

## **HISTORIC PRESERVATION AND COMMUNITY REVITALIZATION IN THE USA**

### **The Main Street Program of the National Trust for Historic Preservation in the USA**

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#### ABSTRACT

The Main Street Program of the National Trust of Historic Preservation in the USA is highly regarded as the comprehensive strategy of work, tailored to local needs and opportunities, in four broad areas- Main Street Four-Point approach; Design, Organization, Promotion, and Economic Restructuring. The MSP is addressing both "Historic Preservation" and "Economic Revitalization" in the small city, as approach that represents a recent modified style in the preservation and planning history of the USA.

Although the National Main Street Center and the individual State have published numerous statistics and success stories, little is known about the management systematically.

This report confines itself to the management of the State Program, which means specifically focusing on the statewide organization or state government that takes charge of the program. In addition, we will review the City program, which is a recent phenomenon, administrated by the City government. We will review both the city and state programs because of the way that the National Trust Main Street Center administers the program, giving technical advise directly to the city communities only, relying on the state government or statewide organization to actually fulfill the program.

The State Program or City Program falls into three categories.

#### (1) Preservation-based Main Street Program

The office of the program is housed in the department of the Historic Preservation or has strong connection with preservation-oriented organizations.

#### (2) Small-business support Main Street Program

The office emphasizes on the revitalization of small businesses. This category is usually housed in the Department of Commerce or Economic Development.

#### (3) In-between Main Street Program

Despite which department takes charge of it, the office well connects well with both aspects.

The Non Profit Organization(NPO) may belong to this category as well.

This qualification offers the key to an understanding of the way of each typology supports the communities, and leads to suggest the means to support communities by the administration.

## 1 INTRODUCTION

### 1.1 The changing American City and the development of preservation model project

Sprawl is one of the current controversial issues all over the USA. Since the early seventies, cities had lost retail sales to malls and shopping strips constructed in outlying areas, which led to the loss of not only historic fabric, but also the communities in the USA. New Interstate Highways particularly contributed to these change.

### 1.2 Community revitalization in the context of historic preservation

Yet Americans have become more mindful of their past. Urban renewal policy and highway projects induced the sprawl phenomena in the fifties and sixties. The backlash against them had resulted in the federal policy change to consider the existing community. At the same time, the historic significance was a growing concern among grassroots groups in the seventies to preserve non-monumental architecture that means not reflective of nationally prominent individuals or events. Because of it, the preservation policy became to preserve not only the historically or nationally significant buildings, but also the existing community.

Preservationists and the federal government, therefore, went hand in hand as to community preservation. In response to this phenomenon, the National Trust for Historic Preservation<sup>1</sup> (NTHP) established a National Main Street Center (NMSC) in 1980. The Main Street Program was created to help communities to find new economic options for their important historic resources.

However, why should economic revitalization be considered in a historic preservation context? As business downtown drops off, stores or offices close or relocate. Property owner's rental income is lost. Finally, the property owners cut back on maintenance. At the same time, a loss of tax revenues cause services of local government to become deficient. After all, economic vigor downtown leads to well maintained property.

Nowadays the Program is highly regarded as a comprehensive strategy of work, tailored to local needs and opportunities, in four broad areas—Main Street four-point approach; Design, Organization, Promotion, and Economic Restructuring.

### 1.3 Purpose of this paper

Although the NMSC and the State have published numerous statistics and success stories, little is known about the management systematically.

This report confines itself to the administrative status in the administration of the Program, including both State and City programs. Those Programs fall into three categories. We will see the ways of each typology to support the communities for revitalization.

We will review both the State and City programs because of the way that the NMSC administers the program, giving technical advice directly to the communities, but relying on the state or city government, or statewide organization to actually fulfill the Program.

More than just looking at the state or city of the Main Street movement, this paper leads to suggest the means to support communities by the governmental points of view through historic preservation context.

Recommendation for future main street programs in Japan will be the end.

## 2 PROFILE OF THE MAIN STREET PROGRAM

### 2.1 What is the main street?

Before discussing about the program, we should define the term "main street". The city expanded along the main street. Much historic retail used to flank along the main street. It did not, however, develop simply as a commercial corridor. In addition, the main street was the meeting place of people, young and old, and the place to do business, enjoy entertainment, and place to see and to be seen. In words, for neighborhood the main street is the image of their community, and icon within American culture and historical development.

