



WAXAHACHIE REASSESSMENT REPORT

April 12–13, 2011

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History of Waxahachie

The following information on the history of was taken from the Handbook of Texas Online located at www.tshaonline.org/handbook/online/articles/hew02, accessed February 15, 2011

Waxahachie, the county seat of Ellis County, is on Interstate Highway 35E and U.S. Highway 287, thirty miles south of Dallas in the central part of the county. The name comes from an Indian word meaning “cow” or “buffalo” and is also the name of a local creek. Waxahachie was established as the seat of the new county in August 1850 on land donated by Emory W. Rogers, a pioneer settler. Rogers, J. D. Templeton, W. H. Getzendaner, B. F. Hawkins, and J. H. Spalding were among the first settlers in the community, which began with just over 100 residents and grew rapidly from the start. In 1850 the first county courthouse was built, and a general store and the post office opened. Other businesses and residences soon followed. Local residents had organized a Methodist church in the spring of 1849 at Rogers’s home. The first church building was constructed in 1851 on land owned by Rogers. Before the Civil War four churches-Methodist, Baptist, Cumberland Presbyterian, and “Old School” Presbyterian-existed in Waxahachie. The community’s first school of any consequence, the Waxahachie Academy, was established in 1860 and operated for thirty-seven years. A system of free public schools soon developed. The community’s first bank, owned by J. W. Ferris and W. H. Getzendaner, began operation on July 1, 1868. The first newspaper, the Waxahachie Argus, began publication in 1870. The town has continued to support at least one newspaper since that time. Waxahachie was incorporated on April 28, 1871, and adopted a mayor-alderman form of government. Four years later the state legislature granted a corporate charter to the investors in the Waxahachie Tap Railroad to construct and operate a rail line to Garrett, twelve miles east. Ground was broken for the line on June 14, 1875; construction was completed, and the line was in operation in September 1879. Within one year of its completion the road transported over 5,000 bales of cotton from Waxahachie and carried over 140 carloads of lumber into the community. The arrival of additional rail lines during succeeding decades combined with the county’s growing agricultural production to accelerate prosperity and rapid growth. The Civil War and Reconstruction seemed to have little effect on the development of Waxahachie.



By 1880 the population stood at 1,354. The following year the Waxahachie Tap was absorbed by the Houston and Texas Central Railway, which extended the line, and thus the town’s connections, to Fort Worth. Six years later the Missouri, Kansas and Texas Railroad built through Waxahachie. In 1876 the Methodist Episcopal Church, South, had founded a high school called Marvin College in Waxahachie; in 1884 the church sold the institution to the town for use as one of six free public schools. That year Waxahachie had ninety businesses. By 1899 it had over 100 businesses, including an electric light factory. Its population rose from 3,500 in 1890 to 4,000 in 1892, and by 1892 four banks and three weekly newspapers operated in the community. The mule-drawn Waxahachie Street Railroad provided public transportation. The population reached 4,215 in 1900. In 1900 and 1901 a cotton textile mill, capitalized at \$100,000, began operation. The finished plant had 204 looms and 9,000 spindles and used 4,000 bales of cotton a year to produce single-filling duck and toweling cloth. The plant doubled its capacity in 1907, but, like many of the plants constructed during the South’s “cotton mill campaign” of the late nineteenth and early twentieth centuries, it eventually became unprofitable and closed down.

Trinity University moved to Waxahachie from Tehuacana in 1902 and operated there until 1942. The Nicholas P. Sims Public Library opened on April 5, 1905, on land donated by W. H. Getzendaner. The library began from

Judge O. E. Dunlap's collection. The Trinity and Brazos Valley Railway completed construction through Waxahachie in 1907. Five years later the completion of an electric interurban line from Dallas through Waxahachie to Waco further increased the town's transportation facilities. By 1920 Waxahachie had a population of 7,958 and 200 businesses, including three banks, three cottonseed oil mills, five cotton gins, and two daily and two weekly newspapers. Local manufacturing plants in 1926 included cotton textile mills, a garment factory, a broom factory, and an ice and ice cream factory. Besides Trinity University, a high school and four elementary schools, served 250 students. In 1933, when the town was incorporated, it had a population of 8,042 persons and 280 businesses.

Though population growth slackened during the years of the Great Depression and World War II, the reversal was not lasting. The town's number of businesses decreased from 280 in 1933 to 212 in 1945, but its population actually increased to 8,655. This increase was no doubt connected to the local agricultural, commercial, and industrial economic foundation. Although Trinity University left the town in 1942, its grounds were occupied the following year by the Southwestern Bible Institute, which moved to Waxahachie from Enid, Oklahoma. This institution later changed its name to Southwestern Assemblies of God College and became coeducational. A branch of Navarro College is also located in Waxahachie. Between 1952 and 1964 Waxahachie had a population increase from 11,196 to 13,712. Local businesses continued to number around 300. Although the population declined slightly from its high of 15,720 in 1968 to 13,452 in 1977, the town became increasingly industrialized. A cottonseed oil mill, feed and poultry processing plants, and clothing, furniture, and fiberglass manufacturers all operated in the community. In the late 1980s Waxahachie had 336 businesses, including the Waxahachie Daily Light and radio station KBEC.

Waxahachie has been nicknamed the Gingerbread City because of the architecture of several beautiful homes and buildings remaining from before 1900. A yearly tour known as the Gingerbread Trail includes Victorian-style houses with gingerbread carpentry, the most popular architectural style, as well as combinations with Queen Ann's, Classic Renaissance, or Roman Doric revival. The red sandstone and granite Victorian courthouse, designed by James Riely Gordon and completed in 1897, graces the town's square. The Nicholas P. Sims Library (1905) and the octagonally shaped Chautauqua Auditorium (1902) are examples of the 300 Waxahachie structures listed on the National Register of Historic Places. In the 1980s four movies were filmed in Waxahachie—Places in the Heart, 1918, and Tender Mercies (all 1985) and The Trip to Bountiful (1986). The town is home to the Ellis County Historical Museum and Gallery and also hosts the annual Scarborough Renaissance Faire and an annual Christmas parade and tour of homes. In 1990 Waxahachie had a population of 18,168.

* The January 1, 2010 population estimate for Waxahachie was 28,573 according to the office of the Texas demographer at www.txscd.utsa.edu (accessed June 22, 2011)

BIBLIOGRAPHY: Margaret L. Felty, Handbook of Texas Online (www.tshaonline.org/handbook/online/articles/hew02), accessed February 15, 2011.

Chapter 1: Introduction

In April 2011, a team of downtown revitalization and historic preservation professionals visited Waxahachie, a recertified designated Texas Main Street city. Waxahachie had originally been designed from 1983-1990 and then was recertified in 2002. The purpose of the site visit was to provide external input and insight to the entities involved with the Main Street effort in the community, and to present some new ideas pertaining to operating under the national Main Street model. The reassessment visits are centered around the philosophy that any sophisticated organization is always looking both internally and externally at ways to increasingly get better, even if the organization is already functioning at a high level of effectiveness. The multi-day site visit was the 18th made to Texas Main Street communities in the past 18 months. The reassessment visit that resulted in the production of this manual was the result of a Preserve America grant provided by the National Park Service (NPS), U.S. Department of the Interior, to the Texas Historical Commission's (THC) Texas Main Street Program (TMSP). Preserve America is administered by the Advisory Council on Historic Preservation, with assistance by the NPS.

The grant has allowed the TMSP to expand and enhance technical preservation assistance provided to Texas Main Street communities across the state that also have Preserve America designations. There are currently 867 communities across the country with Preserve America designations. Of those, 32 are designated Main Street communities in Texas. There are a total of 74 Preserve America cities in Texas.

During the site visit, information gathering and input meetings were held with local policy makers, stakeholders, volunteers, and staff of the program. The team included staff members of the THC's Community Heritage Development (CHD) division and several nationally known consultants specializing in the areas of design, organization, economic restructuring, and promotion as pertaining to the Main Street initiative.

Preserve America

www.preserveamerica.gov

Begun in 2003 as a federal initiative, Preserve America is a collaboration between the Advisory Council on Historic Preservation, the U.S. Departments of Defense, Interior, Agriculture, Commerce, Housing and Urban Development, Transportation, Education, National Endowment for the Humanities, President's Committee on the Arts and Humanities, and the President's Council on Environmental Quality.

Preserve America encourages and supports community efforts to preserve and enjoy America's priceless cultural and natural heritage. The goals of the program include a greater shared knowledge about the nation's past, strengthened regional identities and local pride, increased local participation in preserving the country's cultural and natural heritage assets, and support for the economic vitality of our communities. Since the program's inception in 2003, the First Lady of the United States has served as the Honorary Chair of Preserve America.

Resources of the Preserve America initiative that are available to local communities include:

- **Preserve America designation:** recognizes and designates communities which protect and celebrate their heritage, use their historic assets for economic development and community revitalization, and encourage people to experience and appreciate local historic resources through education and heritage tourism programs. Through this designation, a community becomes eligible to apply for Preserve America grants.
- **Preserve America grants:** More than \$20 million in matching grants has been awarded to 256 projects throughout the country since 2006 to support community efforts to demonstrate sustainable uses of their historic and cultural sites, focusing on economic and educational opportunities related to heritage tourism. As of summer 2011, under U.S. Public Law 112-10, federal funding had not been appropriated for Preserve America grants, so for FY 2011 applications for grants were not being accepted.



- **Presidential Award:** recognizes organizations, businesses, and government entities for exemplary accomplishments in the sustainable use and preservation of cultural or natural heritage assets, demonstrated commitment to the protection and interpretation of America's cultural or natural heritage assets, and integration of these assets into contemporary community life, combining innovative, creative, and responsible approaches to showcasing historic local resources. The Historic Courthouse Preservation Program of the THC is a past recipient of this award.

Texas Main Street Program

www.thc.state.tx.us

The TMSP is part of the CHD division of the THC and is the state coordinating program that operates in affiliation with the National Main Street Center (www.preservationnation.org/main-street/) of the National Trust for Historic Preservation. In 1981, following a pilot project of the national center that studied ways to address the decline of America's downtowns, the TMSP became one of the first six state coordinating programs in the nation. This year, the state program celebrates its 30th year of providing services to local Main Street programs.



Local Main Street programs achieve their objectives by operating under the Four Point Approach™ of the National Main Street Center. Through this approach of organization, design, economic restructuring and promotion, all of the critical challenges of downtown revitalization in a historic context can be addressed.

Today, there are 87 Texas Main Street programs (86 officially designated programs and 1 provisional). The programs are in cities of all population sizes, ranging from about 2,000 to more than 200,000, and in all areas of Texas. Reinvestment figures reported by local programs show that significant economic development impact can be realized through historic preservation. Texas Main Street programs also work toward sustainable revitalization efforts. The average length of time that local programs have been officially recognized is twelve years.

Chapter 2: Executive Summary

In order to keep moving forward effectively, local Main Street programs should annually update their existing work plans and review their courses of action through a more formal strategic planning process every three to five years. Through a grant provided to the Texas Historical Commission's Texas Main Street Program by Preserve America and the National Park Service, the state office has been given the opportunity to assist a select number of local programs in Texas by bringing in downtown revitalization and historic preservation professionals from across the country to provide external input and recommendations that may help them continue to move forward successfully under the national Main Street Four Point Approach of organization, promotion, economic restructuring and design. While not formally one of the four points, another important component is heritage tourism.

The primary recommendations from the Waxahachie site visit are outlined below and fully detailed in the various sections of this report.

The organization section reviews what is generally referred to as Ten Criteria, the national concept's benchmark for success. These criteria include having broad-based community support, adequate funding and active volunteers. Nine recommendations were made in this section, including to consider a reorganization in order to get back to the basics of the Main Street Four Point Approach™ organizational structure and to broaden the volunteer base as it pertains to leadership and updating work plans so that they fully allow opportunities for broad-based involvement from a diverse range of downtown stakeholders. These are not unusual recommendations for long-time Main Street programs (Waxahachie was recertified in 2002 and had previously been a Main Street city from 1983-1990). Other recommendations target Waxahachie's already successful preservation programming and encourage expanding preservation activities and incentives for historic property owners in the downtown.

