

Downtown Revitalization

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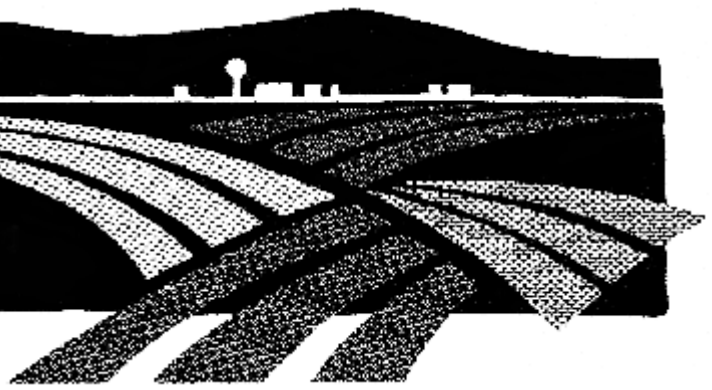
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This publication contains material that is considered accurate, readable and available. The opinions expressed in this publication do not necessarily reflect the views of the United States Department of Agriculture. Inclusion of publications and software database in this publication does not imply product endorsement.

INTRODUCTION

This publication contains literature on downtown development and offers suggestions for communities as they plan their revitalization strategies. The document includes a variety of research and procedures for planning the renewal of rural downtown areas, as well as the names of journals, books, guides, and organizations with an interest in downtown revitalization.

Many rural areas across America are experiencing economic shifts. In the 1990's some rural areas improved their main streets with innovative approaches. These include: Business Improvement Districts (BIDs); creating heritage and/or cultural centers; using Smart Growth options to handle sprawl issues; and sustainable development efforts to redevelop downtowns as more environmentally friendly and economically stable through the use of programs such as Brownfields.

Urban case studies are also included in this document as an added resource to help identify what works and what does not. Inner city metropolitan areas have experienced some regrowth that could provide useful insight to downtown redevelopment efforts in smaller cities. Land use issues, infill properties and the use of nontraditional anchors for downtowns are examples of urban inner city resurrection.

ARTICLES AND BOOKS

ARTICLES

1

“Assessing the Future of the New England Mill Town.” John Mullin and Zenia Kotval. *Small Town*, Vol. 27 (5), March-April 1997. pp. 14-21.

Provides suggestions for revitalizing a mill town, based on observations of New England mill towns. Emphasizes community involvement.

2

“Can Small-City Downtowns Remain Viable?” Kent A. Robertson. *Journal of the American Planning Association*, Vol. 65 (3), Summer 1999. pp. 270-283.

Presents a national study surveying the successes and problems of 57 cities. The article highlights five cities and how they have restructured their downtowns to make them distinct and competitive.

3

“Economic Development Effectiveness of Multicommunity Development Organizations.” Jan Holtkamp, Daniel Otto and Nuzhat Mahmood. *Journal of the Community Development Society*, Vol. 28 (2), 1997. pp. 242-256.

Examines Multicommunity Development Organizations (MDO’s) which are created by sharing resources to promote economic growth and retain existing jobs. Discusses why the most successful MDO’s are those that involve communities with large population bases.

4

“Effective Strategies for a Safe Downtown.” Dolores Palma. *Municipal Maryland*, Vol. 24(7), February 1995. pp. 8-10.

Addressing the real issues of downtown safety means going beyond citizen perception. Instead, it is suggested that to make towns safer places to live, we must shift our emphasis from the physical, environmental, social, and image-related areas to one dealing with the real incidents of downtown crime. Safe strategies include:

1) community policing; 2) communication and networking; 3) education and training; 4) physical improvements; 5) enhancing police presence; and 6) augmenting police presence.

5

“Hitching New Horses to Old Wagons.” Edwin C. Nelson. *Small Town*, Vol. 27 (6), May-June 1997. pp. 20-29.

Outlines four keys to effective leadership: 1) vision; 2) communication; 3) planning; and 4) commitment. These keys are reflected in the observations of two small towns’ efforts to strengthen their communities.

6

“Innovations in Community Development.” Cornelia Butler Flora. *Rural Development News*, Vol. 21 (3), September 1997. pp. 1-3, 12.

Discusses the positive outcomes that occur when a community adopts word changes in leadership terms. Argues that such terms like “Community Building” evoke an ongoing improvement in the community as opposed to “Community Development” which is improvement along a set path. Focuses on community participation and visioning.

7

“Innovations in Community Development, Part 2.” Cornelia Butler Flora. *Rural Development News*, Vol. 21 (4), Winter 1997-1998. pp. 1-3.

Continuation of Part I’s assessment of community terms. This article maintains the focus of community participation while furthering the idea of dependency between communities rather than exclusively dependent upon the government.

8

“The Lies of Downtown.” Bert Stitt. *Small Town*, Vol. 27 (1), July-August 1996. pp. 18-25.

Presents a list of myths that prevent communities from revitalizing their downtowns. Offers suggestions to

overcome the myths and motivate the communities to implement change.

9

“Planning for the Future: Guiding Downtown Development.” Kent Robertson. *Public Management*, Vol. 81 (6), June 1999. pp. 41-43.

Offers nine guidelines to revitalize downtowns, including: 1) Developing a vision for the downtown; 2) Being patient; and 3) Striving for a multi functional downtown. These are suggestions that can be modified to suit any community.

10

“Return to Main Street.” Alan Ehrenhalt. *Governing*, Vol. 9, May 1996. pp. 18-19.

Examines the resurgence of downtown commerce and activities in the 1990's using examples from downtowns in Oklahoma. Offers suggestions through the examples to compete with large chain stores and increase community building.

11

“The Small Town Growth Machine.” Thomas W. Paradis. *Small Town*, Vol. 29 (2), September-October 1998. pp. 14-21.

A case study of the ability of Pontiac, Illinois to modify the commercial strip mall to address their economic needs. It describes the relocation of some stores to a commercial strip mall and the effect on the downtown. The move allowed downtown buildings to be renovated which brought new businesses in. The article argues that the relationship between the commercial strip and downtown can be complimentary instead of competitive if implemented well.

12

“Small-town Sites: Today’s Bottom-line Location Solution.” Tim Venable. *Site Selection*, Vol. 44 (1), January 1999. pp. 1160-1166.

In-depth article on rural areas that are successfully competing for new plants, distribution centers and other facilities that are normally attracted to urban areas.

Provides case studies and a listing of America’s Top 50 Small Towns for Corporate Facilities.

13

“Small Town Survival Strategies.” Frank Jossi. *Planning*, Vol. 63 (10), October 1997. pp. 4-8.

Discusses the revival of several communities due to the addition of new telecommunication businesses and state projects such as prisons. Suggests that many businesses may be lured to downtowns because of the telecommunication advances that are available.

14

“Small Towns Come on Big for Business Locations.” Tracy Heath. *Site Selection*, Vol. 45 (2), March 2000. pp. 306-325.