## 2.2 What is the Main Street Program?

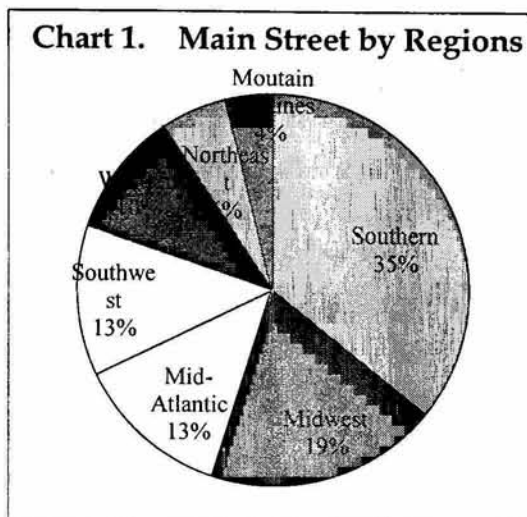
The Main Street Program can be defined as a comprehensive revitalization strategy that would stimulate economic development within the context of historic preservation, basically in small and rural cities at the outset.

Before the program started, the preservationist, who were concerned about the significant buildings, had not discussed methods of main street revitalization efforts connected with other redevelopment and downtown renewal efforts, such as business improvement districts or local community development corporations (CDC's), and so on. However, the decline of Main Street was seriously damaged around the sixties'. Metropolitan Main Street was attacked with the invasion of the shopping mall and strip malls. On the other hand, small and rural main street communities were under exodus to new city in search of new jobs.

The NTHP's regional office was worried about the loss of historic facades in downtown. However, they knew that it is impossible to preserve historic building itself, even though the awareness of community toward their history was increasing. They tried to support those who maintain the historic building. That was only solution to persuade government, neighborhood, and even preservationist as well. By them, preservationist paid less attention to the old commercial building.

The program began in the mid-1970' as three years, three demonstration projects of the NTHP's Midwest Regional Office<sup>2</sup>. The NTHP put a full-time manager in each of the three towns to serve as downtown advocates and to coordinate the process of rehabilitating buildings, identifying economic opportunities, and building partnerships to get the job done. The National Main Street Program has now been instituted nationally to turning the experience of the demonstration to good account since 1980.

Up to this day, the Main Street program has worked in 1472 towns and cities throughout the nation. Today, 888 are active. Over half of them belong to Southern and Midwest regions (Chart 1). Usually, the northeast region is said to be the most active in preservation. As for this program, less community take part in the program in northeast area than other regions. This is because public opinion in Southern Region is not favorable to preservation. However, this program is not a pure preservation program. As described above, the Program is not only preservation, but also economic revitalization.



The Main Street program has served as a model for similar programs in Canada, Australia, New Zealand, and Venezuela<sup>3</sup>.

## 2.3 The Main Street Approach

The revitalization approach in the Program is a preservation-based, volunteer driven strategy for commercial district revitalization. The Program features " the Main Street four-point approach", which is tailored to local needs and opportunities, and requires simultaneous work in four broad areas;

Design: enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging supportive new construction and developing sensitive design management systems. Downtown business districts must be attractive and inviting to people.

Physical improvement is often the most visible product of a Main Street District. They will be encouraging, and create a great sense of pride.

**Organization:** building consensus and cooperation among the many groups and individuals who have a role in the revitalization process. No downtown revitalization effort can succeed without a strong organization to support and guide it. A strong organization provides the stability to build and maintain a long-term effort.

**Promotion:** marketing the historic commercial district's assets to customers, potential investors, new businesses, local citizens and visitors. This is done because, successful business enterprise depends on good marketing. Street festivals, retail events, and parades are some of the ways Main Street lures people downtown.

**Economic Restructuring:** strengthening the district is the existing economic base while finding ways to expand it to meet new opportunities

All of concepts respect the existing design, community, market, and economic base. It seems reasonable to suppose that that this is an anti-urbanrenewal policy.

The Main Street Approach also relies on eight principles:

- (1) The Main Street Approach is a comprehensive approach to downtown revitalization
- (2) The Main Street Approach relies on quality
- (3) A public-private partnership is needed to make meaningful, long-term downtown revitalization possible
- (4) The Main Street program involves changing attitudes
- (5) The Main Street program focuses on existing assets
- (6) The Main Street program is a self-help program
- (7) The Main Street approach is incremental in nature
- (8) The Main Street program is implementation oriented.