Thirteen recommendations in the promotion section range from the traditional staples—such as dressing up vacant store windows to create better buzz and tell the preservation story, doing a market analysis and downtown marketing plan—to utilizing technology at an even higher level to brand the downtown. These recommendations dovetail with the next section—heritage tourism. Here, the general principles and impact of a strategic heritage tourism program for downtown are covered. Recommendations include developing an interpretive master plan for heritage tourism that works in partnership with other planning activities and 'telling your stories on the streets' by upgrading existing visitor products and embracing new technologies.

In the economic restructuring section, recommendations fall into four general categories: understanding downtown's evolving market dynamics; strengthening relationships with existing businesses and property owners; recruiting additional businesses; and continuing to provide incentives and develop financing tools.

The design section first looks at downtown Waxahachie's physical setting and existing conditions. The recommendations include a host of less intense design activities such as maintaining historic awnings and canopies that add so much to the Main Street district's physical appearance. The section author also provides an overview of design guidelines, which are currently being considered, and encourages this process to continue as design guidelines help to "raise the bar of quality" for building improvement projects. As with some of the other sections, signage and incentives—so critical to the successful Main Street effort—are also covered.

Chapter 3: Main Street Four Point Approach™: Organization

The Organization point of the Main Street Four-Point Approach™ is really the backbone of a successful downtown revitalization effort. This point involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a Main Street revitalization program.

For purposes of the Preserve America reassessments, the emphasis under the Organization point is to examine whether the Main Street area has:

- Broad-based support for the commercial district revitalization process from public and private sectors
- Vision and mission statements relevant to community conditions and to the local Main Street program's organizational stage
- Comprehensive Main Street work plan
- Historic preservation ethic
- Active board of directors and committees
- Adequate operating budget
- Paid, professional program manager
- Program of ongoing training for staff and volunteers
- Reporting of key statistics
- Current member of National Main Street Network

Not coincidentally, annual progress of each local Texas Main Street program is measured through an annual report called the 10 Criteria Survey that focuses on these 10 areas.

The following observations and recommendations are based on the information gathered from materials received in preparation for the visit along with online research and onsite meetings with the organization leaders, community stakeholders, and city leaders.

Observations and Recommendations

Waxahachie became a certified Main Street City in 1983 and remained in the program until 1990. The community was re-certified again in 2002 and became a Preserve America Community in 2004. Waxahachie has also received the prestigious designation from the THC as a First Lady's Texas Treasures Award recipient in 2010 (Figure 3-1).

Observation: Broad-Based Community Support

A number of dedicated individuals and organizations offer support to the various committees and activities associated with the WMSP. The city has been proactive in its support of downtown revitalization efforts including funding for the positions of a Main Street director and downtown maintenance worker. Tax Increment Reinvestment Zone (TIRZ) funding for key projects, in-kind donations, and demonstrated philosophical support of the downtown revitalization efforts further demonstrate the city's strong commitment. The Main Street managers, training hosted in February of 2010 illustrated great broad-based support as evidenced by the outpouring of resources and funding from a number of stakeholders throughout the community.

Recommendation #1: As it becomes increasingly competitive to garner volunteers and funding and as municipal budgets continue to experience challenges, it is even more important to make sure elected officials and their constituents are continually engaged and reminded of the program's accomplishments. The WMSP should continue to expand opportunities for ever more diverse stakeholder involvement and buy-in. Waxahachie has a number of committed and passionate advocates already working to better the community. These wonderful community champions should be leveraged as the strongest asset in the ability to strengthen the WMSP and become recognized as "THE" downtown revitalization group.



Figure 3-1: First Lady's Texas Treasures Logo.

Observation: Vision and Mission Statements

The vision and mission statements appear to be reflective of the current program goals. As stated in the program's most recent annual report (10-criteria) they are:

Mission Statement:

The Waxahachie Main Street Program is a public-private partnership with the sole purpose of enhancing the downtown business district. Through the utilization and successful implementation of the Main Street Program's 4-point approach, all activities will support making downtown Waxahachie a clean, enjoyable, and thriving place to live, work and visit.

Vision Statement:

We envision downtown Waxahachie to be a thriving destination for visitors and Waxahachie citizens alike as well as a vibrant central business district. Through a program of restoration and rehabilitation we will preserve our historic structures while utilizing them for modern purposes.

Recommendation #2: Make sure the vision and mission statements are reviewed annually and updated as necessary.

Observation: Comprehensive Work Plan

Work plans are in place for all four committees. The Waxahachie Partnership, Inc. (WPI) currently assumes the role of the Organization Committee. The Organization Committee work plan is comprised of items, which in keeping with the traditional Main Street model, more appropriately belong on the Economic Restructuring, Design, and Promotion Committee work plans. For example, "Promote downtown as a desired shopping and dining destination" should be, and is currently and more appropriately, listed as a Promotion Committee work plan item. However, it is not a work plan item normally associated with the Organization Committee whose primary tasks should be targeted towards the areas of membership development, fundraising, and managing the financial and logistical aspects of the organization.

The Heritage Preservation Commission (HPC) acting as the Design Committee, administers the city's tax incentive program. It also provides brochures outlining the process of restoring historic structures. It helps to instill a preservation ethic in the community by working with school children to educate them about historic preservation and adding an element of fun by providing coloring books with pictures of local historic buildings. Other activities include assistance to property owners with consultations, from the TMSP regarding historic restoration projects, participation with Preservation Month, involvement with local design guidelines and ordinances, as well as seeking to further its own knowledge by attending appropriate training opportunities and workshops.

The Waxahachie Downtown Merchants Association (WDMA) acts as the Promotion Committee. This group lists on its work plan items such as identifying and recruiting appropriate new businesses. This item is seemingly well placed as a joint effort with the Economic Restructuring (ER) Committee. Expanding holiday activities and events, promoting downtown as a desired shopping and dining destination, and developing new programs and activities round out the committee's work plan goals. The Summer Moonlight Movie Series, Farmers Market, Discover Downtown event, and Choose Waxahachie! campaign all help to promote the downtown.

The TIRZ Board acts as the ER Committee of the Main Street Four Point Approach.[™] This group has secured funding and carried out the preservation and restoration of the historic MKT (Missouri, Kansas and Texas) depot. Currently, a restaurateur is being actively sought for this facility. This board has also been instrumental in the Texas Theater project including ongoing maintenance and repairs, painting of the exterior, and working to assist the tenant /management entity with efforts to make the theater an important destination in the downtown once again. Additionally, this group reviews projects submitted for TIRZ funds and are developing a strategic plan for investing those funds.

Recommendation #3: Existing work plans are heavily staff-driven and not necessarily structured to allow opportunities for broad-based involvement from a diverse range of downtown stakeholders. Work plans should ideally distribute activities and tasks to a broad range of volunteers and program participants. This allows

for volunteers to play a meaningful role in the downtown revitalization process and to feel a sense of ownership and connection.

The Organization Committee should take on more traditional tasks as outlined in the Active Main Street Board and committees section.

The Promotion Committee should continue to be actively engaged in special events and activities, but should develop more retail promotions, focus on image development, and the development of a marketing plan. It also may want to partner with the ER Committee to conduct a market analysis.

Whenever possible, it is encouraged for committees to work collaboratively on projects, such as with the depot and theater projects where ER, Design, and Promotion Committee's all intersect, and with the potential of conducting a market analysis which involve the ER and Promotion Committee's.

Observation: Historic Preservation Ethic

Known as the Gingerbread City, Waxahachie boasts five National Register Historic Districts. The community contains an impressive number of historic structures including the spectacular Ellis County Courthouse. The city government has been proactive in preservation efforts, establishing the HPC eleven years ago. A great deal of consideration and care has gone into the development of design guidelines, to be completed in August 2011. Incentives have been developed to encourage preservation efforts. Although some unfortunate demolitions have occurred the City of Waxahachie, as well as individual property owners and residents, clearly take great pride in the historic character of the community.

Recommendation #4: Further expand upon preservation activities and incentives for historic property owners in the downtown. Continue positive efforts such as those demonstrated with the Texas Theatre and with the MKT Depot renovation project. Encourage preservation-sensitive solutions and maintain preservation-sensitive processes, as buildings damaged by fire and other events remove significant structures from the historic fabric of the downtown.

Observation: Active Main Street Board and Committees

The reassessment team was not able to meet with all committees during the April 2011 visit. However, the team was able to meet with a number of city officials, and with several of the committee members. Additionally, background materials included in the team binder provided information pertaining to the committees and work plans.

- The Waxahachie Partnership Incorporated Board of Directors (a 501(c)3) serves as both the Main Street Board and the Organization Committee. The board is comprised of eight members and a city council liaison.
- The TIRZ Board of Directors fills the ER Committee role. This board is comprised of seven members including a city council member and the assistant city manager.
- The WDMA acts as the Promotions/Marketing Committee and is comprised of twelve members and meets monthly.
- The HPC acts as the Design Committee and has been an active entity for eleven years.

Recommendation #5: The WMSP should consider a reorganization in order to get back to the basics of the Main Street Four Point Approach™ organizational structure.

The WMSP does not follow the typical Main Street Model organizationally. Clearly, the various groups and committees making up the WMSP over the past several years have implemented a host of effective development projects and initiatives. However, even though a mature program, the WMSP does not have a clear identity. During the assessment, several committee members expressed confusion and did not have an understanding of the Main Street Approach nor their tie to a national movement comprised of more than 2,000 communities. This is a common scenario with many mature Main Street programs. A back to the basics strategy with the Main Street Four Point Approach™ would provide a refresher to re-establish the utilization of a more traditional program and will enable all elements of the approach to be more successfully implemented and downtown focus maintained. This would include board member and committee training, and the development of job descriptions for board and

committee members. It should also entail efforts to seek more extensive stakeholder participation from building owners, and Realtors®, etc.

Some committee members expressed frustration during the reassessment visit when a number of comments were voiced with the basic sentiment that “it feels like no traction is being gained by implementation of the comprehensive plan.” This is a great example of why an organizational structure and approach that lends itself towards the more traditional Main Street Approach would be beneficial to downtown Waxahachie.

It would also be beneficial to utilize the services of the TMSP to assist in an effort to conduct a re-visioning session, which could help the various committees and volunteer members to brainstorm and determine the most effective method to transition into a more traditional Main Street model with attention to organizational structure and work planning development as a key focus of the exercise.

An Organization Committee separate from the board should be formed. Bringing in committee members who are not serving on the board will infuse new life into the revitalization efforts, and provide support to the board and other committees in implementation of initiatives particularly in the areas of:

- **Membership Development**—Effectively recruiting a deeper and more diverse volunteer base to distribute the workload more equitably should be a priority.

It is important to recognize volunteer trends, which have evolved over the past few decades with many volunteers interested in episodic volunteer involvement rather than serving in long-term committee appointments. These prospective volunteers could assume task specific roles with a finite time commitment.

Main Street Vineland, New Jersey, has implemented an effective strategy to grow its volunteer base. In order to ensure the sustainability of the organization, they spent time brainstorming the particulars of exactly what they wanted and needed in the way of a volunteer program. Recognizing the fundamental importance of recruiting and retaining a strong volunteer base in order to fulfill the work plan objectives of the organization, they found a community-minded partner to assume the role of sponsor for the volunteer program. This sponsorship has enabled the Main Street program to fund all elements of the volunteer program including recruitment, retention, and recognition. By developing a strategy to recruit volunteers; a strategy to retain them once they’ve been recruited; a strategy to recognize them for their work; and someone to fund it all has enabled the program to increase its volunteer participation considerably, while more effectively communicating the organizational mission and generating great public relationships. For more about the initiative, the full article is in the March/April 2011 issue of *Main Street Now* (Figure 3-2).