Explains how small towns in America have become hot spots for some fast-growth firms. Companies look at benefits in rural areas such as the lower cost of land, many cases the easy access to transportation (in the forms of highways generally) and skilled workers. Case studies of rural areas are provided and include the use of Indian reservations Many of these areas are improving their infrastructure to attract new businesses and industries.

15

“Visual Improvements Key to Revitalization.” *American City and County*, Vol. 113 (4), April 1998. p. 79.

This article is about suburban areas but describes how declining downtown areas can revitalize with visual improvements being the key to the success in this effort. Illinois example used.

BOOKS

16

Business Improvement Districts: Tool for Economic Development. Washington DC: Management Information Service, 1997. 21 p.

This report uses case studies to examine the importance

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of local government in the creation of BIDs and the balance necessary between the public and private sectors in such initiatives. It explains the steps necessary in forming a BID and how a BID works, and outlines strategies for supporting local efforts to for BIDs.

17

Changing Places: Rebuilding Community in the Age of Sprawl. Richard Moe and Carter Wilkie. New York: Henry Holt & Co., 1999. 288 p.

Advocates community activism as the means to reinvent and revive downtown. This book encourages historic preservation and includes case studies and examples of towns and cities which have turned their main streets around by looking toward the past.

18

Community Design: A Team Approach to Dynamic Community Systems. Arthur W. Merhoff. Thousand Oaks, CA: Sage Publications, 1999. 139 p.

A text that concludes sustainable communities start through analysis which includes looking at them in a more “holistic and multi disciplinary manner.” Includes information on the need to community design and methods of community design along with bibliographic references and index.

19

Community Initiated Development. Donovan D. Rypkema. Washington DC: National Main Street Center, National Trust for Historic Preservation, 1992. 579 p.

Explores the challenge involved in putting large, vacant downtown buildings back into use. Provides step-by-step guidance, simplifying a daunting process.

20

Destinations: Opportunities for Economic Development in the American Small Town. George Parsons and Judith Van Cleve. Starkville, MS: Community/Economic Development Center, Mississippi State University, 1993. 29 p.

This study looks at small towns which have flourished while others around them languished. It suggests that these towns are kept afloat by offering unique products, services or amenities which cannot be found elsewhere, thus making them “destinations.”

21

Downtown Parking Made Easy: 6 Strategies for Improving the Quality and Quantity of Downtown Parking. Mary Barr. New York: Downtown Research and Development Center, 1997. 48 p.

Discusses reviewing, managing, designing and promoting parking, as well as keeping employees out of downtown spaces. Uses case studies, illustrations, and a pricing matrix to answer parking questions. A list of contacts helps towns network with communities which have already successfully transformed their downtown parking.

22

Downtowns and Utilities in Partnership. Alexandria, VA: HyettPalma Publications, 1996. 28 p.

Support and participation of public or private utilities in downtown revitalization efforts provides access to economic development funds and manpower. Utilities are eager to help downtowns, as they have a significant investment in their service area and cannot simply relocate when the economic tide changes. This book includes specific examples of successful partnerships and their accomplishments.

23

Funding Downtown Promotions: 5 Key Steps to Funding and Managing Downtown Promotions. Mary Barr. New York: Downtown Research and Development Center, 1998. 48 p.

Explains ways to finance successful downtown promotions by obtaining sponsors, collecting vendor fees, soliciting volunteers and increasing downtown program membership. Includes sample forms, budgets and letters, plus detailed case studies.

24

Funding Your Downtown Organization. Alexandria,

VA: HyettPalma Publications, 1999. 36 p.

Examines responses to the question “What sources of monies are being used to fund the administrative costs of local Downtown organizations?” Includes case studies of some of the organizations with more unique answers.

25

Main Street Revisited: Time, Space and Image Building in Small-Town America. Richard V. Francaviglia. Iowa City: University of Iowa Press, 1996. 224 p.

Looks at the designs and development of “Main Street America” how they came to be and the building styles, street plans, and overall appearance of main street as a recognizable icon of small town America. Includes photos, illustrations, maps, bibliography, and index.

26

Main Street Success Stories. Suzanne G. Dane. Washington DC: National Main Street Center, National Trust for Historic Preservation, 1997. 191 p.

Case Studies of over forty towns, many of them rural, offer synopses of local downtown revitalization programs, as well as details of businesses started, jobs created, and changes in rental rates. This book emphasizes that anything can be accomplished when community members work together.

27

Maintaining Downtown’s Curb Appeal. Alexandria, VA: HyettPalma Publications, 1995. 36 p.

Case studies that demonstrate the importance of keeping downtown neat and groomed. Both businesses and customers are more likely to come and to stay downtowns if its an attractive place to be.

28

The National Main Street Network Membership Directory. Washington, DC: National Main Street Center, National Trust for Historic Preservation. 1 vol.

This annual publication lists Main Street Center staff,

national organizations, other Main Street projects and activities of those involved in traditional and historic Main Street projects.

29

Parking for Downtown’s Spenders. Alexandria, VA: HyettPalma Publications, 1995. 31 p.

A successful downtown needs adequate, convenient parking, reserved for patrons. Case studies in this book examine the parking management strategies of several towns and how they are being implemented.

30

Planning for the Future: A Handbook for Community Visioning. Harrisburg, PA: The Center for Rural Pennsylvania, 1997. 52 p.

Community visioning involves residents determining where they would like their community to be in ten, fifteen, even twenty years. This handbook guides communities through the process of creating a vision statement, holding workshops and building task forces in order to accomplish goals. It goes step-by-step through the first year of community visioning, and includes several case studies.

31

Reclaiming Rural America’s Brownfields. Washington DC: National Association of Development Organizations Research Foundation, 1999. 44 p.

Focus group and community profiles, contacts and an extensive bibliography highlight this guide to turning old, abandoned buildings which pose an environmental threat into valuable community resources.

32

Rural By Design. Randall Arent, et al. Chicago, IL: American Planning Association, 1994. 441 p.

Examines the characteristics of the traditional town, compares conventional and creative development practices, and discusses implementation techniques for development in town centers and along highways, and development of affordable housing and street plans in rural areas. Includes examples of downtown,

residential and combination residential-retail developments.

33

Smart Investments for City and County Managers: Energy, Environment and Community Development. Washington DC: U.S. Environmental Protection Agency, Office of Policy, Planning and Evaluation, 1998. 90 p.

Breaks investments into energy efficiency, water conservation, recycling, transportation and development. By using new ways to manage existing operations, or by using existing infrastructure to house new operations, growth and development become affordable, and their environmental impacts are minimized.

CASE STUDIES

CASE STUDIES (RURAL)

Successful revitalization case studies are often an important incentive tool for other community leaders because they provide models from which to seek more information. There is a strong network of rural downtown organizations which work together and offer assistance to small downtowns and will often supply literature about their revitalization projects.