It is clear that the Main Street Program emphasizes steady, incremental progress as opposed to quick, "big fixes".

#### 2.4 Main Street program organizational status

The spirit of revitalization of local organization is the entrepreneur. The ideal vehicle is a strong, independent private organization whose mission is downtown revitalization. Some of the alternatives adapted by local Main Street programs include city government (e.g. Texas), Chamber of commerce, downtown merchants' association, and an existing downtown development organization.

The structure of the organization depends on local priorities. The diagram shows an ideal local Main Street organization (Figure 1).

After creating the organization, they have to plan the their own strategy, accumulate the funding, and fulfill the program with the assistance of local volunteers. In addition, they have to hire the program manager, who is like a shopping mall manager, the central coordinator of the Program's activities. The manager also provides a communication link between committees, ensuring all of the activities in the four points approach are synchronized. Hiring the program manager is so critical that the NMSC recommend even a half time program manager, if full time is difficult. Actually, the greatest cause of failure is said to be due to loss of full time staffing<sup>4</sup>. The Program manager must be creative, entrepreneurial and flexible. 83% of the people in the top professional position have an undergraduate degree, and the most prevalent degree major, both undergraduate and graduate, is business. However, except for knowledge in the business,

there is no other similar characteristic (Chart 2). We can say that skill of the program manager is composed from various backgrounds.

The supportive involvement from the city, state or NMSC is generally for three to five years<sup>5</sup>. During setting up term, the local organization gets technical support, sometimes-financial support from the administration. After program terms, they have to literally manage revitalization program by themselves. Most of state program, however, officially admit the graduate organization, which is supported with technical advice or training with fees<sup>6</sup>.