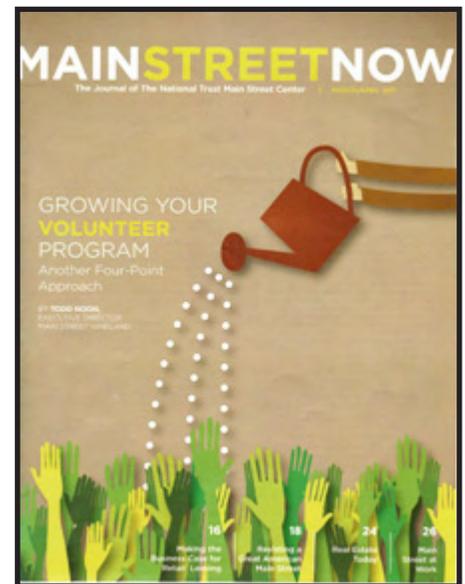


Figure 3-2: May/June 2011 issue of Main Street Now

- **Youth Membership Development**—Recently, following the devastating downtown fire on South College, which claimed three buildings, a sponsor from one of the schools called to offer assistance with cleanup efforts. The children were impacted by this tragic event in downtown Waxahachie. By reaching out to the community, these students demonstrated a deep commitment and should be given the opportunity to have a meaningful role in the future of their hometown by having a place at the table of the newly organized Main Street Board.
- **Funding and Fundraising**—Diversification of funding should be a priority. At least one or two dedicated fundraising activities should be developed for the sole purpose of raising funds for the WMSP.

By tracking and highlighting the reinvestment statistics and the volunteer hours donated to the program (completed through reporting to the state office), a very powerful and compelling tool is in place for use both in recruitment of volunteers, and garnering financial support and sponsorships. The current dollar value of a

volunteer hour is in the range of \$21/hour according to the website www.independentsector.org.

Additionally, expanded opportunities for both public and private sector stakeholders to become contributors and financial partners in the WMSP should continually be sought in order to ensure an adequate operating budget is in place for the organization.

- **Effective Communications and Public Relations**—Professional development of a Main Street website in conjunction with the Promotion Committee, publication of a newsletter, utilization of social media, and development of a speaker's bureau will all help promote revitalization efforts and keep the community informed and engaged. Utilize the PowerPoint® presentation developed for the Preserve America visit and tailor it to include reinvestment statistics and update with new projects to keep it fresh and current. This will be a great public relations tool when making presentations to other organizations, groups, and prospective volunteers.

Since all of the above listed points are intertwined and dependent on one another, a strong and proactive Organization Committee is essential to ensure the long-term continued success and overall health of the program.

Observation: Professional Management and Development

Anita Williamson has been engaged as the WMSP Director since 2006.

Recommendation #6: In order to continue to flourish and grow as a sustainable Main Street program, strong leadership and professional management is vital. Continue to ensure that the director has adequate resources and that professional development opportunities specific to Main Street are fully exploited. Adequate resources should be dedicated for relevant training and professional development opportunities such as the annual National Main Streets Conference, and to Texas Main Street training activities.

Currently, a great deal of the director's time and energy is tied up in developing agendas, taking minutes at meetings, etc. A volunteer member of each board or committee should serve in the capacity of secretary, or efforts should be made to secure clerical support staff so that her time may be more efficiently utilized on downtown development and management of the volunteer organization.

Observation: Ongoing Training

Board members comprising the various entities, which are serving in the capacity of the Main Street committees, have either participated in training or have sent representatives from their respective boards to receive training on a number of worthwhile topics.

Recommendation #7: Annual training specific to the Main Street Four Point Approach™ should be provided to board members and to committee members. Additional Main Street related training opportunities should be pursued at every opportunity so that members fully understand and appreciate the philosophical approach, and the proven methods employed by the approach. Whenever new members are recruited, a Main Street orientation process should be in place. This will eliminate confusion related to roles and responsibilities of board, staff, and committees, and will make it possible to generate effective work plans and implementation strategies.

Observation: Reporting of Key Statistics

Monthly and quarterly reinvestment reporting is submitted to the TMSP on a timely basis.

Recommendation #8: More fully utilize reinvestment statistics and the Preserve America PowerPoint® presentation to illustrate the history and accomplishments of the program. These can be very useful and compelling tools in ongoing efforts to educate the community about ongoing revitalization efforts as well as to garner new members. Board and Organization Committee members in particular should become proactive in utilizing these tools to assist the director in her efforts to make these tools available throughout the community. The PowerPoint presentation should be periodically updated to include recent accomplishments.

Observation: National Main Street Network Membership

The program is a current member of the National Main Street Network.

Recommendation #9: The WMSP and its members should take full advantage of the member benefits. These tools include access to advice and assistance from communities who may have experienced similar downtown revitalization challenges, access to the database of information compiled by the National Trust Main Street Center, listserves, and publications—including copies of the Main Street News journal, which has feature articles that provide relevant and current information on topics relating to downtown revitalization. A user name and password for the member site is required and may be supplied by the director to committee and board members. These resources may be viewed at www.preservationnation.org.

Primary author of this section was Charlotte Anderson, IN(ALLIANCE), LLC.

Chapter 4: Main Street Four Point Approach™: Promotion

The Promotion point of the Main Street Four Point Approach™ sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play, and invest in the Main Street district. Through targeted special events, festivals, effective branding and image campaigns, and working in conjunction with the other three points in the Main Street Approach™ to complement their downtown revitalization activities, the Main Street program can play a key role in expanding the downtown market and customer base.

The following observations and recommendations are offered with the intent to spark ideas and provide examples of best practices utilized in other communities around the country and to connect with useful resources to assist with the promotional and marketing efforts. The recommendations are divided into short-term, mid-range, and long-term priorities.

Observations and Recommendations

Waxahachie has an impressive collection of historic structures lending to a unique and strong sense of place. The downtown is a pleasant environment with the courthouse square as a spectacular focal point. The district is comprised of a number of interesting shops and a growing number of restaurant and entertainment options with a vast array of special events, festivals, and activities, such as the Annual Gingerbread Trail, Farmers Market, Mardi Gras on the Square, and Cinco de Mayo Fiesta, just to name a few.

The community should be proud of its successful initiatives to restore key historic structures and the foresight to rally and keep county workers in the downtown by ensuring the Justice Center was renovated. In conjunction with the great opportunity to capitalize on the “Picture Perfect” campaign and the vast opportunities through heritage tourism development as detailed in another section of the reassessment report, Waxahachie has positioned itself to develop unique specialty niches and to attract more residents and visitors downtown. The WMSP has a strong partnership base with expertise from entities such as the Chamber of Commerce, (Chamber), and Convention and Visitor’s Bureau (CVB) that will be key in helping to develop a comprehensive marketing and image campaign.

The following recommendations are provided as suggestions for consideration to help the WMSP to enhance the downtown marketing effort. The activities outlined below are divided into likely short-term, mid-range, and long-term activities.

Short-term activities include the following:

Recommendation #1: Improve and expand the use of electronic media to market and promote downtown Waxahachie. Create a dedicated web presence for the WMSP. A professionally developed website for the WMSP which promotes downtown and provides information about special events, festivals, local shopping, dining, lodging, maps, the Main Street Approach, committees, goals, and volunteer opportunities, etc. will create better visibility and provide a clear image and identity for the program. Links to other sites, such as the CVB, TMSP and National Trust Main Street Center along with local businesses, attractions, and to WMSP social media sites such as Facebook, Twitter and YouTube, can be established for relatively little cost and must be consistently updated with current information (this is another great opportunity to engage youth).

Examples of a few good websites to explore:

- www.downtownelgin.com
- www.dubuquemainstreet.org
- www.betterindanville.com/Downtown-Danville.aspx (Figure 4-1)

In order to effectively market to the younger demographic, the WMSP and the business community must embrace the world of social media (Figure 4-2).



Figure 4-1: Danville Kentucky Main Street website.



Figure 4-2: Social Media is an effective means to communicate with your customers

A few points WMSP and the business community should know:

- In 2010, millennials (Generation Y) surpassed the number of baby boomers
- They have \$350 billion in spending power
- They spend over 16 hours a week online
- 96 percent have already joined a social network
- They care about what their friends think and what they like—and it is not traditional marketing and ads

Also of note, are the facts that 41 percent of baby boomers have visited a social networking site; women aged 55 and over are the fastest growing segment on Facebook—and they are a more stable, dependable and loyal customer.

The WMSP should explore opportunities to partner with the CVB, Chamber, Navarro College and others to offer training to downtown businesses on how to effectively utilize social media to connect with customers.

Recommendation #2: Utilize vacant downtown windows to showcase opportunity or create a point of interest and creativity. Many communities have launched innovative initiatives in order to convey a positive image of the district—particularly when vacant storefront windows are a part of the downtown landscape. In an effort to engage youth, the New Rochelle Business Improvement District (BID) in New York, found a way to add a cultural element by creating dueling arts installations inside a vacant storefront. On designated days and times, downtown visitors can watch high school artists at work—or view the works in progress during other times. For more information visit www.noambramson.org/2011/03/windows-on-art-dresses-up-306-huguenot-street.

For an alternative option, or to mix up the media and message, the WMSP could provide a simple message to convey a promotional message via poster in a vacant window (Figure 4-3).

Recommendation #3: Encourage all businesses to participate in formalized hospitality training. Everyone in downtown Waxahachie will benefit by continuing to cultivate the best possible environment consisting of people with excellent customer service skills. Fostering the necessary skills to encourage businesses to promote each other as well as special events, along with the cultural and historic significance of the community, promotes a positive image of the community. The Texas Friendly Hospitality Program-Customer Service Workshops are geared towards front line staff in service industries, CVBs, chambers, city and county government, and other community departments and businesses. WMSP is fortunate to have as an active member, Jackie Helton with the CVB, as she is also a certified trainer. WMSP would be well served to continue to access her expertise in this capacity through organized workshops sponsored by the WMSP.



Figure 4-3: Vacant storefront window treatment in Franklin, TN (left) and vacant storefront window in downtown Waxahachie.

Recommendation #4: Conduct downtown familiarization or “FAM” tours for those participating in the hospitality training. Oftentimes many front-line hospitality workers are not fully aware of other businesses or events in the downtown. Work in partnership with the CVB and with the WDMA to develop the tours. This could be tied in with the heritage tourism hospitality training recommendations and would be an excellent complement to the existing outreach efforts targeted to hotel/motel front-line workers, and with the “Back to School” initiative.

Recommendation #5: Continue working with the ER Committee in order to solicit a tenant for the MKT Depot. Waxahachie should be commended on the steps taken to purchase the MKT Depot in 2008 and the quick restoration funded by the TIRZ, which was completed last fall. The Promotion Committee should continue to work with the ER Committee (TIRZ Board) in seeking a tenant. Providing incentives such as graduated rent is a good start. Additional incentives could be offered as well. Paducah, Kentucky provides a number of incentives for new businesses locating in their Lower Town Arts District. These incentives include up to \$2,500 in moving assistance, start up business assistance, and a restaurant incentive for up to \$25,000. For more information, please check out the link provided in the long-term strategies section—under the recommendation to explore the development of an arts niche in downtown.

Mid-term activities include the following:

Recommendation #6: Expand efforts to engage youth. Currently, the Interact Groups through area High Schools provide volunteer assistance for a number of events and activities such as the Farmers Market, Spring Fling Antiques Flea Market, and Christmas promotions. Clearly, they are invested in Waxahachie and could be integrated into a more meaningful and permanent part of the promotional efforts.

The development of a Downtown Ambassadors Program (Figure 4-4) would be an excellent way to expand youth involvement and would be a complementary program to the hospitality training and FAM tours. Downtown Lexington, Kentucky has implemented an engaging program to help promote its downtown area. Throughout the summer months, a team of downtown Ambassadors amuse visitors with songs and skits, in addition to disseminating information about downtown dining, shopping, and special events. These goodwill ambassadors—high school students selected through an audition and interview process—are on the streets Monday through Friday from 11 a.m. until 3 p.m., as well as working during Thursday Night Live every week. Donning colorful t-shirts with downtown



Figure 4-4: Downtown Ambassadors in Lexington, KY.

Lexington Corporation's "definitely downtown" logo, they perform for downtown visitors, employees, residents and friends. This could be modified to meet the specific needs of your community.

Recommendation #7: Work with the ER Committee in order to conduct a market analysis. In order to effectively implement new strategies to market and promote the downtown, Waxahachie needs to have an understanding of their current and potential customer base. The Small Business Development Center (SBDC) at Navarro College along with the Cooperative Extension may be able to lend assistance in this effort. Extensive data including GIS and other on-line research tools, existing retail trade analysis information, and market research data, as well as gathering new data from multiple mediums of customer surveys, and focus groups consisting of an array of stakeholders, should provide the basis to develop a useful report from which action steps may be developed.