1

"Aiken, S.C. Takes Local Approach to Community Problem Solving." Lessie B. Price. *Nation's Cities Weekly*, Vol. 15(1), August 10, 1992. p. 4.

Explains how many federal funding and grant programs are often not available. Instead, efforts at rejuvenating small cities such as Aiken, SC need strong local action plans and a group of citizens that care for the welfare of their city. This means active involvement on boards and committees to assist in guiding City Council.

2

"Anchors Reinvent Downtowns." Delores Palmer and Doyle Hyett. *American City and County*, Vol.114 (6), June 1999. p 56.

Provides information on the use of unconventional anchors, such as older historic buildings used as museums, rather than the traditional department store used in the past. These anchors help to draw people to the downtown areas and encourages them to use the stores and services located there.

3

"Bootstrap Rural Development: How Putnam County (MO) Took Control of Its Own Future." Linda Fettig. *Economic Development Review*, Vol. 9 (3), Summer 1991. pp. 50-52. NAL Call No.: HC106.8 E25.

Describes how a North Central Missouri town coordinated revitalization efforts among county officials, school administrators, business leaders, and local civic organizers. Important findings suggest that grassroots funding and networking work best through broad based

community support.

4

"Bringing Investment Back Downtown: A Case Study of Puyallup, Washington." Dan Seachord. *Small Town*, Vol. 27 (5), March-April 1997. pp. 22-29.

Follows a small-town Main Street Program as it tries to divert funds back downtown after a mall opened in the area. Discusses the roles played by the members of the Program, local businesses and the government in making the plan a reality.

5

"The Changing Fortunes of a Small Town in Kentucky." Gary A. O'Dell and Duane D. Allen. *Focus*, Vol. 45 (3), Winter 1999. pp. 9-19.

Takes a look at Livingston, KY, population 240, and how this town developed a plan and a vision through its local organization known as LEAP or Livingston Economic Alternatives for Progress.

6

"Community Initiated Economic Development: The Key to a Viable Small Town." by Rick L. Allely. (Master's Thesis, University of Nebraska, 1993) 137 leaves.

This thesis examines the economic development and recovery by "community initiated" means. The author explores the town of Shenandoah, Iowa. He explores the significance of citizen participation in economic development in rural areas.

7

"Dealing with a Volume Chain Store: Carroll, Iowa, Guides Development and Protects Its Downtown." J. Knox. *Small Town*, Vol. 22 (2), Sept/Oct 1991. pp.19-23. NAL Call No.: HT101.S52.

Examines the experience of Carroll, Iowa, a small town that successfully guided Wal-Mart into the town's central business district. Suggests three options for a

community when a national volume chain wants to open a store in the community.

8

Downtown Improvement Districts: Examples of the Best. Dolores P. Palma & Doyle G. Hyett. Alexandria, VA: HyettPalma Publications, 1991. 44 leaves.

This source provides some outstanding examples of comprehensive downtown revitalization strategies from four of the best Downtown Improvement Districts. Each of the different case studies presents issues and challenges common to many business districts. Topics include: 1) forming a downtown improvement district; and 2) a district formation game plan. The emphasis is on long-term economic gain for community development.

9

A Downtown Revitalization Study for Gaffney, South Carolina. Walt Scharer. Clemson, SC: Department of Planning Studies, April 1993. 65 p.

Points out that many Central Business Districts (CBD's) of small towns have fallen into decline due to the convenience that modern transportation offers. No longer are small town main streets the hub of social life as they once were. Ways to breath life back into your main street are thoroughly researched and presented. Several other case studies illustrate the similarity between small towns and the potential for a successful revitalization plan. This study outlines steps that can increase the likelihood of creating a more attractive and economically healthy atmosphere in small downtowns.

10

Downtowns and Utilities: New Partners. Dolores P. Palma and Doyle G. Hyett. Alexandria, VA: HyettPalma Publications, 1993. 31 leaves.

Examines ways in which utilities are participating in downtown revitalization efforts. Includes case studies and examples of utility involvement.

11

"Downtowns: Making a Comeback." Dolores P. Palma. *Mississippi Municipalities*, Vol. 43(5), May 1994. pp. 4-6.

The Mississippi Downtown Development Association has been instrumental in helping downtowns bounce back to life. Presented are four cases of successful Mississippi towns: Tupelo, Canton, Corinth, and Columbus. Each of the downtown's successes include the use of "seven secrets of downtown success" and by dispelling the 10 most common myths surrounding downtown revitalization.

12

"Economic Development in Prophetstown Illinois: An Entrepreneurial Community Takes Charge." Nancy Lauts Caudillo. *Small Town*, Vol. 22 (1), July/August 1991. pp. 12-17. NAL Call No.: HC106.8 E25.

Describes how a rural community pulled together and committed themselves to increasing the economic vitality of their town. Success did not happen over night but through years of dedicated service. This example serves as a model for other rural areas in need of economic development.

13

"Focusing the Old Downtown on Specialty Retail for Economic Survival: The Transition of Ponchatoula, Louisiana." Manon Pavy and Fritz Wagner. *Small Town*, Vol. 24 (3), November/December 1993. pp. 18-23. NAL Call No.: HT101.S52.

Presents a successful case study for rural redevelopment in a small town north of New Orleans. Describes how the economy of the town declined throughout the mid 1980's and how strong community efforts and careful planning produced a viable downtown area.

14

"History Repeats Itself." Brian Crumlish. *American City & County*, Vol. 109 (12), November 1994. pp. 45-48.

Identifies the best ways that rural downtown merchants can revitalize their town by examining its true original character. In this way a sense of history is preserved and consequently a more charming town in which to live. Suggestions also include making the downtown more accessible and to identify a common theme to create visual beauty to attract shoppers.

15

"How One Kansas Town Used Tourism to Revitalize Its Economic Base." David L. Edgell. *Business America*, Vol. 111 (21), November 1990. pp. 14-17.

Outlines the excessively high unemployment rates in rural America during the 1980's and its impact on small town economy. One way to revitalize is through tourism development. This success story serves as an example of how other rural regions can benefit from their unique histories.

16

"Innovative Help for Small Downtowns." Dolores P. Palma. *Kansas Government Journal*, April 1992, pp. 121-122.

Describes how the Kansas Main Street Program used a state-of-the-art approach to downtown revitalization. One feature of its success was due to careful retail market assessments of three cities selected to participate in the small cities program. As a result, a three-way partnership was formed among the local Main Street representatives, the Kansas Main Street staff, and the HyettPalma consulting firm specializing in downtown revitalization. Consequently, better communication was fostered as well as sound knowledge of the physical, market, and management of local Main Street Programs.

17

"Is Downtown Mainly For Tourists?" David J. Snepenger, Steven Reiman and Jerry Johnson. *Journal of Travel Research*, Vol. 36 (3), Winter 1998, pp. 5-12.

Provides various theories to explain and predict the impact of tourism development on a host community.

Includes research from a study using 28 rural communities in Colorado.