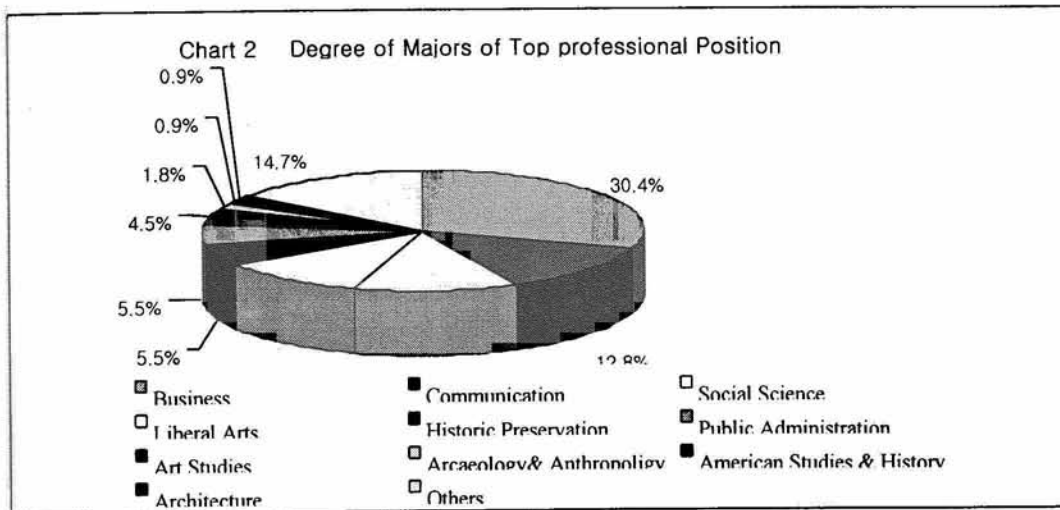


Chart 3. Status of the State Program

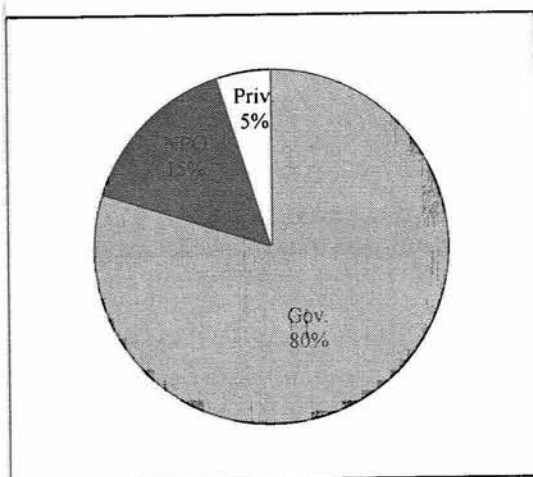
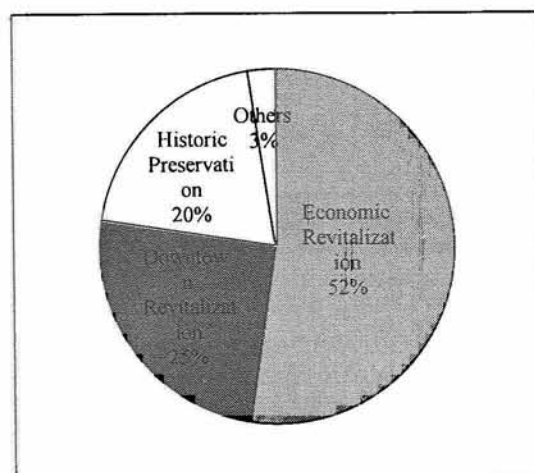


Chart 4. Department of the State Program



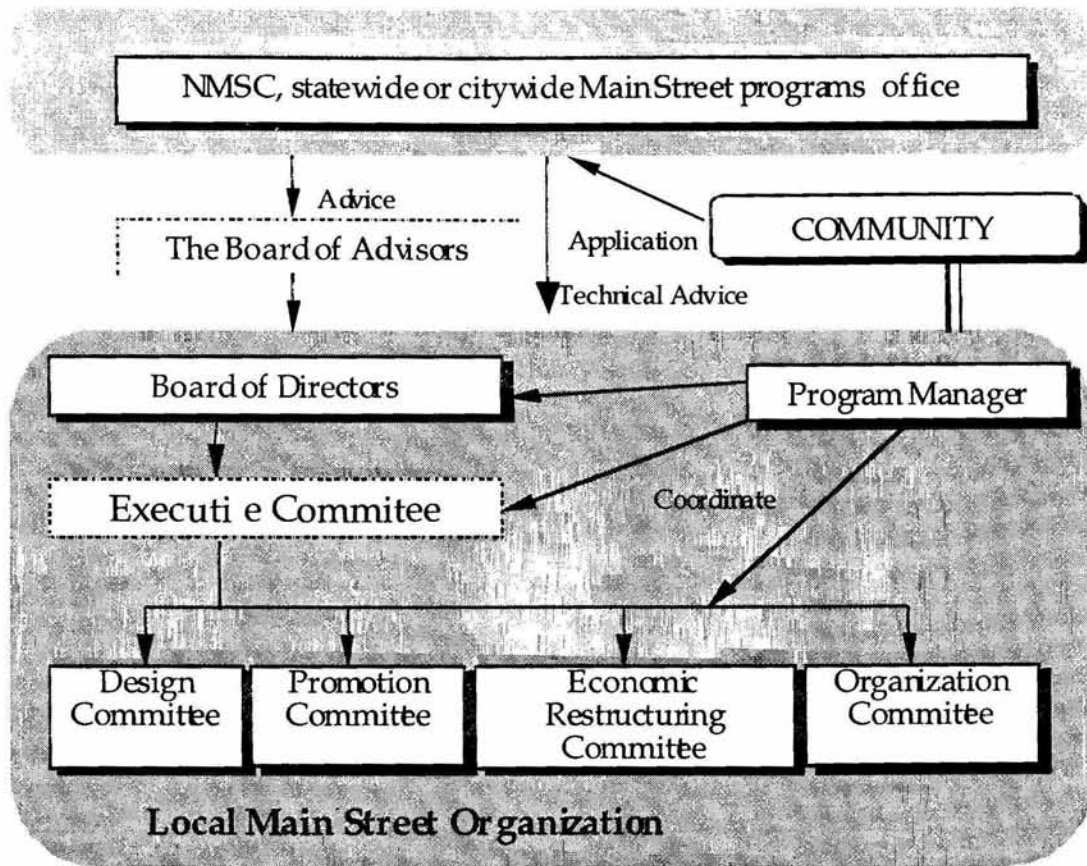


Figure 1 Main Street Program Organization

### 3 STATE AND CITY PROGRAM

#### 3.1 Who runs the program?

As seen, the NMSC is the clearinghouse about the Program. The Main Street Center provides assistance to state in establishing comprehensive downtown revitalization programs at the state level and program locally, without any financial support. Rather, the Center contracts directly with state government agencies or private sector statewide organizations to provide training and technical assistance to both state and local program participants in the Main Street approach to downtown revitalization. This is called the State Program.