Recommendation #8: Develop a downtown marketing plan. The development of a comprehensive strategic plan for marketing the downtown area should be a priority. The plan should complement the proposed interpretive master plan recommended in the Heritage Tourism section of this assessment report.

Marketing is more holistic than just promotions and special events. It starts with learning about the target markets, understanding what products and services that should be offered to them, identifying what diverse activities should be presented to bring them to downtown, and articulating the right physical environment and image. Then WMSP is ready and in a position to undertake an effective communications plan, promotions, merchandising, and special events that meet the needs of the customers.

WMSP should take the lead in development of the marketing plan and should include appropriate stakeholder partners including the CVB, chamber, planning department, downtown business owners, along with marketing professionals, and others interested in volunteering time to develop the plan.

The marketing plan should reflect a simple underlying philosophy. Commercial areas best serve their community when they provide a wide range of retail, service, civic, cultural, and entertainment offerings to the entire community. When they provide these types of places, especially when done in a style that truly reflects the character or personality of the community, people throughout the community will come to live, shop, and interact.

Once the marketing plan has been developed, implementation and evaluation will be essential. This will be a great opportunity to engage even more volunteers as the activities outlined in the plan are rolled out. The plan should be reviewed and updated regularly as the market circumstances will ever evolve.

An example of a relatively simple but effective marketing plan developed by the Dubuque, Iowa Main Street Program is included in the Appendix.

Recommendation #9: Seek designations that will generate buzz and traffic in downtown. In 2010, Waxahachie was awarded the distinction of becoming designated as one of the First Lady's Texas Treasures communities. Seek additional designations such as the Dozen Distinctive Destinations (DDD) program through the National Trust for Historic Preservation (NTHP). Since 2000, the DDD has recognized cities and towns that offer an authentic visitor experience by combining dynamic downtowns, cultural diversity, attractive architecture, cultural landscapes and a strong commitment to historic preservation, sustainability, and revitalization www.preservationnation.org/travel-and-sites/travel/dozen-distinctive-destinations. Of seven communities in Texas with Distinctive Destination designations, three are Main Street cities: New Braunfels, San Angelo and Bastrop.

Paducah, Kentucky was a 2010 recipient of the Great American Main Street Award (GAMSA) and, in 2011, leveraged the positive publicity to mobilize the community in a campaign, which garnered the most fan votes as the #1 DDD. Another great promotional opportunity for Paducah was their selection in February of 2011 as one of the Most Romantic Main Streets—also through the NTHP. www.preservationnation.org/main-street/main-street-now/most-romantic-main-streets.html.

In May of 2011, Galesburg, Illinois—one of three pilot Main Street communities in the nation—capitalized from a promotional and a financial standpoint by rallying their community and friends to vote in the Reader's Digest "We Hear You America" contest. Coming in second, they received national publicity as well as a \$25,000

prize. www.galesburg.com/editors_pick/x904841457/Its-back-We-Hear-You-America-contest-by-Readers-Digest.

Not only do these designations offer a tremendous marketing and promotional opportunity for the community on a national level, they are also a great boost for local pride, and help to enhance the image of downtown.

Recommendation #10: Expand retail promotions/image campaign. A number of methods may be employed in order to generate retail traffic in the downtown ranging from simple events to complex long-term activities. To be successful, it is critical to engage the merchants and business owners. Communicate with them, learn about their businesses, invite them to the table to determine what promotions they will support, seek input and ideas, empower them, and educate them. A great way to accomplish this engagement is for the Promotion Committee to host business affinity groups at times convenient to the merchants, where they can discuss ideas and strategies covering a range of topics including prospective retail promotional activities. Waxahachie already promotes shopping locally through the “Choose Waxahachie” initiative. This is a great tool from which to build a great retail promotional array.

One interesting activity developed by Port Townsend, Washington was its “meet the merchants” campaign (Figure 4-5). This multi-faceted promotion included print/online ads, rotating special feature days in participating stores, a campaign-specific website, video clips, website links, and public events. The idea was to appeal to local residents and regional visitors, “to get to know the merchants, and encourage people to shop here first.”

The goal of the website is to give the public a sense of the business mix in town, as well as opportunities to learn more about the businesses by exploring the merchant websites, and the people behind the businesses by watching the videos. It encourages people to build a connection with the merchants. Little known facts about the proprietors are used to spark interest.

This could be a great tie-in with the heritage tourism related recommendations and interpretive master planning to tell the unique and interesting stories of the merchants and businesses of Waxahachie.

The following mid-term activities include:

Recommendation #11: Capitalize on the new bike/hike trail. With the completion of the Waxahachie Creek Hike and Bike Trail, which stretches for nearly eight miles from Getzendaner Park to Lion’s Park, Waxahachie has made an important stride towards becoming a sustainable community as identified in the 2007 City of Waxahachie Comprehensive Plan. Efforts to increase pedestrian and bicycle traffic are effective tools in generating traffic and improving the sense of safety.

To further build upon the walkability and bikeability of the downtown, encourage the city to pursue funding opportunities for infrastructure improvements, and educational opportunities available through the Safe Routes to School (SRTS) Program. Once an approved School Travel Plan is on file, the city, local school districts, or not-for-profit organizations may be eligible to apply for funding for a variety of educational, encouragement, evaluation, enforcement, and engineering projects. Funding is provided at 100% of project cost (Figures 4-6).

This program is a great fit for Main Street communities as it dovetails with many typical community goals such as improved quality of life and creating a strong sense of place. The purpose of this federal program is to address the adverse effects created by the decline in walking and bicycling over the past few decades. SRTS seeks to address head-on the issues of:

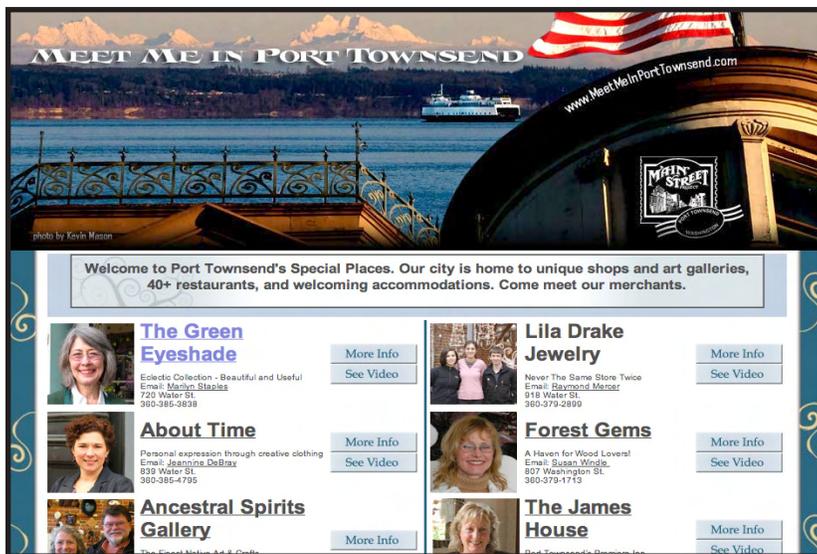


Figure 4-5: The “Meet Me in Port Townsend” website campaign with photos and video profiles of downtown merchants serves as the campaign’s key vehicle.

- Traffic congestion and air quality around schools
- Pedestrian and bicycle safety
- A sedentary lifestyle that may result in childhood obesity

For additional information, please visit www.saferoutestx.org/index.php.

Or contact Safe Routes Texas Coordinator Debra Vermillion at 512.416.3137 (debra.vermillion@txdot.gov). If unable to reach Debra, phone Melissa Walden with the Texas Transportation Institute at 979.845.8514.

Recommendation #12: Implement a downtown wayfinding system. Waxahachie conveys a strong sense of place. As the community moves forward with plans to further revitalize and explore an arts or entertainment district, people will benefit from an effective mechanism to connect them with the downtown and all that it has to offer.

Waxahachie’s downtown wayfinding should be more than “just” signs. It should be an innovative navigational system, which captures the essence of the character and history of the community, while performing the critical function of helping people find their way (Figures 4-7).

In addition to signage, indirect wayfinding elements are critical to the success of the wayfinding system. Elements, such as the environment along the paths people travel to destinations, should give people a sense of personal safety, and contain visual cues that are easy to follow, consistent, and coordinated with streetscape improvements. Signage should be maintained and placed in appropriate locations. A GIS-based database will help to track the signage and conflicting messages must be avoided.

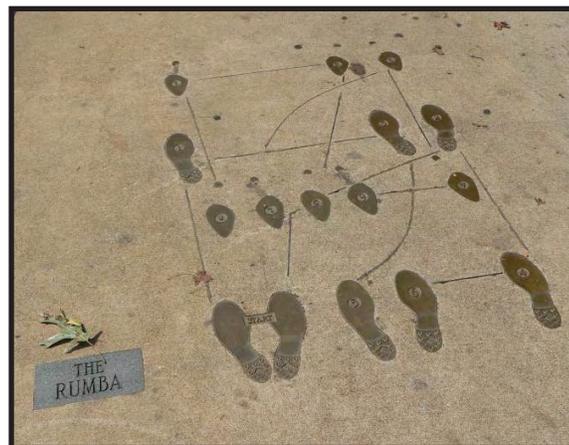


Figure 4-7: Wayfinding signage and dance steps on the sidewalk offer a whimsical experience for both visitors and residents of Chattanooga, TN.

Additionally, in order to be most effective, the wayfinding system should be complemented by cooperative promotions in the Waxahachie Visitors Guide and other promotional materials, maps, and websites geared to promote the downtown.

Recommendation #13: Explore the development of an artist niche in downtown. During the reassessment visit, interest was expressed in exploring the possibility of creating an arts community or niche in downtown Waxahachie. An excellent model to review is the Paducah, Kentucky Lower Town Arts District. Follow the link below to view its website and learn more about this highly successful national model for using the arts to foster economic development at www.paducahalliance.org/artist_relocation_program.php.

Launched in 2000, the Paducah Artist Relocation Program has attracted over 50 artists from around the country and has effectively taken a blighted neighborhood and turned it into a thriving cultural destination. A very detailed and selective process was employed to ensure the initiative contributed the level of quality and diversity necessary to

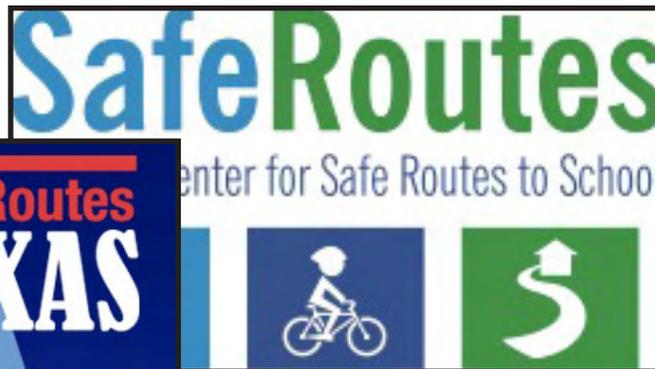


Figure 4-6: National Safe Routes to School Logo & Texas SRTS Logo

fit with the image and vision of the revitalization effort. Innovative and aggressive incentives were employed in order to ensure the success of the venture.

This program has strengthened the entire downtown of Paducah, spurring retail, restaurant, and residential development along with plans for significant riverfront development strategies to further cement Paducah as a unique and interesting destination which draws a host of visitors year round (Figures 4-8).



Figure 4-8: : Paducah Lower Town Arts District

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Chapter 5: Heritage Tourism and Its Benefits

OVERVIEW OF HERITAGE TOURISM

What is Heritage Tourism?

Cultural heritage tourism as defined by the National Trust for Historic Preservation is “traveling to experience the places and activities that authentically represent the stories and people of the past and present. It includes historic, cultural, and natural resources.”

Understanding America’s heritage and exploring distinct communities continues to grow in importance in attracting the traveler. More people are seeking travel experiences that connect them to local culture and unique stories. This is good news for Texas Main Street communities. Travelers want to visit places that showcase their past and dynamically weave their traditions and historic built and environmental fabric into contemporary life. Places that value preservation as a core community development tool often become ideal destinations for travelers seeking heritage tourism experiences.

What Benefits Does Heritage Tourism Offer?