18

"Lemoore Downtown Revitalization Plan." Mary Lou Gallagher. *Planning*, Vol. 61 (4), April 1995. p. 11. NAL Call No.: HT167.A42.

Indicates that when carefully implemented planning procedures are in place, small town revitalization can go a long way. Important aspects of planning include developing a sense of the public's perception of the town, and understanding its original architecture. Nearby installations such as Naval Air Stations can add vitality to a rural town.

19

"Main Street Mid-America: An Historical Overview of the Main Street Pilot Project in Galesburg, Illinois." Bradley Skelcher. *Small Town*, Vol. 21, July-August, 1990. pp. 4-13. NAL Call No.: HT101.S52.

Describes the history of the Main Street Pilot Project of the National Trust for Historic preservation in Galesburg, Illinois. Illustrates the need for local leadership to work with merchants concerning preservation plans.

20

"Monroe Invests in Downtown." Mark G. Worrell. *Nation's Cities Weekly*, Vol. 15(1), November 2 1992. p. 10

Describes the rebuilding of the third oldest town in Michigan. Efforts to rebuild the city's infrastructure are similar to other downtowns who must compete with malls and strip development. Outlines the chronology of the revitalization strategy with particular emphasis on community involvement for raising money.

21

"Preserving Mainstreet in the Heartland: The Main Street Pilot Project in Madison, Indiana." Bradley Skelcher. *Small Town*. Vol. 22, September-October 1991. pp. 4-13. NAL Call No.: HT101.S52.

Examines the experience of the Main Street Pilot

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Project in Madison, Indiana. Indicates that the project made citizens aware of Madison's architectural heritage.

22

"The Rebirth of Downtown Huntington." Sara Leuchter Wilkins. *Main Street News*, (111), May/June 1995. 11 p.

Describes changes in a rural West Virginia town as they prepare for its 125th anniversary founding as the terminus for the Chesapeake and Ohio Railway. The Main Street Program serves as the model for its success in creating new restaurants, renovation of commercial structures, new specialty shops, and a new hockey team. One of the attractions is the rebirth of the town's nightlife. Includes historical background of the town's decline and eventual revitalization.

23

"Riverfront Gamblers: Small Cities are Learning That Attractive Waterfronts Help to Revive Downtowns." Jim Schwab. *Planning*, Vol. 55, September 1989. pp. 15-18. NAL Call No.: HT167.A42.

Describes how small communities in North Carolina, Minnesota, Colorado and Washington State leveraged private investment to spruce up their waterfronts and brought back vitality back to their downtowns.

24

Vision On Main Street: Downtown Holland's Resurgence As the Heart of the Community. Michael Lozon. Holland, MI: Lumir Corporation, 1994. 151 p.

This case study exemplifies how a small downtown on the eastern shore of Lake Michigan accomplished a successful revitalization program. This illustrates how the community dedicated their lives to making downtown Holland a dynamic and pleasant environment. An extensive list of strategies are throughout the text.

CASE STUDIES (URBAN)

The following are case studies of downtown revitalization efforts in urban areas and are included because they contain ideas and approaches applicable to rural downtown revitalization efforts.

25

"Born Again." Julia Lewis. *Interior Design*, Vol. 70 (12), October 1999. pp.62-63.

Describes the Miami Design District that was developed out of a neighborhood that had suffered a decline in the 80's. This area was renovated through development of a design district with exclusive design businesses that developed showrooms and retail storefronts.

26

"Breathing New Life into Cities." Jeff Goldberg. *The Futurist*, Vol. 32 (8), Nov. 1998. 14 p.

Incorporates revitalization efforts with the traditional attractions of art and culture. Includes case study examples of the Arizona Science Center, the New Jersey Arts Center and information from the National Building Museum in Washington, DC.

27

Cities Back from the Edge: New Life for Downtown. Roberta Brandes Gratz and Norman Mintz. New York: John Wiley, 2000. 361 p.

Provides information on urban renewal and policy using case study examples of urban areas that have redeveloped their downtown districts and how the big ventures of stadiums and convention centers may prove to be less important than some of the lower costing more modest initiatives that address downtown problems. Areas covered include central business districts, sprawl, transportation issues and preservation of specific areas. Includes bibliographic references and an index.

28

"Downtown Development and Urban Reform, the Politics of Boston's Linkage Policy." Peter Dreier and Bruce Ehrlich. *Urban Affairs Quarterly*, Vol. 26 (3), March 1991. pp. 354-375.

Discusses revitalization based on mixed residential and commercial development and construction.

29

"Downtown or Ghost Towns? Saving the Cities." G. Serrao. *Journal of Housing*, Vol. 48 (5), September 1991. 255 p. NAL Call No.: HD7285. J68.

Discusses three success factors for downtown residential development: architectural design and unit layout; surrounding neighborhood; and affordable rents for potential development.

30

"Everyone goes...Downtown." Jane Adler. *Journal of Property Management*, Vol. 64 (3), May/June 1999. pp. 76-80.

An insight into how to develop infill properties in downtown areas. It provides factors such as access to shopping and dry cleaning facilities, security and parking as major issues to consider prior to development. It indicates that most people migrating and living in newly redeveloped inner city areas are young and single. Cases studies included.

31

"Mixed-Use Development Brings Back Downtown." *American City and County*, Vol. 115 (4), March 2000. p. 36.

Provides information on city plans of mixed-use development to revitalize the downtown area of Dayton, Ohio. An art center takes the place of an old department store as an anchor and also boosts rental and condominium housing units. It also includes more entertainment amenities as a draw and is including a "RiverScape" project complete with park.

32

"New Urbanism Brings Downtown Back." Tracy Heath. *Site Selection*, Vol. 45 (1), January 2000. pp. 149-150.

Gives examples of downtown revitalization efforts in Detroit, Cincinnati, Cleveland, Austin, Salt Lake City

and others. Cutting the cost of doing business is one of the key aspects of locating downtown to many businesses.

33

"Observations on Collaborations." Wendy Feuer and Ralph Steinglass. *Places* (Cambridge, Mass.), Vol. 13 (1), Winter 2000. pp. 70-73.

The experiences of a collaborative effort of about fifty architects to develop and organize the Cincinnati's Downtown Gateway Project.

34

"Same Place, New Face: Hotel Companies Tip Hat to Nostalgia in Renovating Historic Buildings." Christine Blank. *Hotel & Motel Management*, Vol. 214 (15), September 1999. p. 30.

Gives examples of several hotel companies that are spending millions of dollars renovating historic buildings in downtown areas creating a new ambience of the late 1800s and early 1900s. This new look at historic buildings gives a new feel for an older downtown area.

35

"Signage Guides Downtown Indianapolis Visitors." *American City and County*, Vol. 115 (1), January 2000. p. 48.

In response to a consumer survey, Indianapolis completed a new signage project to help direct visitors that had difficulty navigating the downtown areas. Signage was increased based on the attendance of the attraction.

