advanced training

New Services & Tools

- Continued Mornings on Main weekly check-in calls
- Webinars: Virtual OMS Conference, Board President, Main Street Overview
- Guides: New Donor Guide
- Executive Director Mentor Health Coaching

New Collaborations

- Rural Development Initiatives Economic Vitality Hubs in Ontario, La Grande, Milton-Freewater and Main Street focused Ready, Set, Grant workshop series
- Washington Main Street Coffee's On-line monthly discussions
- Colorado Main Street, Wyoming Main Street, and Washington Main Street Elevating Your Executive Team Webinar Series

Main Street Revitalization Grant Spotlight: The Impact of a Block Refresh in Stayton, Oregon

Revitalize Downtown Stayton (RDS) decided to write their 2019 OMSRG to complete façade improvements on an entire block. The group focused on seven buildings, with five owners and more than 20 tenants all in the 300 block of N 3rd Ave in Stayton. More than double the amount of the grant budget (\$283,000) was invested in the seven buildings, and it caused a ripple effect. The 300 block's visible improvements encouraged seven other buildings within two blocks to make significant improvements. Since then, the downtown vacancy rate has dropped, ten new businesses opened or expanded their presence in Historic Downtown Stayton, and there are now 10 eating establishments in the district.





Oregon Main Street Network Tier Levels

Tiers/Participation Requirements/Technical Assistance/Benefits

	Accredited Main Street	Designated Main Street	Affiliated Main Street	Connected Communities
Description	The Accredited Main Street level recognizes exemplary achievement by a local main street organization and the impact they are having through collaborative partnerships on preserving and enhancing their historic downtown or traditional commercial neighborhood.	The Designated Main Street level is a mark of distinction that reflects a commitment and dedicated efforts to building, growing, and sustaining successful historic downtown or traditional commercial neighborhood improvement efforts by leveraging partnerships and engaging community.	The Affiliated Main Street level is for communities who are either just starting to form, or are working on strengthening, their Main Street structure to harness the powerful main street methodology to create lasting impact in enhancing their historic downtown or traditional commercial neighborhood.	The Connected Communities level is for communities who care about their historic downtown or traditional commercial neighborhood and want to access information to help them make a difference. Communities at this level may be organized around a specific project or activity to enhance their community.
Who Qualifies? All Network members must have an identifiable Main Street district	• Independent Nonprofit* • FT staff (PT under 3,500) • At least two years at the Designated Main Street level • Meet NMSC Accreditation criteria	• Independent Nonprofit* • FT staff (PT under 3,500) • Activity in each of Main Street Four Points™	• Either have an Independent Nonprofit* or are committed to forming one by year 2 • Build a sustainable organizational structure based on the Main Street Approach™	• Cities and downtown organizations or other similar organizations are eligible to apply for the Connected Communities level
Technical Assistance	• Targeted TA • Quarterly check-in conversations • Progress Visit every 3 yrs. • Other Services as requested (e.g., Strategic Planning Update)	First Year: • Vision Development • Strategic Planning • Quarterly check-in conversations Second Year: • Progress Visit and then every 3 yrs. Third Year: • Targeted TA	First Year: • Main Street Overview • Vision/Goal Development • Biannual check-in conversations Second Year: • Community Assessment • On-line trainings	• Virtual Main Street Overview • Virtual Organizational Development Consultation

	Accredited Main Street	Designated Main Street	Affiliate Main Street	Connected Communities
Benefits All communities have access to: • Statewide & regional workshops • Networking • OMS Revit. grant • OMS listserv • On-line webinars & resources • telephone consultation	• TA grant/biennium • Extra pts on OMSRG • National recognition as an “Accredited Main Street” community plus use of Accredited logo that can be used to promote your organization and build trust with your businesses and partners that you have undergone a rigorous process to attain this level of recognition • Access to trainings and technical assistance • Eligible for Excellence on Main awards • Main Street Now Scholarship	• TA grant available after strategic planning • National recognition as an “Affiliate Main Street” community plus use of Affiliate logo • Ability to apply for National Accreditation recognition • Access to trainings and technical assistance • Eligible for Excellence on Main awards • Main Street Now Scholarship	• National recognition as an “Affiliate Main Street” community plus use of MSA™ Affiliate logo • Access to trainings and technical assistance • Eligible for Excellence on Main awards	• Opportunity to learn more about ways communities are improving and enhancing their historic downtowns and traditional commercial neighborhoods • Limited access to technical assistance when resources permit
Maintaining Status All Network members must: • provide a point of contact • meet minimum training requirements • fulfill minimum reporting requirements	• Continue to meet NMSC Accreditation criteria • Mentoring as requested • Participation in required trainings & meetings • Quarterly check-ins • Submit quarterly report • Use Main Street America™ brand & follow branding standards	• Commitment to Main Street Approach™ • Participation in required trainings & meetings • Biannual check-ins • Submit quarterly report • Active board of directors • Sustainable organizational structure with adequate funding and staffing levels • Use Main Street America™ brand & follow branding standards	• Commitment to Main Street Approach™ • Biannual check-ins • Submit quarterly report • Participation in required trainings & meetings Within 3 years have: • Budget • Staff plan • Funding plan • Ready to apply to be a Designated Main Street • Use Main Street America™ brand & follow branding standards	• Submit annual report • Provide primary contact info • Attend at least one OMS training opportunity every two years

* In exceptional circumstances, an alternate structure might be approved after consultation with the Oregon Main Street State Coordinator.