Studies on the characteristics of heritage tourists reveal them to be an attractive audience. These high value visitors spend more on accommodations, shopping, entertainment, and dining than any other type of tourist. If this group has a quality experience, they tend to come back more often than other tourist segments and tell their friends about the place. The information offered here is intended to spark ideas on how to better connect with this special audience, ground promotions in authenticity, and provide resources to assist with local initiatives. It should also be understood that these recommendations are not intended to be considered solely by the Waxahachie Main Street Program, but as part of a comprehensive tourism mix that suggests involvement from a broad base of community partners.

The ever evolving tourism industry contributes significantly to the Texas economy. The Governor’s Office of Economic Development and Tourism promotes Texas destinations domestically and internationally. It also provides and analyzes research on tourism trends and the economic benefits of travel in Texas. The May 2011 report, *The Economic Impact of Travel in Texas*, is one of several such reports available to communities considering tourism development. Some of the most recent facts are:

- Texas residents accounted for over half of all visitor spending in the state in 2010. International visitors accounted for about 9 percent and residents of other states accounted for 36 percent (p. 12).
- In the 2010 calendar year, the federal, state and local tax revenues generated from travel spending were \$7.6 billion (not including property taxes). This is equivalent to \$850 per Texas household (p.13). Ellis County generated \$10.14 million in state and local taxes (p.61).
- Total direct travel spending in Texas was \$57.5 billion in 2010 (pp. i & 13). This represents a 9.8 percent increase over the preceding year. When adjusted for inflation, the 2010 increase in travel spending for Texas was 4.8 percent. Ellis County experienced a 5.8 percent increase (p.68) during this time, and ranks 37th of 254 counties in the state for tourism-related spending (p.75).

You can read the full report here: www.travel.state.tx.us/TravelResearch/Economic-Impact.aspx

How Does Heritage Tourism Fit with Current Planning Activities?

By working in communities across the country, the National Trust for Historic Preservation has developed five guiding principles to create a sustainable heritage tourism program:

1. Preservation and protection of resources
2. Focus on quality and authenticity of place

3. Collaboration
4. Balancing the needs of residents with those of visitors
5. Investing in your stories and finding creative ways to interpret them

Think of heritage tourism as an opportunity to show off all the things that make Waxahachie special through its great historic places, stories, traditions, and people. These qualities contribute to a community's "sense of place." Defining sense of place is challenging because it is not attributable to one thing. It is the charm, authenticity and evolving cultural activities, it is the well cared for historic downtown or neighborhood, it is the parts of the community that can be seen, touched, and used, but it is more than the built and natural environment. It is the heritage of the people who settled an area combined with contemporary community life. It is what makes the town a great place to live, work, and visit.

The *2007 City of Waxahachie Comprehensive Plan* makes specific recommendations that connect to heritage tourism and historic preservation:

- Objective 2.1: Make Waxahachie known as a destination city with many unique points of interest to offer visitors—historic aspects, unique retailing, unique recreation, unique cultural opportunities, and education opportunities.
- Objective 2.6: Establish ways in which the city can honor its history and use it to bolster civic pride.
- Objective 2.7: Establish ways in which the city can become increasingly known for its sensitivity to, and preservation of, its historic heritage.

Issues related to parking, walkability, wayfinding signage, streetscapes, and hike and bike trails allow avenues for providing broader interpretation of the city's historic and contemporary stories. Community histories are not static, and modern activities related to community development, cultural traditions, arts and entertainment, and outdoor recreation are part of a continuum that contributes to the continued vitality and growth of the city that is attractive to residents and visitors alike.

Make Story the Heart of a Visitor Experience

Think of the stories of your community as your product—places like the Ellis County Courthouse, the Texas Theater, the Rogers Hotel, the Chautauqua Auditorium, and buildings on the square and in nearby historic districts are central to the story of Main Street and the visual landscape of Waxahachie. Various organizations are dedicated to the preservation of all these seemingly disparate resources that are vital to the health and vitality of the community. Enhancing how the public interacts with these unique community characteristics is part of what the Main Street program is all about. The message that reflects the community's commitment to historic preservation as part of a vibrant, healthy community marketplace should be incorporated into print and verbal communication not only for visitors, but current and potential property owners, and merchants on Main Street. When a culture of stewardship is nurtured from the ground up, it becomes visible in how we tend to our places and want to share them with others.

Recommendations

Recommendation #1: Develop an interpretive master plan for heritage tourism that works in partnership with other planning activities. There are many opportunities to weave the stories of Waxahachie into the daily lives of residents and visitors, extending the reach of the museums, and giving people new ways to connect with the built environment. Some of those project recommendations are included below, but instead of undertaking interpretive endeavors on a case-by-case basis, it would be useful to develop a master interpretive plan that works in partnership with other planning schemes, and allows for consideration of interpretive strategies in the early stages of new development.

If stories are the product, an interpretive plan serves as a roadmap for telling them in a meaningful way. Interpretive planning:

- Defines themes and stories of community for visitors and residents
- Facilitates the utilization of natural, physical, historical and cultural resources and stories that might otherwise be ignored or overlooked
- Coordinates the interpretive development efforts of stakeholders eliminating duplication
- Enhances optimal use of available physical and financial resources within an area or region

Thoughtful interpretive planning efforts can have an important impact on larger community goals of maintaining the historic downtown as the heart of Waxahachie, attracting new residents to downtown, developing new visitor audiences, and engaging them as investors in the stewardship of your city.

Recommendation #2: Tell your stories on the streets—upgrade existing visitor products and embrace new technologies. Waxahachie is a growing city, and population growth naturally means an expanded infrastructure that can make finding destinations difficult for residents and visitors. For the traveler in particular, wayfinding can make or break a great experience in an unfamiliar landscape.

- Waxahachie has a solid group of printed materials developed by the Chamber of Commerce (Chamber), CVB and Historic Waxahachie Inc. There are not too many to be confusing for the visitor, and whether planned or not, the styles used by each organization complement one another quite nicely.
 - o The CVB’s visitor guide and street guide maps contain an interesting visual legend. However, the size of the icons can make it difficult for users to easily find identified sites on the map itself. While these symbols may be useful for planners, a simpler system, perhaps a number or letter code, would make the icons more visible on the map itself. Additionally, consider clustering the attractions on the “Things to See and Do” pages to assist the visitor in defining places according to their interests, such as historic places, recreation, or entertainment.
 - o Historic Waxahachie, Inc.’s downtown walking tour and driving tour brochures are packed with great information about community history and the architectural styles of significant buildings. Design and layout, however, can make navigation on foot or in a vehicle challenging. These brochures are in need of an upgrade due to the demolition of some of the structures described. In doing so, embrace the use of a two-color or full-color process to clarify the map, especially. A single color makes it difficult for the user to distinguish directional arrows and shaded historic districts, full color provides for a clearer map, more dimension, and clarity to photographs (Figure 5-1).



Figure 5-1: Using at least a two-color print process makes maps easier to read.

- Make technology your best friend in upgrading or developing new walking or driving tours of Waxahachie. Many people like print materials, so their availability should not be eliminated, but options should also be developed to serve those who use smart technologies regularly. A number of other Waxahachie organizations, including Historic Waxahachie, Inc., Ellis County, and the Waxahachie CVB, have printed walking tour brochures of historic districts and special trail events, or suggestions for tours on their web sites. Smart phone applications provide opportunities to enhance these stories through the use of photographs and voice narration, providing greater access to cemeteries, historic neighborhoods, significant architecture, and public art for users. Imagine, for example, a “Picture Perfect” smart tour of filmmaking in Waxahachie. The places featured embody not only significance as film sites, but the stories of their original uses and owners are equally as compelling when incorporated into a community development narrative. Check out the possibility of including a short film clip of the site as shown in the movie for added

interest, if the permitting rights are not cost-prohibitive. Work locally to develop appropriate content. It is likely that there are people in the community who are comfortable doing recorded and voice-over narration such as radio ads or local television reporting. Information tracking can give usage figures on tour stops—how often each stop is used, how long visitors are listening at each stop, and some systems even provide an option for visitors to leave comments so that adjustments can be made to better serve the public.

Look for smart phone application developers who have provided services for museums, parks, and even Realtors®. Explore Charleston, South Carolina's Walking Tour site at <http://city.slicker.com/charleston-tours/default.asp> to learn about how this company is using smart applications to provide greater access to Charleston's points of interest and get people engaged in its history (Figure 5-2).



Figure 5-2: Using a two-color print process makes maps easier to read.

- Enhance access to city stories using Quick Response (QR) codes on the photo placards that dot historic buildings and places downtown individually, or as part of a complete walking tour. These codes appear most often as a way to take a viewer from an advertisement to a website to purchase the product, but consider using it as a storytelling mechanism. Using historic photos and a compelling storyline, include a QR tag that connects through a mobile device to the rest of the story, plus a link to the modern use website of the building or event (Figure 5-3). BeQRious.com is one site that generates QR codes and provides tracking analytics. Learn about this new way of exploring our world at www.beqrrious.com/.

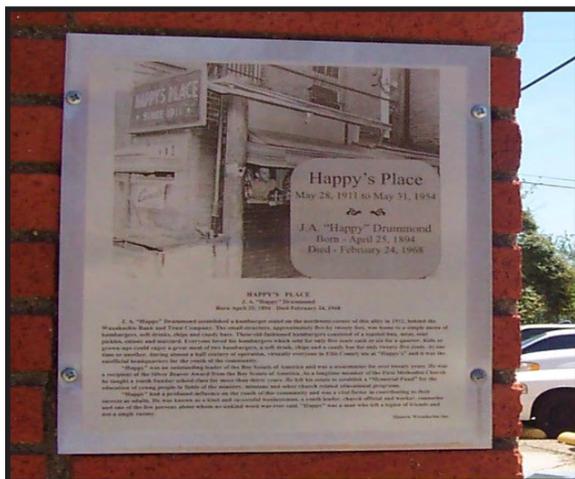


Figure 5-3: Building placards become more flexible with the use of QR codes. The Fort Smith National Historic Site uses QR codes to expand the visitor experience, helping the stories told at the site come to life.

- In addition to the fitness options on the hike and bike trail along Waxahachie Creek, use it as an opportunity for users to bike through history. Consider low-tech interpretive choices like signage and maps, giving bikers and walkers rest areas that serve as health and history stops (Figure 5-4). In Maryland, the Montgomery County Department of Public Works and Transportation is designing in new bikeways using a similar format, and you can explore their plans on this website, www.tooledesign.com/projects/bethesda/.
- Work with the Ellis County Museum and CVB to upgrade the downtown visitor center. Its location in the museum should be enhanced so that it has a unique identity as a welcoming place with current information that is easily accessible for visitors. Invest in refurbishing or purchasing new publications racks and signage. Provide staff with training that gives them the tools to be great ambassadors for a great city. (See: hospitality training recommendation below and in the promotion section of this report.)

Recommendation #3: Utilize vacant and non-retail merchant windows to make the case for preservation (also discussed in the promotion section). The 2007 Comprehensive Plan calls for enhancing the role of downtown as the cultural and social center of the city. Retaining the integrity of the historic architecture in downtown and its nearby neighborhoods is viewed as critical to Waxahachie's identity. However, there will always be development in a modern city and pressure to replace old buildings rather than to restore them. Even the strongest preservation-based guidelines can fall victim to a lack of enforcement if the community is not aware of their importance and value to the retention of Waxahachie's historic fabric.

Downtown has a business mix that includes retail and professional office, and a number of vacancies. Storefront windows in businesses like banks and law offices often remain underutilized and visually unattractive (Figure 5-5). These spaces can provide a high impact, low cost approach for public education. Developing a movable poster series that depicts your preservation success stories (downtown and places like the Chautauqua auditorium), losses (the 1929 jail and the cotton mills) and continuing challenges (the Lodge Building on MLK Drive and recent fire-damaged structures downtown) is a way to build awareness among residents and visitors alike about the value of preservation. Craft the messages carefully. Subtle advocacy over time can be just as effective as a reactive call to action in times of crisis. Consider including a QR code on displays so smart phone users can connect to more information about the city's preservation and development programs. In order to provide a link to concise web-based information, consider adding information on the downtown development or Heritage Preservation Inc.'s page of the City of Waxahachie website that specifically discusses historic preservation and the city's commitment to its value.