Downtown Revitalization

GUIDANCE FOR DOWNTOWN REVITALIZATION

Included here are guidebooks, journal articles, and pamphlets designed to offer practical advice downtown revitalization. Planning or visioning is included here as a significant factor in successful downtown redevelopment efforts.

1

The 100 Best Small Art Towns in America: Where to Find Fresh Air, Creative People, and Affordable Living. John Villani. Santa Fe, NM: John Muir Publications, 1994. 209 p.

This source reinforces the trends taking place in quality small towns across America. Artists particularly find them attractive because of their peaceful atmosphere and aesthetic qualities. Highlighted are many examples of such towns and artists personal reflections about them. Emphasizes the important economic contributions that artists bring with them to these towns. An excellent guide for anyone who is interested in discovering more about some out of the way places.

2

Americans with Disabilities Act: a Compliance Manual. Diane M. Cahalan, ed. Chicago, IL: American Labelmark Co., 1993. 68 p.

Provides essential information for small towns on how to comply with federal standards. Gives explanations of what ADA requires. Includes low and no-cost choices for compliance.

3

Brownfields Redevelopment: A Guidebook for Local Governments and Communities. Seth D. Kirshenberg. Washington, DC: International City / County Management Association (ICMA), 1997. 1 vol. (Approximately 400 p.) Unpagged.

This guidebook was a joint venture between the Northeast-Midwest Institution and the ICMA and is a large compilation brownfield redevelopment efforts and the complex issues involved in this type of revitalization effort.

4

Developing Downtown Design Guidelines. Janice Pregliasco. Sacramento, CA: California Main Street Program, 1988. 47 p.

A guide for small community development emphasizing the importance of public participation in the process of revitalization. Points out that redevelopment takes time and commitment from all people involved.

5

Downtown Development Handbook. Washington D.C.: Urban Land Institute, 1992. 273 p.

This handbook serves as a step-by-step guide to downtown revitalization. It includes chapters on strategy, financing, transportation and parking, restoration, waterfront use and future trends, as well as photographs and case studies.

6

Downtown Safety: Addressing the Myths and the Realities. Dolores P. Palma and Doyle G. Hyett. Alexandria, VA: HyettPalma Publications, 1992. 40 leaves.

Provides insight into the topic of public safety for downtown areas. Examined are such issues as "community policing" and "user-friendly" ways of asking the community for their perceptions on town safety.

7

"Downtown Revitalization." Dolores P. Palma. *Municipal Maryland*, November 1994. pp. 6-8.

Many on-going downtown revitalization strategies are being conducted by towns across the country. This source outlines the best ingredients for achieving success. Those towns and cities that are enthusiastically receiving the enhancement programs are ones which have strong business and management initiatives tied in. Each of the ten initiatives are conveniently presented, complete with explanations and

Downtown Revitalization

successful case examples. Some of the initiative topics include: 1) market-driven business plans; 2) private-public partnerships; 3) focus groups; 4) downtown housing; 5) business counseling; and 6) management techniques from malls.

8

"Downtown Revitalization Myths." Dolores P. Palma. *New York State Municipal Bulletin*, January/February 1995. pp. 34-36.

Revitalization of downtowns has been occurring for well over twenty years. The information presented in this article is deeply rooted in professional knowledge surrounding the myths and realities of successful downtown redevelopment. Each of the ten "myths" is quoted in bold lettering and then thoroughly discussed independently. Formatted for easy reading and quick reference.

9

"Downtown Trends, Downtown Success." Dolores P. Palma. *Public Management*, December 1992, pp. 2-5.

Recent trends indicate that downtowns are being rejuvenated by communities across America. The renewed interest comes from taking a hard look at what downtowns traditionally were and still are for communities. Downtowns represent the business heart of the community and through careful planning, can become thriving economic centers offering jobs and generating tax revenues at the local level. Successful economic development can be the result of a well planned downtown revitalization. Outlines anticipated trends that downtowns are experiencing. These include: 1) New markets; 2) changes in downtown competition; 3) social changes; 4) planning changes; and 5) downtown management.

10

Downtown Visions: Taking Charge of Your Future. Dolores P. Palma and Doyle G. Hyett. Alexandria, VA: HyettPalma Publications, 1992. 33 leaves.

A guide for community-wide involvement in the revitalization of downtowns. Having a clear vision of

expectations creates harmony and builds trust for future economic success.

11

Fill-In-the-Blank Business Recruitment: A Workbook for Downtown Business Development. Kate Joncas. Washington, DC: National Main Street Center, National Trust for Historic Preservation, 1995.

This workbook teaches organizations how to determine what their target market is and recruit businesses to their town. It includes sections on identifying gaps and excesses in retail offerings, testing business opportunities, evaluating costs and helping troubled businesses.

12

Guiding Design on Main Street. Suzanne G. Dane. Washington, DC: National Main Street Center, National Trust for Historic Preservation, 1988. 200 p.

Outlines procedures for rehabilitating historic and older commercial buildings, as well as for developing strategies to manage design changes in historic downtown and neighborhood commercial districts. Includes authoritative information on developing design guidelines, implementing historic preservation ordinances, creating financial incentive programs and rehabilitating main street buildings.

13

"Is Downtown Worth Saving?" James Krohe, Jr. *Planning*, August 1992. pp. 9-13.

Provides an insider's look at what keeps downtowns alive and well. It is not just the revamping of historic buildings which account for revitalization but an entire "process" involving the exchange of ideas and services. Although we can never reproduce what downtowns were in the past, they still remain lively economic centers of daily life for many.

14

"Keeping Downtowns Safe." Dolores P. Palma. *Minnesota*, Vol. 80(5), May 1995. 3 p.

Instead of focusing on the image of downtown, leaders

are encouraged to take a hard look at the root of crime in communities. Often real crime is difficult to detect because of its allusive nature such as writing bad checks, muggings, and robberies. There are two ways that downtowns can approach safety issues: 1) community policing; and 2) downtown guides. Community policing means citizens and police working together to solve problems and downtown guides are programs which include non police assisting in electronic surveillance between a central base. Various cities and towns are highlighted that indicate proven safe town strategies.

15

"Meeting the Challenges of the Future: Main Street in the 21st Century." Dolores P. Palma. *California Main Street*, February 1992, 2 p.

"Futuring" was the word used at the Washington, DC "Downtown Think Tank" seminar to discuss the trends expected to take place for America's downtowns. This comprehensive discussion included categories likely to take prominence in downtowns over the next eight years. These include: 1) the evolving multi-faceted community center; 2) city and county facility centers; 3) family entertainment/ outing centers; and 4) quality-of-life-centers. Further discussion includes how downtowns are going to be used in the future, what downtown competition is going to be like, the social changes likely to occur, and downtown management of the future. Suggests that keeping abreast of the social, political, and economic changes in this country will greatly assist in securing successful downtowns.