Forty-two states have been the State Program, and currently 38 state and Puerto Rico are active in the State Program. In addition, two cities: Boston and San Diego are city programs.

This pie chart (Chart 3) indicates that most of the state Programs are run by the government (60%), 15% of state programs are run by the NPO, the rest of them are run by private organization or companies.

Furthermore, 52 % of government run program is housed within an economic, commerce related branch. 25% of them are related to downtown revitalization. 20% of the programs are housed in historic preservation related branch (Chart 4). From these charts, we may say that the

program is fulfilled as a part of state departments of economic, commerce development. The reason why most states establish the State Main Street program within state government is that perhaps state government is entitled to authorize of local government activities.

To ensure that the Main Street methodology fits each state's programs and personality as well as possible, the Center requires that the state hires a full-time state program Coordinator. The Coordinator's role is critical to building a successful statewide Main Street program<sup>7</sup>.

As for the City program, the City of Boston and San Diego are taking charge of the program at a citywide level.

The State Program and City Program can be classified in three main groups based on who fulfills the program.

- (1) Preservation-based Main Street Program
- (2) Small-business support Main Street Program
- (3) In-between Main Street Program

#### 4 PRESERVATION MSP

##### 4.1 Preservation-base statewide Main Street Program

Although the number of preservation-base statewide MSP is less than any other category, their activities are highly acclaimed. For example, in Texas and Florida, the numbers of main street communities are the first and second respectively. In the Texas Main Street program, the city government hires the program manager. It means the Program is also supported at the city level. The Texas Main Street program is good example to understand the Preservation-base statewide MSP.

##### 4.2 Texas Main Street Program

The Texas Main Street Program is housed in Texas Historic Commission. In Texas, it becomes conscious that historic preservation contributed toward the economic revitalization, because of the creation of jobs, heritage tourist, and so on<sup>8</sup>. Their attitude is seen within their mission statement.

" To protect and preserve the state's historic and prehistoric resources for the use, education, enjoyment and economic benefit of present and future generations"

The Texas Main Street Program was formally launched in 1981 with five cities. To date, 116 cities (in 1999), have participated in the program.

The requirement for interested cities to be Main Street cities, make the contract with THC to hire the program manager. Cities with less than 5,000 population who qualify for the program may employ a half-time Main Street Manager. City with over 5,000 population are required to fund a full-time program manager who is hire by the city and reports to the city manager. The Texas Main Street Program works with each of those communities for a minimum of three years as official main street communities. During the term, Texas Main Street Program sets up a training program and gives technical advice to each community.

The Texas Main Street Program assists Texas cities in the revitalization of their historic downtown and neighborhood commercial district through the use of the preservation and economic development strategies.

In Texas, the program term is for three years. To keep the program self-supporting, the city can adapt various strategies. One of them is Tax Inclement Financing (hereinafter TIF). TIF is a

mechanism many states authorize to help local governments fund areas specially designated for redevelopment. TIF can be applied to pay for physical improvement in a downtown, for example, new sidewalks, the burying of underground, parking garages, and for administrative costs of downtown revitalization program as well. The system is that the community assesses the property values within the TIF district at the beginning of a program. The sum of these values becomes baseline. To the extent that tax revenues generated as a result of the local revitalization program exceeds the baseline, they can be put back into the program instead of reverting to the city's general revenues.

The Texas state enabling law permits localities not only to levy hotel taxes but also to designate a percentage of the revenue thus raised for historic preservation activities, because historic preservation activities help to improve a city's appeal to tourists. The heritage tourist is a major contributor to the Texas economy--about \$1.4 billion each year<sup>9</sup>. According to the Texas Attorney General's Office, ten cities have had recent TIF activity. One of them, City of Abilene has used a TIF to fund some downtown improvement in the last few years. It is not necessary to overlap the TIF district and MSP district. This is good example of the program. At the community level, the Main Street Organization adapts the Main Street concept and seeks for a self-support method for downtown revitalization.