Figure 5-4: Interpretive signage along the Arkansas County hike and bike trail from Rockport to Fulton.



Figure 5-5: Include visual preservation messages in non-retail store windows in high traffic areas of downtown.

Recommendation #4: Include heritage education in hospitality training. A recent post on the National Trust for Historic Preservation's blog (<http://blog.preservationnation.org/2011/05/18/heritage-tourism-can-be-simple/>) included a simple suggestion for heritage tourism providers: "Offer the best in hospitality (friendly, clean and welcoming), make connections in the community, and share what is authentic and genuine."

Hospitality training is often used to prepare front line employees to successfully interact with the public. Expand the traditional thinking about hospitality training as Waxahachie develops tourism product and invite a wide range of citizens to learn about those products first hand. Work with the Chamber, CVB, and the DWMA to host opportunities for everyone from front-line employees, business owners and city employees to participate in mini-familiarization (FAM) tours to learn about existing and new development.

Being invited to become an “expert” on Waxahachie by sharing knowledge and community spirit with the very people who interact with visitors on a daily basis is vital. These inclusive efforts foster pride in local heritage and an enhanced preservation and stewardship ethic within a broad spectrum of the community. Imagine how everyone could benefit if the whole town becomes knowledgeable about the many sites, museums, stores, restaurants, and activities available to the visitor, and works to promote them. Main Street and its partners will need to provide the FAM tour. Waxahachie CVB and Texas Lakes Trail Region staff members are certified to provide hospitality training for Waxahachie.

Regional and Statewide Heritage Tourism Resources

The Texas Historical Commission (THC) plans and implements heritage tourism activities across the state through the Texas Heritage Trails Program (THTP). This initiative fosters preservation and economic development by encouraging communities, especially rural ones, to work together to promote Texas’ historic and cultural resources (Figure 5-6).

The THTP facilitates local assistance and promotion through 10 heritage regions that stretch across the state. Regional organizations partner with the THC to facilitate individual site development and involvement of regional communities as well as promotion of the entire region as a heritage tourism destination.

Waxahachie is located in the Texas Lakes Trail Region. Bi-monthly board meetings are paired with opportunities to learn about topics related to heritage tourism development and to visit other towns in the region. The WMSP can participate by attending these events and become more involved by working on itinerary development that includes stories found in Waxahachie. Currently, the Lakes Trail Region is working on three initiatives that may be of particular interest to the WMSP program:

- The Shawnee Trail Partnership invites the interest and involvement of everyone interested, thereby increasing public awareness of the Shawnee Trail, and the many heritage tourism features along this route which passed through Waco, Waxahachie, Cedar Hill, Dallas, Plano, Frisco, Richardson, and Pottsboro. (<http://theshawneetrail.com>)
- The Lakes Trail Region website has a page highlighting the Main Street Cities throughout the region, and is always looking for ways in which to upgrade the information they provide to visitors. (www.texaslakestrail.com/index.aspx?page=1134)
- The regional map will be reprinted this summer (2011), and WMSP may wish to participate in that endeavor.
- The region website also has an events calendar, and organizations may submit their listings for inclusion at any time throughout the year.

Contact Jill Campbell-Jordan to learn more about the current initiatives of the Lakes Trail Region, to collaborate on ways Waxahachie Main Street can participate, and determine how the Lakes Trail Region can serve and promote your visitor programs.

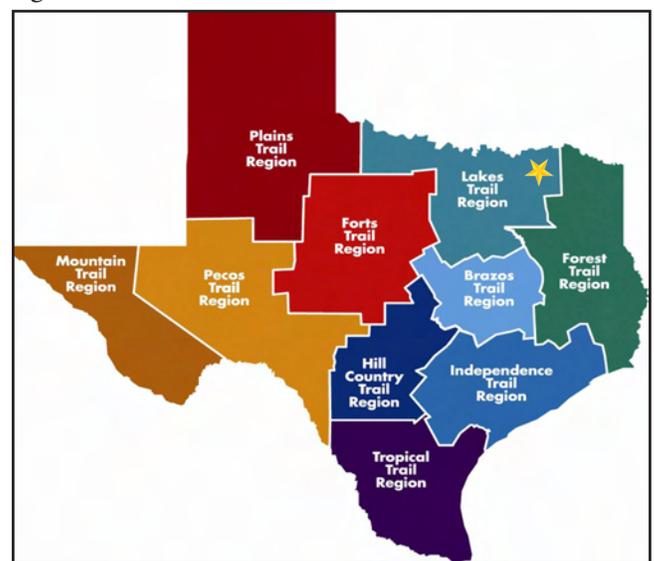


Figure 5-6: The state is divided into ten heritage regions.

Texas Lakes Trail Region

Jill Campbell-Jordan, Executive Director
116 W. Bridge St. Granbury, TX 76048
Phone: 817.573.1114
Email: jill@texaslakestrail.net
Web site: www.texaslakestrail.com

THC heritage tourism staff is available to answer questions regarding the Texas Heritage Trails Program or to consult about heritage tourism. Tourism and marketing specialists can assist communities and sites with heritage tourism needs.

Texas Heritage Trails Program

Community Heritage Development Division
Texas Historical Commission
P.O. Box 12276, Austin, TX 78711-2276
Phone: 512.463.6092; Fax: 512.463.5862
Email: community-heritage@thc.state.tx.us
Web site: www.thc.state.tx.us

The Heritage Tourism Guidebook

Learn more about the benefits of partnerships and heritage tourism for the community by reading and distributing a resource offered by the THC, the *Heritage Tourism Guidebook*. This guide will walk the reader through the National Trust for Historic Preservation's four-steps of tourism development:

1. Assess the potential
2. Plan and organize
3. Prepare, protect and manage
4. Market for success

Following each of these steps will ensure careful planning based on community needs. The Guidebook is available as a PDF download from the THC web site at www.thc.state.tx.us or hard copies can be ordered free of charge.

Author of this section was Sue Shore, Texas Heritage Trails Program

Chapter 6: Main Street Four Point Approach™: Economic Restructuring

As defined by the National Trust Main Street Center, “Economic restructuring strengthens a community’s existing economic assets while expanding and diversifying its economic base. The Main Street program helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to today’s customers’ needs. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district.”

After highlighting observations of the WMSP’s economic restructuring performance, this section offers recommendations in four categories:

- Understand downtown’s evolving market dynamics
- Strengthen relationships with existing businesses and property owners
- Recruit additional businesses
- Continue to provide incentives and develop financing tools

OBSERVATIONS

The WMSP can take pride in a long track record of strengthening the downtown economy. The program’s current economic restructuring work plan items include recruiting businesses, marketing vacant county buildings, attracting a restaurant tenant for the depot, and developing further incentives to spur private reinvestment.

Market Position: Waxahachie has enjoyed strong population growth, with an increase of 38 percent between 2000 and 2010. US Census redistricting data shows the city’s 2010 population as 29,621. With its independent and specialty businesses in an historic, unique, pedestrian-oriented setting, downtown Waxahachie achieves a desirable, differentiated position in the greater trade area (Figure 6-1).

Target Markets: In addition to that growing market of community residents, the Main Street district also targets other key customer groups including county residents (about 155,000 persons), area workers, and visitors.



Figure 6-1: Downtown offers a unique, pedestrian-friendly location.



Figure 6-2: Superior operating practices are evident at many downtown businesses.

Businesses: The downtown offers a diverse mix of retail, service, and government uses. Many businesses display superior operating practices (Figure 6-2). Business clusters include home furnishings and decor, restaurants, and gift boutiques.

Catalytic Projects: Recent private and public anchor projects include the rehabilitation of the Rogers Hotel and the Texas Theater, development of new city and county buildings, and revitalization of the MKT Depot.

Financing Tools: The community effectively deploys key financing tools on behalf of the Main Street district. These tools include the use of TIRZ funds to help finance catalytic projects, city tax incentive programs for rehabilitation of historic properties, and the federal historic preservation tax credit.

Economic Development Partnerships: Waxahachie Partnership, Inc., brings diverse economic development organizations together to fulfill the Main Street program's mission. These include the City of Waxahachie, Chamber, DWMA, CVB, Ellis County, HPC, and the TIRZ Board.

RECOMMENDATIONS

Recommendation #1: Understand downtown's evolving market dynamics. To function effectively as a business development organization, the WMSP should approach strategic market analysis as an ongoing responsibility. Consultant studies are useful, but only inasmuch as their findings are used to inform leaders in their work to help lower the investment risk for business ventures. The Internet makes it increasingly easy to access numerous data sources to stay abreast of current trends. Moreover, maintaining an ongoing dialog with multiple downtown stakeholders promises to be the only way to truly understand market dynamics.

Stay apprised of market opportunities throughout the downtown revitalization and management process. Mine the wealth of quantitative and qualitative market information available to the community. Periodically update strategic market understanding with Internet research, phone calls, interviews, and networking forums. Conduct specific market research to meet information needs as they arise in the course of providing guidance to a business development prospect or in preparing business recruitment marketing materials.

- Consult the Economic Development Demographics Package document, available on the city's website, to glean useful data. Use it as a reference to help complete business development tasks. For example, much of the report's findings can be incorporated into a market profile brochure to share with business prospects. Demographics can be used to illustrate a market opportunity for a new venture.
- Augment that information with sales leakage statistics obtained from an online business statistics service such as Environmental Systems Research Institute, Inc. (ESRI).
- Appoint a "market data" subcommittee of the Economic Restructuring Committee. Charge that subcommittee with keeping the downtown's data bank up to date as well as with serving as the "go to" group when assistance in finding and analyzing market information is needed. For example, be sure to carefully watch for releases of Census 2010 results for Waxahachie.
- Network with business and property owners, city officials, real estate professionals, and community economic development leaders to exchange strategic market information. This can be accomplished in business and property owner visitations, education and networking forums, interviews, and emails.
- Compile and maintain an accurate database of all businesses in the district, including business owner contact information. Analyze the business mix and identify gaps that represent business development opportunities.
- Explore the dynamics of downtown's business clusters so that new business prospects can be guided to strategic locations. Continual observation of how businesses perform individually and within their clusters, and how vacancies relate to clusters, provides invaluable insight into business recruitment opportunities. Visit key business clusters on foot to observe the interdependent relationships of the businesses in the cluster. Convene conversations with business owners to learn how their business functions in synergy with the ones around it and

across the downtown. What businesses complement their business? What business recruitment targets do they believe would help increase their business' sales? Consider business cluster synergies when planning potential uses for key vacancies.

- Convene a study session of community leaders and housing industry experts to start assessing downtown's potential as a leading location for a diversity of housing choices.

Recommendation #2: Strengthen relationships with existing businesses and property owners. Statistics show that it is by far more cost effective to retain an existing business than to attract a new one. Waxahachie has adopted the Main Street Four-Point Approach™ as a proven economic development tool to assist downtown with reaching its full potential both economically and as a community gathering place. The majority of the strategies found under each of Main Street's four points help to accomplish both business recruitment and retention. Under Economic Restructuring, focus on supporting existing business and property owners through conducting face-to-face visits, and providing technical assistance and training opportunities.

- Implement a business and property owner visitation program. One of the most effective tools for business retention is communication. Conduct business and property owner visitations to build a stronger network among the business community and help link businesses and property owners with resources and technical assistance. In addition, use the business visitations to identify businesses that are struggling or are at risk of closing or leaving the area. The visits will foster open dialogue between the WMSP and businesses. This helps local businesses come to know that the organization is interested in their challenges and in keeping their businesses in the area (Figure 6-3).
- Provide education and technical assistance to enhance business operating practices. The environment for the small business owner is constantly changing and extremely competitive. Ongoing education is essential for the health of any business. Attending workshops or seminars, however, often can be difficult for "mom and pop" operations. In addition to larger-scaled workshops, work with the SBDC to explore how to tailor programs to meet the needs of the downtown business owners. Provide information about local business development resources in information packets for businesses.
- Implement an outreach program with property owners to help gain their support. Start by maintaining an accurate database of all downtown property owners. Use the database to mail newsletters and invitations for upcoming community meetings to keep property owners in the loop on what is happening in downtown.
- Create and distribute a property owner "newsflash." Periodically, publish a special one-page downtown property owner "newsflash" that covers specific issues and needs related to downtown properties. These could include a current listing of vacancies, properties that were recently leased, new programs or incentives of interest to owners, educational pieces on the importance of keeping properties clean and pristine, and upcoming meetings.
- Host a downtown property owner brown bag lunch. Informal brown bag lunches should be held on a quarterly basis and be targeted to gather feedback from property owners regarding their current needs or issues concerning leasing, improving, or selling their properties. Periodically, consider having a guest speaker to discuss such topics as historic tax credits, Americans with Disabilities Act, financing available for rehabilitations, and fire and safety regulations. Consider offering a tour of downtown to showcase new business openings, redevelopment projects, and improvements underway at local properties and buildings.
- Implement a formal recognition program to honor improvements being made by property owners. Produce a formal awards program that showcases key downtown improvements and honors those property owners



Figure 6-3: Business and property owner visits foster dialog with the Main Street program.

accordingly. Create and distribute a press release to local, regional, and state agencies about the improvements, the level of investment, and the owners responsible for investing in downtown.