2022

OREGON MAIN STREET NETWORK PARTICIPANTS

Accredited Main Street

Albany
Astoria
Klamath Falls
McMinnville
Oregon City

Designated Main Street

Bandon
Beaverton
Coos Bay
Estacada
Hillsboro
La Grande
Pendleton
The Dalles
West Linn

Affiliated Main Street

Baker City
Carlton
Cave Junction
Coburg
Cottage Grove
Dallas
Dayton
Gold Beach
Independence
Lakeview
Lebanon
Medford

Milton-Freewater
Monmouth
Newberg
North Bend
Port Orford
Reedsport
Salem
St. Helens
Stayton
Tigard
Tillamook
Union

Rural Regional Hub

Oregon Frontier
Chamber of Commerce:
Arlington, Condon,
Fossil, Moro, Spray



Main Street Community Tiers

	Accredited Main Street	The Accredited Main Street level recognizes exemplary achievement by a local main street organization and the impact they are having through collaborative partnerships on preserving and enhancing their historic downtown or traditional commercial neighborhood.
	Designated Main Street	The Designated Main Street level is a mark of distinction that reflects a commitment and dedicated efforts to building, growing, and sustaining successful historic downtown or traditional commercial neighborhood improvement efforts by leveraging partnerships and engaging community.
	Affiliated Main Street	The Affiliated Main Street level is for communities who are either just starting to form, or are working on strengthening, their Main Street structure to harness the powerful main street methodology to create lasting impact in enhancing their historic downtown or traditional commercial neighborhood.

Connected Communities

The Connected Communities level is for communities who care about their historic downtown or traditional commercial neighborhood and want to access to information to help them make a difference. Communities at this level may be organized around a specific project or activity to enhance their community.

Alberta Amity Athena Aumsville Bend DT Bonanza Burns Canby Chiloquin Coquille Cornelius Donald Elkton	Florence Forest Grove Garibaldi Glide Harrisburg Hermiston Irrigon John Day Lincoln City Malin Maupin Merrill Monroe	Moro Mosier Myrtle Creek Myrtle Point North Plains Oak Grove Oakridge Ontario Redmond Sandy Scappoose Sheridan Sherwood	Silverton Sisters Stanfield Sutherlin Talent Toledo Turner Warrenton Weston Willamina Woodburn Yamhill
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Oregon Main Street Network Strategic Plan Overview

Mission: Support local efforts to create welcoming, sustainable, and livable communities respectful of community heritage.

Goals & Objectives

Goal 1: Ensure Organizational Advancement of Main Street Communities Based on Local Priorities

Objectives	Metrics
Increase board member commitment, engagement, and participation	- committee participation - board participation in board institute - clear list of decisions - assist local organizations in development good processes for onboarding new board members and staff
Encourage and support development of strategic plans and implementation	- # communities adopting strategic plan - Seeing forward progress in at least one to two goals
Assist communities in sustainable fund planning	- # organizations developing sustainable funding plans - # organizations achieving state and local \$ goals
Elevate local collaborative efforts and partnership development	- local programs promoting work at least two ways (e.g. city council presentation) - enhance/develop partnerships linked to their goals/strategic plan
Support volunteer and staff development with a focus on being inclusive and welcoming to all	- # communities adopting welcoming statement - # communities with succession plans - Achieving one to two succession plan goals - budget for development for staff and volunteers - # communities participating in Diversity, Equity, and Inclusion or "welcoming" training

Goal 2: Strengthen Historic Character Focus

Objectives	Metrics
Connect to resources (other agencies, webinars, preservation standards)	- promote information resources - # preservation-based trainings
Promote value of historic character/local assets	- # strategic plans that include hp as a focus
Reinvigorate/develop key partners (Restore Oregon, Certified Local Governments, Oregon Department of Transportation)	

Goal 3: Increase Awareness of Main Street Impact

Objectives	Metrics
Encourage local efforts	- # outreach/advocacy activities - Use of annual report - # Excellence on Main award nominations - # award video shares - Examples of how communities are using the Oregon Main Street Impact Study
Promote key projects/activities	- Increase blog articles - # video shares - grant updates - annual report - Travel Oregon marketing - League of Oregon Cities, Cultural Advocacy Coalition

Goal 4: Create Structure That Is Healthy, Impactful, And Sustainable

Objectives	Metrics
Provide trainings or assistance across multiple communities to increase peer to peer contact	- # services/trainings provided that connect board members/staff/or volunteers across the state or regionally
Support executive directors so they have the confidence and tools they need to engage volunteers and partners in main street efforts	- # of check-ins to see how ed's are doing - # trainings
Celebrate accomplishments (pause and reflect)	- # shares of key metrics - # communities achieving accreditation status - 1-2 case studies/year
Continuously seek to improve the Network and wisely manage resources	- Meeting coordinating program standards - 100% use of logo on eligible network programs
Balance workload (mentors, build in planning time/thinking time, use vacation time)	- Use of multiple delivery tools (zoom, webinars, in-person) - # mentor connections

Goal 5: Engage Partners

Objectives	Metrics
Strategic partnership development (Rural Development Initiatives, Travel Oregon, Oregon Arts Commission, Cultural Trust, Business Oregon, Oregon Department of Transportation, Transportation Growth Management, Department of Land Conservation and Development, Oregon Housing and Community Services)	- # times partners invite us to participate - # times we reach out to partners - program re-alignment - \$ support