16

Niche Strategies for Downtown Revitalization: A Hands-On Guide to Developing, Strengthening and Marketing Niches. N. David Milder. New York: Downtown Research and Development Center, 1997. 140 p.

Discusses types of niches, how to find a viable niche, organization and promotion, and recruitment of businesses which cater to your niche. Uses extensive tables and illustrations to provide examples of niches at work in real and hypothetical communities.

17

"Planning for Downtown 2000: Revitalization Demands Aggressive and Intentional Action." Dolores P. Palma. *Parking*, October 1993. pp. 23-25.

Provides solid advice to community leaders and offers planning actions needed for downtowns as we enter the 21st century. The role of downtowns will change in the future and so will the community's identity. Downtowns will be seen as community centers and a place for everyone to come together. What is needed is aggressive action from the private sector and the downtown community professionals. Strong downtown management from the private sector is seen as the most crucial factor to the future success of downtowns. Local government officials can improve downtowns by re-evaluating city regulations and ordinances which are sometimes not congruous with future redevelopment plans.

18

Revitalizing Downtown: The Professional's Guide to the Main Street Approach. Washington, DC: National Main Street Center, National Trust for Historic Preservation, 2000. 161 p.

This manual guides downtown professionals through the Main Street four-point approach to revitalization, including forming an organization, developing promotion, using design to improve downtown, and expanding business through economic restructuring.

19

Step-By-Step Market Analysis: A Workbook for Downtown. Kate Joncas. Washington, DC: National Main Street Center, National Trust for Historic Preservation, 1995. 67 p.

This workbook asks a series of questions such as: Who is doing business downtown? What is the business environment? Who are the customers? What are the retail sales and marketing opportunities? It helps organizations analyze their town and its needs.

20

"Things Are Much Better Downtown: Urban Retail Renewal Spreads Around Country." *Chain Store Age Executive*, Vol.69(10), October 1993. pp. 60-63. NAL Call No.: 286.28C34.

Provides examples of how different sized downtowns have engaged in revitalization. It discusses that downtown funding for redevelopment is not plentiful. No longer are funding issues strictly tied to public/private partnerships, but instead, the private sector is playing a stronger role in downtown redevelopment. Also states that downtowns need to try to find a means of co-existing with retail giants.

21

"Vision: Local Officials Are Taking Charge of Michigan's Future." Dolores P. Palma. *Michigan Municipal Review*, Vol. 26(10), December 1992. pp. 316-319.

Creating a "vision document" is a means for local officials and community leaders to become better attuned to their own communities. Citizens and leaders should have a shared vision for community growth. This document outlines three steps to assist in defining a preferred vision: 1) defining the community outreach process; 2) implementing the community outreach process; and 3) documenting/distributing the shared vision. An important final step in the vision process is to conduct a public presentation of the vision so that community members can be part of the process.

22

"Visioning: Taking Charge of the Future." Dolores P. Palma. *Virginia Town & City*, February 1992. 1 p.

Points out that we are living in times of constant change but also experiencing a flowering of active community involvement. A shared community vision is instrumental in defining a community's hopes and dreams. Steps for creating a visioning process include: 1) preparing: defining the community outreach process; 2) visioning: implementing the community outreach process; and 3) cementing: documenting and distributing the shared vision. The vision process also requires both the private and public sectors to come together and make the dream a reality.

Journals and Newsletters

Appalachia

Appalachian Regional Commission
1666 Connecticut Ave., NW
Washington, DC 20235
202-673-7968
FAX: 202-673-7930
NAL Call No.: HC107.A13A6
URL: <http://www.arc.gov>
Journal URL:
<http://www.arc.gov/infopubs/infomain.htm>

Downtown Idea Exchange

Downtown Research & Development Center
215 Park Ave. South
Suite 1301
New York, NY 10003
212-228-0246
FAX: 212-228-0376
URL: <http://www.DowntownDevelopment.com>
Journal URL:
<http://www.alexcommgroup.com/drdc/dpr.html>

Downtown News Briefs

International Downtown Association
910 17th, NW Suite 210
Washington, DC 20006
202-293-4505
FAX: 202-293-4509
URL: <http://www.ida-downtown.org>

Downtown Promotion Reporter

Downtown Research & Development Center
215 Park Ave. South
Suite 1301
New York, NY 10003
212-228-0246
FAX: 212-228-0376
URL: <http://www.DowntownDevelopment.com>
Journal URL:
<http://www.alexcommgroup.com/drdc/die.html>

Fortune

The Time Inc. Magazine Company
Time & Life Bldg., Rockefeller Center
1271 Ave. of the Americans

New York, NY 10020
212-522-1212
FAX: 212-675-2699
NAL Call No.: 110 F722
URL: <http://www.fortune.com>
Journal URL:
<http://www.pathfinder.com/fortune/magazine/index.html>

Journal of Housing & Community Development
National Association of Housing and Redevelopment
Officials

630 Eye St., NW
Washington, DC 20001
202-289-3500
FAX: 202-289-8181
URL: <http://www.nahro.org>
Journal URL:
<http://www.nahro.org/publications/johcd.html>

Journal of the Community Development Society

1123 N. Water St.
Milwaukee, WI 53202
414-276-7106
FAX: 414-276-7704
URL: <http://www.comm-dev.org>

Main Street News

National Main Street Center
1785 Massachusetts Ave., NW
Washington, DC 20036
202-588-6219
FAX: 202-588-6050
URL: <http://www.mainst.org>

National Real Estate Investor

Communication Channels, Inc.
6255 Barfield Rd.
Atlanta, GA 30328-4369
404-256-9800
FAX: 404-256-3116

Planning

American Planning Association
1212 South Michigan Ave.
Suite 1600

Rural Information Center Publication Series

Chicago, IL 60603
312-431-9100
FAX: 312-431-9985
NAL Call No.: HT167.A42
URL: <http://www.planning.org>
Journal URL:
<http://www.planning.org/pubs/planning.html>

Preservation

National Trust for Historic Preservation
1785 Massachusetts Ave., NW
Washington, DC 20036
1-800-315-NTHP
202-588-6000
FAX: 202-588-6038
URL: <http://www.nthp.org>

Presstime

Newspaper Association of America
1921 Gallows Rd.
Suite 600
Vienna, VA 22812-3900
703-902-1600
FAX: 703-902-1616
URL: <http://www.naa.org/presstime/index.html>

Public Management

International City/County Management Association
777 North Capitol St., NE
Suite 500
Washington, DC 20002
202-289-4262
FAX: 202-962-3500
NAL Call No.: HT175.B73
URL: <http://www.icma.org>

Public Works

Public Works Journal Corporation
200 S. Broad St.
Ridgewood, NJ 07451
201-445-5800
FAX: 201-445-5170
NAL Call No.: 290.8 M922
URL: <http://www.pwmag.com>

Rural Development News
Iowa State University

North Central Regional Center for Rural Development
108 Curtiss Hall
Ames, IA 50011-1050
515-294-7648
FAX: 515-294-3180
NAL Call No.: HN79.A14R87
URL: <http://www.ncrcrd.iastate.edu>
Journal URL:
<http://www.ag.iastate.edu/centers/rdev/rdn.html>

Small Town

Small Towns Institute
Box 517
Ellensburg, WA 98926
509-925-1830

ORGANIZATIONS

American Planning Association

1776 Massachusetts Ave., NW
Washington, DC 20036
202-872-0611
FAX-on-Demand: 1-800-800-1589
URL: <http://www.planning.org/>

A non-profit, public interest group that focuses on research, policy, education and information dissemination for practicing planners, officials, and citizens involved with urban and rural planning issues. Also has the Small Towns and Rural Planning Division with specific small town focus.