Recommendation #3: Recruit additional businesses. Fortunately, after the WMSP assesses their market opportunities in more detail, the downtown district likely will have several viable business recruitment targets that leaders can pursue to fill market gaps and strengthen the business mix. Unfortunately, all communities, including many with significantly fewer options, find it difficult to commit to pursuing a prioritized set of achievable targets. Recruitment leaders who do not make conscious choices about what businesses they are going after tend to suffer from programs with a lack of focus, insufficiently compelling appeal to prospects, and ultimately, poor results. Similarly, a downtown management organization can more effectively market five key business location opportunities that its business recruitment team members fully know, than it can match prospects up to a laundry list of 15 vacancies about which members know little. Capitalize on assets and lead with strengths.

- Establish priority business recruitment targets. Compare business recruitment ideas against multiple criteria—the best targets will complement existing businesses, serve target customer groups, fill gaps in the business mix, complement business clusters, be identified as a goal by stakeholders, have strong demand as shown by analysis of sales potential, and help fulfill the community’s market vision for Main Street. Convene a strategy session to select three to five targets that are promising when held up to business development criteria. Commit to more deeply exploring the business feasibility of the priority recruitment targets and to pursuing them in marketing, outreach, networking and entrepreneur development efforts. Set forth the selected priority business recruitment targets on the WMSP’s website and in business recruitment marketing materials.
- Identify priority business recruitment locations. Convene a meeting of Main Street’s extended business development team to review the inventory of vacant buildings and sites and choose three to five locations on which to focus business recruitment efforts. For each priority location, conduct a review of its features and capabilities as a place for priority business recruitment targets. Emphasize these priority locations on the Main Street program’s website and in business recruitment marketing materials. (Figure 6-4)
- Develop a comprehensive marketing program to recruit businesses. The unlimited positive aspects of a well-managed, thriving downtown will help to recruit businesses. The clean sidewalk and new lamppost, the crystal-clear display window, the bustling heritage festival, the supportive city government that continually invests in the heart of the community, the strongly-led Waxahachie Partnership Inc. membership meeting, the successful existing business that has achieved a fulfilling integration of values, lifestyle, and profits—all of these aspects and countless more contribute to a compelling case for new businesses to locate in the downtown. The best business recruitment marketing programs capture these qualities in their print materials, website, and networking activities.
- Position the Main Street program and its partners to effectively respond to, and seek, business investment prospects. A business recruitment program encompasses both responsive and proactive efforts. The WMSP and its partners must be prepared to professionally respond to business prospects who phone, email, visit City Hall, attend an SBDC workshop, walk in the visitor center, engage a real estate professional, or peek in the windows of a vacant storefront. Proactive business recruitment activities include business development website features, networking, outreach, and recruitment teams. Effective collateral marketing materials are essential to all parts of the recruitment program.
- Assemble a business recruitment packet of printed marketing materials and market data. Include the items highlighted below.



Figure 6-4: Understanding the needs of existing businesses can help avoid relocations outside of downtown.

- Publish a market profile sheet that summarizes all of the reasons that a business should choose to locate in downtown Waxahachie—strong demographics, substantial daytime employment, lots of travelers and tourists, a great mix of businesses, public and private reinvestment projects, new market opportunities, and business support services from Main Street, the city and their partner organizations (Figure 6-5).
- Prepare business opportunity profile sheets that summarize the market viability of top recruitment targets. Include information on target market groups, market gap analysis, sales potential, rough break-even analysis, downtown marketing and promotion services, business planning assistance services, and incentives. Append relevant data sheets and highlights from reports and studies.
- Maintain a listing of properties available for lease or sale as business locations. Include building names, addresses, square footage, lease rates, purchase prices, building features, agents, and contact information (Figure 6-6).
- For priority business recruitment locations, prepare property profile sheets that include more extensive building descriptions and photographs.
- Position the Main Street office to serve as the lead “in-take” site for receiving business prospects visiting the downtown. Provide dependable office hours, a ready supply of marketing materials, a business cluster plan map on the wall, and an area suitable to convene meetings with prospects.
- Devise a collaborative plan for how each recruitment partner organization will respond to business inquiries about downtown as an investment location. Each partner needs to be equipped with marketing materials, to be prepared to communicate a consistent message to the prospect, and to be clear about what contact person to refer the lead.
- Achieve a strong, consistent presence on the Internet that markets to the world downtown Waxahachie as a great location to establish a business. As discussed in the Promotion Chapter, the WMSP is in need of its own program website. The site should communicate to potential business prospects the desirability of locating their ventures in the downtown and should provide abundant information to help them make the decision to do so. The city’s and other partner organizations websites should reinforce that message through complementary

MainStreet Las Vegas
Find the Trail to Business Success

Since the 19th Century's Santa Fe Trail trade, Mexican Land Grant, and the arrival of the AT & SF railroad, Las Vegas has been a destination for entrepreneurs seeking to make a good living balanced by great scenic beauty and high quality of life.

REAL History Culture People **REAL Business Development Opportunities**

MainStreet Las Vegas unifies the community's historic core commercial areas – Railroad District / Grand Avenue, New Town / Douglas Street, and Bridge Street / Plaza – into a vibrant 1.07-mile historic commercial corridor that starts at the restored railroad depot and ends at the plaza.

A Substantial Settlement
More than 14,000 people live within the city limits of Las Vegas. As the seat of San Miguel County and an important market center for northeastern New Mexico, Las Vegas draws customers from many communities in San Miguel, Mora and Guadalupe Counties. When the region's consumers travel to purchase goods and services, drive times of up to an hour or more are common. The following chart shows demographic characteristics for residents within 10-, 35-, and 55-minute drive times from the MainStreet Las Vegas district.

	10 Minutes	35 Minutes	55 Minutes
Population	17,206	22,002	27,864
Average Household Size	2.44	2.49	2.49
Median Age	34.6	35.1	35.8
Owner-Occupied Housing Units	67%	70%	73%
Median Household Income	\$23,854	\$23,951	\$30,351
Hispanic Origin (Any Race)	83.2%	80.8%	80.5%

SOURCE: ESRI, 2006 Estimates and Projections

Las Vegas is a family-oriented community. Principal consumer clusters include young families with children and mid-career couples. Reflecting its rich cultural traditions, the community has one of the highest concentrations of persons of Hispanic origin in New Mexico.

White area folks have moderate incomes, their needs add up to serious sales potential. For example, consumer buying power within the 35-minute drive time area just for retail trade and eating and drinking establishments totals \$256.8 million annually.

Employed Abound
As a regional employment center with major educational institutions and commercial enterprises, more than 2,200 workers report to their jobs in downtown Las Vegas. Jobs citywide total 6,852.

Figure 6-5: A market profile sheet presents a clear and compelling case why new businesses should locate downtown (www.mainstreetlvnm.org).

El Cajon
Community Development Corporation

Downtown Real Estate Hot Sheet
Commercial Properties Available for Lease and/or for Sale for March 2011
Online version at www.downtownelcajon.com

Grants are available for property owners and businesses owners to assist with business recruitment efforts.
To learn more and/or to submit real estate information contact Henry Canizales at (619) 401-8858 or Henry@downtownelcajon.com

Property Type	Address	Size (in square feet)	Owner / Broker	Notes	Price
Office Space or Neighborhood Services	316 W Douglas Ave.	Approx. 600 sq. ft.	Claudia Goertz, Owner Claudia Goertz, Broker CRS, Realtor C Goertz & Assoc 619-401-1283	• Private Bathroom • Ground Floor • Parking	\$700 mo. One year lease 1 month rent free
Retail / Office	248 Avocado	450 sq ft	Chris Kugler (619) 596-1880 ckugler@cpcommercialproperties.com	• Park Like Setting • Good Parking Available • Separate Restroom	\$600 / mo
Office / Retail	306 Ballantyne	400 sq ft	Ronnie Totah (619) 335-3116 ronnetotah@gmail.com	• Great Location • Great Visibility • Great Traffic	\$1,200 / mo
Office / Retail	308 Ballantyne	600 sq ft	Ronnie Totah (619) 335-3116 ronnetotah@gmail.com	• Great Location • Great Visibility • Great Traffic	\$1,500 / mo
Professional Offices	250 E Douglas	2,200 sq ft upstairs office 1,100 sq ft downstairs office	David Basaham (858) 676-3314	• 2 professional offices available now • Downstairs and Upstairs • Parking in front – covered parking in rear	\$1.00 per sq ft plus utilities
Executive Suites	270 E Douglas	Various	Lee Mench (619) 401-4000 lee@eastcountytobiz.com	• Part-time Office • Reception • Internet and Voicemail	Full-time offices Conference Room Copier, Fax and More
Office	461 W Douglas	Approx. 396 sq ft	Vikki Pender (619) 223-2244 x100	• Assigned parking space • Gated property • Private restroom	1 Month Free Utilities included \$435 / month
Professional Suite	321-329 W Lexington	930 sq ft	Thomas Dechant & Brian Jenkins (619) 442 – 9200 tdechant@cpcommercial.com	• Recently Renovated • Desirable Ground Floor • Excellent Location	Ample Parking Private restroom Common area patio
Office Suite	360 W Lexington	1,000 sq ft	Sil Silva (619) 873-6048 silvacpaic@aol.com	• New Building • Next to Post Office • 2 Months Free Rent	\$1,050 / mo gross negotiable \$1,500 / month gross

To find information about each property visit El Cajon CDC's geographic information system (GIS) Database at: http://www.downtownelcajon.com/interactive_parcel_map.shtml

Figure 6-6: Publish a current and comprehensive list of available business locations. (www.downtownelcajon.com)

content and useful data links.

- Develop a WMSP website that offers business development features. These include many of the items of a good hardcopy recruitment packet, market profile and demographics, available business locations listing, and property profiles of priority recruitment locations. The site should include downtown's market position statement, descriptions of priority business recruitment targets, highlights of public and private investment in the district, profiles of vibrant businesses, and an outline of the array of Main Street program services and other entrepreneur support services that a business can depend on when the owner chooses to locate downtown.
- Collaborate with business development partner organizations to ensure that all entities' websites provide consistent information to business prospects. Communities can use the Internet to net new businesses. Smart communities know that their net should not have any gaping holes. Websites' content, contacts, and links need to reinforce each other and clarify the message that Waxahachie embraces business investment. Prospects want to perceive that organizations will work in partnership to help them find the right locations and the right help to launch their ventures.
- Reveal leads for new business prospects by networking inside and outside the community. The business and property owner visitations outlined above are part of an effective business recruitment program. With priority recruitment targets, priority business locations, a strong web presence, and recruitment marketing materials, downtown leaders will be ready to be intentional, structured, and assertive in their outreach efforts.
- Conduct visits to property and business owners, real estate professionals, city officials, universities and colleges, SBDC, Chamber, and CVB to brainstorm leads for business expansion and recruitment prospects.
- Field business recruitment teams to visit downtown businesses seeking more space or a better location, local and regional businesses considering relocation to the downtown, and area entrepreneurs looking to launch a business. Host prospects to come to downtown Waxahachie for a tour, visit key potential neighbor businesses, meet with leaders, and check out potential locations. Link prospects with small business development service providers and help them strategize a successful enterprise.
- Position vacancies as opportunity sites for successful businesses. Asset-based business recruitment capitalizes on putting some of Waxahachie's best assets—its historic, human-scale downtown commercial buildings—in the best possible light. Ensure that business prospects find vibrant locations full of potential and not dark, dirty vacancies that look abandoned. Manage a program for promoting vacant buildings and sites as attractive locations for businesses. Strategies include window cleaning, litter pickup, old mail removal, removal of low-quality signs, weed clearance, real estate agent signs and signs with contact information for leaders from the Main Street program and its business development partners, temporary window displays of downtown merchandise, project plans or upcoming events, large-scale photographs of the building's architectural details mounted on easels, "phantom galleries" featuring the work of local artists, and window lighting (Figures 6-7, 6-8 and 6-9.)