#### 4.3 The review about historic preservation-base Main Street Program

One of the tools used to encourage a community to self-support revitalization is that it will improve their life. It is one straightforward way to stimulate them is to show a physically changed downtown, rehabilitated historic facades, lighting, street improvement, and so on. Furthermore, to preserve the history features their downtown shows as "no other place", which makes their identities strong. Therefore, historic preservation is defined as one of the revitalization tools.

On the other hand, there are some weak points. One of them is that revitalization programs, especially in a metropolitan area cities, are beyond the historic preservation range. The problems of a metropolitan area are so complicated relevant to housing, minority, low-income people and so on. These problems does necessitate cooperating with others branches, like an economic or commerce or downtown branch.

However, the Main Street Program features the public/private partnership and holistic relationship. Therefore, as much as holistic relationship well, there is no disadvantage for historic preservation branch taking charge of the program.

Futhermore, most States do not allocate a lot of money in historic preservation branch. In many cases, if there were financial aid, it is not continual. Such financial aid might be seed money, not last for long.

On the other hand, the advantage of this category is that they can support appropriate technical advice for physical improvement. The distinction from other non-historic cities is the high quality of design. It seems difficult to propitiate advice for others organizations, except for historic preservation related organization.

## 5 SMALL BUSINESS SUPPORT STATEWIDE MSP

### 5.1 Small business support statewide Main Street Program

As mentioned above, MSP is started for a small and rural city's revitalization at first and recruit new businesses to fit with small and rural cities. Consequently, such jobs are small business, not big such as to invite huge company. Economic or commerce branch supports small business. Later, the subjective community may be expanded, but the Program focus on



the support small business.

Take Iowa Main Street Program for example. The Iowa Main Street Program is highly admitted and held as "demonstrational state".

## 5.2 Main Street Iowa

Main Street Iowa is one of the strongest state programs, and is housed in the Department of Economic Development. Its main purpose is to development of economic.

As started in 1986, Main Street Iowa has a long history and represents the theory of MSC well faithfully. As a second phase, the Iowa Legislature<sup>10</sup> agreed firstly to expand the communities whose population is less than 5,000. Main Street Iowa also embraced overseeing "test plots" planted by the NMSC in Iowa. For example, one of the first seven communities in the nation chosen to participate in the NMSC's Urban Main Street Program was selected from Iowa in 1985. In 1991, the first countywide basis program was selected to implement the Main Street Approach. Now five towns belong to Regional Main Street. Each town is so small that they could not implement the Program independently. However, they can hire the program manager if they assemble.

In Iowa, the Main Street Iowa provides forty-two days of on-site technical assistance to each participating Main Street town over three years. In response to it, the start-up towns are required to send representatives to four quarterly workshops sponsored annually by the state. In the case of the state department of economic or commerce development administrate, the rehabilitation may not be done appropriately. For the property owner, it is hard to understand what is "historic preservation", or how to rehabilitate. It is important that the property owner can consult with expertise without reluctant. Most economic or commerce departments have not had architectural assistance. Therefore, Main Street Iowa puts full-time architect within the department. Consequently, they can provides an architectural design consultant and field assistant to help Main Street towns carry out facade renovations and other rehabilitation projects.

As known, the Iowa State is small. Accordingly, they have been tried to arrange the Program to fit their features. The Main Street Iowa has persuaded the community what is the Program, what means the self-sufficiency. As the result of it, MSI and State Treasure's Office set up the low-interest loan pool for the rehabilitation of historic facade at the beginning. Nowadays, the State government, however, provides no financial assist any more. Because at the local level, community organizations are able to establish financial pool for the rehabilitation by themselves<sup>11</sup>.

In short, the reason why the Main Street Iowa is so successful because of the close relationship between state office member and communities. There are four full time staffs and three half time staffs<sup>12</sup>. The number of the staff is enough.

## 5.3 The evaluation of Small Business support

The problems of economic development are common in the city problems. So that, it is moderate to get support from Assembly for economic developments in stead of historic preservation. There is still biased about the historic preservation is the elitism. On the contrary, economic development related program is rich. That means there is much chance to get supports from state governments in the context of economic revitalization.

However, they have no experience about the rehabilitate historic buildings. That is a new field and a new theory that the quality of life induces the investment to downtown. Sometimes the rehabilitation project is not appropriate from historic preservation point of views. However, if their design is enough to make satisfied their communities, which contributes economic development.