Downtown Research & Development Center

215 Park Ave. South, Suite 1301
New York, NY 10003
212-228-0246
1-800-232-4317 ext. 100
FAX: 212-228-0376
URL: <http://www.DowntownDevelopment.com>

Analyzes and reports on downtown problems and solutions. Conducts research, publishes books, reports and studies, holds seminars and workshops and acts as the international clearinghouse on downtown revitalization.

International City/County Management Association (ICMA)

777 North Capital Street, NE, Suite 500
Washington, DC 20002
202-289-4262
URL: <http://www.icma.org/>

The “professional and educational organization representing appointed managers and administrators in local governments.” Services include: annual conference; publications; research; and special focused initiatives that include brownfields, sustainable communities, Intelligent transportation systems, performance measurement, military base reuse smart growth and best practices symposium are just some of the many programs.

International Downtown Association (IDA)

910 17th St., NW
Suite 210
Washington, DC 20006
202-293-4505
FAX: 202-293-4509
EMAIL: question@ida-downtown.org
URL: <http://www.ida-downtown.org>

Dedicated to the revitalization of downtown areas and their adjacent neighborhoods. Focuses its programs on effective management of downtowns, including retailing, security, maintenance, physical design, business development, transportation, culture and entertainment.

National Association of Towns and Townships (NATaT)

444 North Capitol St., NW
Suite 208
Washington, DC 20001-1202
202-624-3550
FAX: 202-625-3554
EMAIL: natat@sso.org
URL: <http://www.natat.org>

Provides technical assistance, educational services, and public policy support to local government officials of small communities across the country. Conducts research and develops public policy recommendations to help improve the quality of life in small communities.

National Center for Small Communities

444 N. Capitol St., NW
Washington, DC 20001
202-624-3550
FAX: 202-624-3554
EMAIL: ncsc@sso.org
URL: <http://www.natat.org/ncsc/default.htm>

Provides small-town decision makers with the tools to govern effectively and the skills to expand local economies, protect natural resources and preserve community character. Offers access to training

Rural Information Center Publication Series

materials, community problem-solving strategies, public policy research and other resources.

National Main Street Center

1785 Massachusetts Ave., NW
Washington, DC 20036
202-588-6219
FAX: 202-588-6050
URL: <http://www.mainst.org>

Assists states, communities and citizens in the revitalization of business districts within a preservation context. Provides information and consultation on downtown revitalization, through technical assistance, the National Main Street Network, conferences, products and Main Street Certification Institute.

Small Towns Institute

Third Ave. and Poplar St.
P.O. Box 517
Ellensburg, WA 98926
509-925-1830

Collects, assembles and disseminates information of value to small town planning, revitalization and environmental programs

Urban Land Institute

1025 Thomas Jefferson St., NW
Suite 500 West
Washington, DC 20037
1-800-3212007
202-624-7000
FAX: 202-624-7140
URL: <http://www.uli.org>

Encourages effective urban planning and development through research and education. Nineteen councils conduct studies of industrial potentials, downtown problems and new area development.

REGIONAL CENTERS FOR RURAL DEVELOPMENT

North Central Regional Center for Rural Development

108 Curtiss Hall

Iowa State University
Ames, IA 50011-1050
515-294-7648
FAX: 515-294-3180
URL: <http://www.ncrcrd.iastate.edu>

Northeast Regional Center for Rural Development

7 Armsby Building
The Pennsylvania State University
University Park, PA 16802-5602
814-863-4656
FAX: 814-863-0586
URL: <http://www.cas.ncrcrd.psu.edu>

Southern Rural Development Center

Box 9656
410 Bost Extension Building
Mississippi State University
Mississippi State, MS 39762
601-325-3207
FAX: 601-325-8915
URL: <http://ext.msstate.edu/srdc/>

Western Rural Development Center

Utah State University
8335 Old Main Hill
Logan, UT 84322-8335
435-797-9732
FAX: 435-797-9733
URL: <http://www.ext.usu.edu/WRDC>

The four regional centers coordinate rural development research and extension education through out the United States. They focus on social and economic problems common to rural areas of the region through a cooperative multi disciplinary effort, including financing, public services, fiscal analyses and leadership roles. They studies economic development, improved community facilities and services, capacity building and natural resources.

Downtown Revitalization

State and Regional Coordinators for the National Main Street Center

The Alabama Historical Commission

468 South Perry St.
Montgomery, AL 36130-0900

334-230-2663

FAX: 334-262-1083

URL: <http://www.preserveala.org/>

Arizona Mainstreet Program

Department of Commerce and
Community Development
3800 N. Central, Suite 1400

Phoenix, AZ 85012

602-280-1350

FAX: 602-280-1305

URL: [http://www.commerce.state.az.us/
commasst/mainst.shtml](http://www.commerce.state.az.us/commasst/mainst.shtml)

Main Street Arkansas

1500 Tower Bldg.

323 Center St.

Little Rock, AR 72201

501-324-9880

FAX: 501-324-9184

California Main Street Program

California Trade and Commerce Agency

801 K St., Suite 1700

Sacramento, CA 95814

916-322-3536

FAX: 916-322-3524

URL: <http://www.commerce.ca.gov/business/select/communities/mainstreet/>

Connecticut Main Street Program

Northeast Utilities Service Company

107 Selden St.

Berlin, CT 06037

860-665-5168

FAX: 860-665-5755

Delaware Main Street Program

Delaware Development Office

99 Kings Highway

Dover, DE 19901

302-739-4271

FAX: 302-739-5749

URL: [http://www.state.de.us/dedo/departments/
mainstreet/](http://www.state.de.us/dedo/departments/mainstreet/)

Florida Main Street Program

Bureau of Historic Preservation

Division of Historical Resources

500 S. Bronough St.

4th Fl./Rm. 411

Tallahassee, FL 32399-0250

904-487-2333

FAX: 904-922-0496

URL:

http://www.dos.state.fl.us/dhr/bhp/main_st/

Georgia Main Street Program

Center for Business and Economic Development

800 Wheatley St.

Georgia Southwestern College

Americus, GA 31709

912-931-2124

FAX: 912-931-2092

Main Street Hawaii

Department of Land and Natural Resources

33 South King St., 6th Fl.

Honolulu, HI 96813

808-587-0003

FAX: 808-587-0018

URL: <http://www.hawaii.gov/dlnr/hpd/mainstreet.html>

Main Street Partnership (Illinois)

220 South State St., Suite 1880

Chicago, IL 60604

312-427-3688

FAX: 312-427-6251

Illinois Main Street Program

612 Stratton Bldg.

Springfield, IL 62706

217-524-6869

FAX: 217-782-7589

URL: <http://www.state.il.us/ltgov/mainst.htm>

Indiana Main Street Program

Department of Commerce
Indiana Commerce Center
One North Capital, Suite 700
Indianapolis, IN 46204-2288
317-232-8910
FAX: 317-232-4146

Main Street Iowa

Iowa Department of Economic Development
200 East Grand Ave.
Des Moines, IA 50309
515-242-4733
FAX: 515-242-4859
URL: <http://www.state.ia.us/ided/crd/mainstreet/>

Kansas Main Street Program

Kansas Department of Commerce and Housing
700 S.W. Harrison St., Suite 1300
Topeka, KS 66603-3712
913-296-3485
FAX: 913-296-0186
URL: <http://kicin.cecase.ukans.edu/kdoch/html/main.html>

Kentucky Main Street Program

Kentucky Heritage Council
300 Washington St.
Frankfort, KY 40601
502-564-7005
FAX: 502-564-5820
URL: <http://www.state.ky.us/agencies/khc/main.htm>

Louisiana Main Street Program

Division of Historic Preservation
P.O. Box 44247
Baton Rouge, LA 70804
1051 North 3rd Street, Room 402 (70802)
504-342-8160
FAX: 504-342-8173
URL: <http://www.crt.state.la.us/crt/ocd/hp/msmain.htm>

Maryland Main Street Center

100 Community Pl., DHCD/DNR
Crownsville, MD 21032
410-514-7265
FAX: 410-987-4660
URL: <http://www.dhcd.state.md.us/mainstmd.htm>

Downtown Revitalization Program

The Commonwealth of Massachusetts
Executive Office of Communities and Development
100 Cambridge St.
Boston, MA 02202
617-727-7180 ext. 426
FAX: 617-727-4259

Minnesota Main Street Project

500 Metro Square
121 Seventh Pl. East
St. Paul, MN 55101
612-297-1755
FAX: 612-297-1290

Mississippi Downtown Development Association

P.O. Box 2719
Jackson, MS 39207
601-948-0404
FAX: 601-353-0402

Missouri Main Street Program

Missouri Dept of Economic Development
P.O. Box 118/301 West High St.
Truman Bldg., Rm. 770
Jefferson City, MO 65102
573-751-7939
FAX: 573-526-8999
URL: <http://www.ecodev.state.mo.us/cd/mainstr.html>

Nebraska Leid Main Street Program

Dept. of Community and Regional Planning
University of Nebraska
309 Architecture Hall
P.O. Box 880105
Lincoln, NE 68588-0149
402-472-0718
FAX: 402-472-3806

Downtown Revitalization

Main Street New Jersey

Department of Community Affairs
P.O. Box 806
101 South Broad St.
Trenton, NJ 08625
609-633-9769
FAX: 609-292-9798
email: msnj@juno.com

503-222-2182
FAX: 503-222-2359

Pennsylvania Downtown Center

412 North Second St.
Harrisburg, PA 17101-1342
717-233-4675
FAX: 717-233-4690
URL: <http://www.padowntown.org>

New Mexico Main Street Program

Economic Development and Tourism
1100 St. Francis Dr.
Santa Fe, NM 87503
505-827-0200
FAX: 505-827-0407

Pennsylvania Main Street Program

Department of Community and Economic Development
502 Forum Bldg.
Room 372
Harrisburg, PA 17120
717-720-7411
FAX: 717-234-4560

North Carolina Main Street Center

NC Department of Commerce
Div. of Community Assistance
P.O. Box 12600
Raleigh, NC 27605-2600
919-733-2850
FAX: 919-733-5262
URL: <http://www.dca.commerce.state.nc.us/mstreet.htm>

Corazon Del Pueblo

P.O. Box S 4275
San Juan, PR 00905
787-728-5585
FAX: 787-722-8477

Downtown Ohio, Inc.

61 Jefferson Ave.
Suite 203
Columbus, OH 43215
614-224-5410
FAX: 614-224-5450

South Carolina Downtown Development Association

PO Box 11637
Columbia, SC 29211
1529 Washington St. (29201)
803-933-1226
FAX: 803-933-1299

Oklahoma Main Street Program

Oklahoma Department of Commerce
P.O. Box 26980
Oklahoma City, OK 73126-0980
900 N. Stiles (73104)
405-815-5115
FAX: 405-815-5234
URL: <http://www.odoc.state.ok.us/homepage/mainstr.nsf/pages/main>

Tennessee Main Street Association

Department of Economic and
Community Development
109 Third Ave. South
Suite 112
Franklin, TN 37064
615-591-9091
FAX: 615-591-9441
URL: <http://www.state.tn.us/ecd/mstreet.htm>

Oregon Main Street Program

Livable Oregon, Inc.
921 S.W. Morrison St., Ste. 508
Portland, OR 97205

Texas Main Street Center

Texas Historical Commission
PO Box 12276/1511 Colorado St.
Austin, TX 78711
512-463-6092

FAX: 512-463-5862
URL: <http://www.thc.state.tx.us/mst.html>

Madison, WI 53707
608-267-3855
FAX: 608-266-8969
URL: <http://www.commerce.state.wi.us/CD-bdd-main-over.html>

Utah Main Street Program

Dept. of Community and
Economic Development
324 South State St., Suite 500
Salt Lake City, UT 84111
801-538-8638
FAX: 801-538-8888

**State of Wyoming
Division of Economic and Community
Development**

6101 Yellowstone Rd.
Cheyenne, WI 82002
307-777-6436
FAX: 307-777-5840

Vermont Downtown Program

Certified Local Government Program
Vermont Division for Historic Preservation
National Life Building
Drawer 20
Montpelier, VT 05620-1201
802-828-3042
FAX: 802-828-3206

Virginia Main Street Program

Dept. of Housing and Community
Development, Third Floor
501 North Second St.
Richmond, VA 23219
804-371-7030
FAX: 804-371-7093
URL: <http://www.state.va.us/dhcd/mainst.html>

Washington Downtown Revitalization Services

906 Columbia S.W., P.O. Box 48300
Olympia, WA 98504-8300
360-586-8977
FAX: 360-586-0873

West Virginia Main Street Program

Capitol Complex, Bldg. B531
Charleston, WV 25305
304-558-0121
FAX: 304-558-0449
URL: <http://www.state.wv.us/wvdev/cd/mswv.htm>

Wisconsin Main Street Program

Department of Development
201 West Washington