If they understand the characteristic about the Main Street Program or a historic preservation, the Small-business support statewide Main Street Program is suitable. The government may support the Main Street Program financially and institutionally.

## 6 IN-BETWEEN MSP

### 6.1 Downtown Revitalization Main Street Program

In-between Main Street Program is defined as the organization which broaden its focus not only the economic revitalization or historic preservation, but whole of downtown problem comprehensively. This category is also divided with two types.

NPO for downtown revitalization

City Program in urban area city.

It seems that this category is suitable without any intervention from the government or their policy. As the statistic shows, government support is so important in Main Street Program. Nevertheless, the legislature is authorized by the Diet. It is important to make the Diet realize the concept of the Program.

As for the City Program, the Boston Main Street Program (BMSP) is the first city-wide program. It is basically same as the State Program. The only differentiation between them is who administrate the program, state or city?. The City program is independent with the state program. BMSP was independent from the Massachusetts Main Street Program<sup>13</sup>. To date, Boston and San Diego are active city programs, and Chicago and Pittsburg are going to independent as the city program soon.

As seem, all of the cities are urban area city, we venture to say that they need lots of support from city government to fulfill the program as opposed to small. In the small city, it seems easy to make consensus and community driven program as compare with the urban area city.

### 6.2 Boston Main Street Program

We see the Boston Main Street Program as one of the City Program.

Before inauguration of the BMSP, Roslindale Village<sup>14</sup> in Boston got successfully the assistance of the NMSC for the revitalization in 1983. Although, during its first three years, the Roslindale Main Street Program achieved astounding results<sup>15</sup>. However, after the program completed, the Roslindale Main Street has waned since the losing staff. Yet the local banker, Bank of Boston continues to invest in Roslindale through its commitment to maintain the park, around which business district is flanked.

Based on such experience, the BMSP started as the first city-wide Main Street Program in the United States and designated ten communities in 1995.

The City of Boston provides the following services over the four years for each designated Main street district:

- (1) Matching funds to support the cost of hiring an executive director
- (2) Linking up each district with a Corporate Buddy for financial and technical services
- (3) Technical assistance in organizational development strategic planning and market development from both the NMSC and the City
- (4) \$100,000 in matching funds toward improvements to private or public property
- (5) \$2,000 in 1:1 matching funds annually to support promotional event in the district

- (6) Each Main Street Organization will in turn be expected to provide from local sources:
- (7) Matching funds for the organizations' director and for promotional events
- (8) Office space in the district- either donated or paid for with funds raised locally
- (9) Materials and services for operation of the organization and for promotional events

The program term is generally from three years<sup>16</sup> to five years, most are three years. In the urban area like Boston, the challenges for business district revitalization have been more difficult where decade of shipping mall competition and suburbanization, perception and safety and years of disinvestment threaten the physical and social fabric of the neighborhood. They thought that it took much time than rural, small communities.

### 6.3 The characteristic Downtown Revitalization Main Street Program: Urban main street case study

The feature of BMSP is the financial support. From the City, the each Main Street Community was given a \$100,000 grant for "physical improvements to enhance the marketability of the district". It is "Corporate Buddies" that another characteristic. Within each district is located Corporate Buddies, which is expected to serve on the local Main Street program's board of directors and provides access to the company resources to assist their partner Main Street on the road to self-sufficiency. The Corporate Buddies also supports financially the organization \$ 10,000 to hire fulltime salary. In the hindsight, Corporate Buddies supports the local organization because more economy of district flourish, much reinvest to the local business.

The difficulty of the urban Main Street is that although most urban cities have much mixed used business owner, the owner of the property and tenant or business owner is not sometimes coinciding. In addition, residence sometimes does not work for within district. Such a district, like Chinatown Main Street, it is hard to make consensus. Sometimes they are apt to be one-sided, let us say only economic revitalization or promotion. Most business owner commute from suburban. In such condition, the voluntarism are discouraged. Furthermore, the work of four-point approach might not be done simultaneously.

## 7 EVALUATION OF THE MAIN STREET PROGRAM

It has been passed almost twenty years since the MSP was inaugurated. MSP gives a tremendous impact on not only the historic preservation, but also the policy of planning. Before inaugurating of the Program, the economic and cultural importance of historic downtown were not the matter of argument. Nobody did not consider the historic preservation contribute to local economic.

We should not misunderstand that the MSP does not deny the shopping mall or strip mall.

Rather, the MSP gives the solution how to co-exist new retailing style. People recognized how important low price and convenient stores are to community. If a community deny superstore sprawl, they can prevent it. If a community want superstore, they have to think how much new retail space can the local economy absorb without suffering the negative and economic impacts. Some communities have accepted to construct superstores but required them to fit with their surrounding. Others have persuaded superstore to re-use historic buildings or to contribute to downtown revitalization programs.

It should be concluded, from what has been said above, that the MSP is to encourage the existing community to fit with new era.

## 8 POSSIBILITY OF MAIN STREET PROGRAM IN JAPAN

In Japan, same situations are occurred as USA used to be. We could see that the Main Street Program role for urban is applied in Japan. As urban city in the USA., most cities in Japan have more population, and there are loss of jobs, collapse of existing neighborhood, and so on.

However, we have to make clear the differentiation between USA and Japan considering possibility the MSP. As mentioned above, the MSP is supported by many voluntaries at local level. Such custom does not take root yet in Japan. So that, we would assume that Organization, one of four-point work, be trouble. NPO is not accepted overall. The specialty such as program manager who takes considering about downtown, is not prevailing. In particular, there is no clearinghouse such as NTHP independently.

Therefore, four points are not enough to adapt in Japan. We recommend one more points "Membership development" or "Fundraising" to manage the organization. As described above, NPO is not widely known in Japan. No cooperation or no donor shows up initially to support the organization. NPO have to find out the supporter primarily. At the first step, the administration might support such points. However, as reiterating many times, that should be only seed money. Otherwise, the local organization will be discouraged to be entrepreneur. After "starting up term", they have to be independent and find out a new supporter. Either ways, they have to seek the sympathetic. It takes long time and time consuming to persuade people before fruitful result shows up.

These results lead to the conclusion in the case of the Main Street Program in Japan that:

- (1) Educate that the Main Street Program is only concept, have to search for their own strategy
- (2) Respect the existing community
- (3) Establish volunteer driven system
- (4) Establish public/private partnership
- (5) Understand the self-sufficiency and fulfill it

When we start the program, especially above five aspects we should focus on.

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- 1 The NTHP, a private, nonprofit corporation, is the only national preservation organization chartered by Congress (in 1949) to encourage public participation in the preservation of sites, buildings, and objects significant in American history and culture. Financial support for NTHP program comes from membership dues, endowment funds, and contributions. One time, there used to be matching grants from federal agencies.
  - 2 The NTHP has six regional offices all over the America. The Midwest Regional Office takes charge of Illinois, Indiana, Iowa, Michigan, Minnesota, Missouri, Ohio, Wisconsin.
  - 3 From statistic in 1998
  - 4 Smith, Kennedy et al., *Revitalizing Downtown*, National Main Street Center, Washington. D.C.
  - 5 The program term, especially financial support, is designated by each administration. Generally, it is for three years.
  - 6 No state support financially graduate organization after program term.
  - 7 "State Program", fact sheet of Main Street. National Trust for Historic Preservation.
  - 8 The Center for Urban Policy Research at Rutgers University et al, *Historic Preservation at Work for the Texas Economy: Economic Impacts for Historic Preservation in Texas, 1999*
  - 9 Interview Terry Scott, Texas Main Street State Coordinator.
  - 10 Chapter 39, Iowa Administration Code
  - 11 In Corning, one of the Main Street community in Iowa, the Design Committee has developed a 40 percent grant program and low interest loan pool to encourage facade renovations.
  - 12 Four full-time: State Coordinator, Assistance coordinator, Design Consultant, and Field specialist. Three half-time: Design Assistance, Intern student, and Special Project
  - 13 The Massachusetts Main Street Program is not active per se. On a time, it was active and there was the branch to carry out the program within the Commonwealth
  - 14 Roslindale is typical of street car suburban
  - 15 33 facade change, 43 commercial building rehabilitation, 29 net new businesses, 132 net job gains, totaling \$5,141,200 in new investment
  - 16 It takes a minimum of three years for the Main Street approaches to become fully integrated at local level and for local Main Street organization to become self-sufficient.