Recommendation #4: Continue to provide incentives and develop financing tools. The City of Waxahachie and the WMSP have achieved a certain level of sophistication in both providing financial incentives to spur downtown revitalization and accessing economic development financing tools. The THC Reassessment Team advises that the local program evolve its incentives and finance tools to the next level.

- Continue to provide the city appraised tax value exemption and reinvestment tax incentive for historic property reinvestment. Boost the programs' targeting to owners of downtown historic commercial properties. Enhance the marketing of incentive programs by publishing an accessible, user-friendly brochure. Improve the explanations of these incentives on the city's website.
- Market more aggressively the use of the federal historic preservation tax credit for downtown commercial building rehabilitation. THC records show that, while many projects used this incentive in the 1980s and 1990s, the last Waxahachie federal tax credit project was in 2001. Assist building owners in working through the



Figure 6-7: It takes vigilance to keep vacancies attractive.



Figure 6-8: A clean storefront with crystal clear windows showcases the leasing agent's contact information.

application process.

- As planned, convene meetings of the TIRZ Board to develop a strategic plan for investing TIRZ funds in catalytic downtown reinvestment activities.
- Develop a facade improvement grant program. Consult with THC staff to explore the city's ability to use TIRZ funds for facade incentive grants to private property owners.
- Work with the SBDC, banks, and other business development partners to enhance the provision of marketing and technical assistance to help downtown businesses use small business financing programs such as Small Business Administration guaranteed loans and microloans.
- Consult with the TMSP to explore ways to expand the city's use of public financing tools such as the Capital Improvement Program, Type A and Type B Sales Tax economic development financing. Also investigate creative ways to use the city's TIRZ funds to further stimulate downtown reinvestment.



Figure 6-9: Many downtown organizations aggressively use vacant windows to market available space. (www.downtownpittsburgh.com)

Waxahachie Main Street's Economic Restructuring Committee has demonstrated its capabilities in an impressive track record of accomplishments. Leaders should now capitalize on that solid foundation to analyze the current dynamics of the Main Street economy, expand communications with business and property owners, equip and aggressively use their business recruitment toolkit, and continue to evolve downtown investment incentives and financing tools.

The author of this section was Keith Kjelstrom, Las Vegas, NM.

Chapter 7: Main Street Four Point Approach™: Design

The Design component of the Main Street Four-Point Approach™ encompasses several different elements including historic preservation, urban design and streetscape, planning and zoning, building rehabilitation and adaptive use, and signage and graphic design. Addressing these elements through consistent and on-going design improvement projects and initiatives is critical to developing a visually appealing physical environment that attracts shoppers, visitors, and investors to downtown Waxahachie. Like promotion and marketing efforts, design improvements also serve to build downtown Waxahachie’s “brand image” that distinguishes it as a special destination from other downtown commercial districts and communities within the Dallas-Fort Worth region. Over the years, Waxahachie has already made significant strides in building that brand image by preserving its downtown historic resources and maintaining its compact, walkable courthouse square environment. In the years ahead, additional improvements that strengthen and unify the overall design environment will only build on downtown Waxahachie’s brand as an authentic Texas courthouse square downtown.

As part of the reassessment visit, this chapter focuses on the observations, constraints, and opportunities regarding historic preservation, urban design, and planning issues within downtown Waxahachie. Specific recommendations and action strategies in addressing such issues are also presented in the chapter.

Physical Setting and Existing Conditions

Downtown Waxahachie’s physical setting and layout is typical of many traditional commercial districts in Texas with rectilinear courthouse squares. The Ellis County Courthouse, designed by James Reily Gordon in 1895, which has been recently restored and rehabilitated through the THC’s Courthouse Preservation Program, serves as the downtown’s visual focal point. The commercial buildings that line the courthouse square along East Main, East Franklin, College, and Rogers Streets house a mix of retail and office uses and presents a strong streetwall (line of buildings) and sense of enclosure and refuge for pedestrians, shoppers, and visitors (Figure 7-1). In other words, the courthouse square provides a compact, walkable environment that makes visitors feel safe and welcome. Despite a recent fire that damaged three buildings, and a number of storefront vacancies along the square, this highly intact downtown district contributes to its overall “sense of authenticity”—a place that helps connect visitors to the community’s past.

Generally, downtown Waxahachie’s physical environment, including commercial buildings and public spaces, is in relatively good condition. Many commercial buildings have undergone sensitive rehabilitation over the years and have active retail uses such as specialty shops and restaurants. Building improvements have focused on maintaining and enhancing existing building materials and architectural features, including original storefront openings and entranceways, upper story windows and storefront transoms, canopies, and painted signs located along building fronts and side elevations. Careful preservation of these features and materials has served to contribute to the downtown’s sense of authenticity (Figure 7-2). However, given the community’s success in preserving its downtown historic commercial buildings, some buildings appear “tired” and need maintenance, and other improvements such as masonry repointing, new paint, new awnings, and signage.



Figure 7-1: Downtown Waxahachie’s intact street wall of historic commercial buildings is one of the downtown’s most distinguishing characteristics.



Figure 7-2: Many downtown buildings retain their original materials and configurations.

There has also been little new construction in the downtown core except for the recently completed Ellis County Courts and Administration Building, jail expansion, and expanded City Hall annex to the west and south of the courthouse square. The City Hall annex is well designed, compatible, and appropriate to the original building. It also fits in with the downtown's overall design character. The Ellis County Jail and Detention Center along Jackson Street presents a largely blank wall to the eastern side of the historic district.

Preservation Planning

Waxahachie currently has five National Register Historic Districts including the Ellis County Courthouse District, which comprises most of the downtown core area. The other four National Register Historic Districts, including the West End, North Rogers Street, Oldham Avenue, and the Wyatt Street Shotgun Houses Historic Districts, are primarily residential and are within walking distance of the courthouse square. The National Register of Historic Places is the nation's official list of properties and resources worthy of preservation and is maintained in partnership between the National Park Service and the THC. The National Register district listing provides no formal protection for buildings unless a federally funded or licensed action may adversely affect properties within a district.

In addition to National Register designation, the downtown is also included as part of a Historic Overlay Zone, which requires property owners to seek a Certificate of Appropriateness for significant changes to a building's exterior from the city's HPC. Routine maintenance projects are not subject to design review. The commission currently does not have design guidelines and standards for use in design review other than the Secretary of the Interior's Standards for Rehabilitation. Despite the lack of design guidelines, the community's preservation planning efforts have been quite comprehensive in protecting historic resources located downtown and elsewhere.

Building Appearances

As mentioned previously, a majority of the downtown buildings appear to retain most, if not all, of their original architectural elements and features, including cornices and upper story windows to their storefronts, transom windows, and canopies. There are many excellent examples over the years of sympathetic and appropriate building improvement in downtown Waxahachie that have retained and preserved these elements. As a result, downtown Waxahachie's building stock exudes a sense of authenticity that few Main Street communities can duplicate or achieve. What is also significant is that these design improvements were facilitated without the use of a formal set of design guidelines, which may be testament to the community's strong preservation ethic and innate design sense of what is appropriate for historic commercial buildings.

Going forward, the City of Waxahachie, the WMSP, HPC and other partners, including Historic Waxahachie, Inc., should continue to facilitate additional design improvements in the downtown district that focus on maintaining that sense of authenticity while ensuring that buildings do not look "tired." New paint colors, signage, and awnings can convey a sense of freshness to the building without compromising a building's architectural integrity. Some specific recommendations include:

Recommendation #1: Canopies and storefronts. There has been a number of building canopies and storefronts that have been sensitively rehabilitated over the years. In some respects, building canopies and storefronts have become the signature building design elements that one readily notices when walking the downtown. Building improvement efforts should continue to focus on rehabilitating and maintaining historic canopies and storefronts throughout the downtown district (Figure 7-3). Replacement and reconstruction of storefront materials and elements should only be undertaken when original materials or components are missing or damaged beyond repair. Storefront transom windows in particular should be reopened where feasible to allow natural light into the interior as the canopy or awning shields the display windows from the sun.



Figure 7-3: Canopies are a distinguishing architectural feature in downtown Waxahachie

Recommendation #2: Signage. Currently, downtown building signage ranges from façade/wall mounted signs to “blade” and window signage. In some cases, window signage blocks views into the storefront interiors; in others, businesses are not identified by signage at all. New efforts should be undertaken to improve business signage by encouraging signage that is appropriate both to a building’s architectural character and the business that it is identifying. The first step is to create a set of signage guidelines as part of the overall downtown design guidelines that specify appropriate sizes, placement, and materials to be used for new business signage. The guidelines should encourage design creativity and a high level of quality in sign design and types, from blade/hanging signs, signs appropriate for canopied storefronts, neon signs, signage on awnings, and signs painted on windows (Figure 7-4). Sandwich board design may also be addressed through the signage design guidelines. Considerations should also be given to exempting historic signs, including ghost signs and others, from the local sign ordinance so that they are not dismantled or removed when a new business leases space in a downtown building.

Recommendation #3: Maintenance. Although the majority of downtown buildings are in good condition, there are some buildings that are in need of general maintenance, including masonry repointing and cleaning, and window and door repair. These should be priority improvements that should be facilitated by the WMSP and the HPC.

Recommendation #4: Ghost signs. There are a number of ghost signs throughout the downtown district, signs that were painted on the side or rear facades that once advertised specific businesses or products. Maintaining these ghost signs is an easy “place-making” activity that makes downtown Waxahachie distinctive. The Main Street program and the HPC should inventory all ghost signs, if it has not been completed already, and consider measures to maintain and protect them from being cleaned or painted over.

When working with property and business owners on improvement projects, the WMSP and the HPC should consult with TMSP design staff.

Visual Merchandising

Visual merchandising focuses on the layout of interior space within a retail business, which includes the sales areas and the display windows. Good storefront visual merchandising should invite the shopper to visit the store; good interior merchandising encourages the shopper to move through the store to view merchandise and goods (Figure 7-5). Several downtown Waxahachie stores conduct good merchandising practices with storefront displays that are visually appealing and interior layouts that entice customers and visitors to shop. There are instances, however, where storefronts are not merchandised effectively or are empty even with a retail business occupying the ground floor. Graphic design for printed materials and advertising is also important in conveying a unified image for the business. The WMSP should explore ways in which to encourage more appropriate merchandising by conducting educational workshops and offering technical assistance and consulting to individual merchants and business owners.

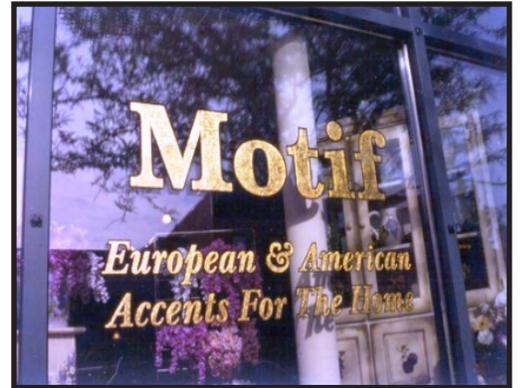


Figure 7-4: High quality signage can make a significant visual impact.



Figure 7-5: Empty storefront windows are opportunities for creative merchandising.

Design Guidelines

The WMSP, the city's HPC and Historic Waxahachie, Inc have recognized that a set of design guidelines are needed to assist in the design of projects going before the Preservation Commission, and in educating property owners about appropriate building preservation and rehabilitation procedures. The city and commission, in partnership with Historic Waxahachie Inc., has engaged a private consultant to develop design guidelines in the coming year. Design guidelines also help to "raise the bar of quality" for building improvement projects. In developing the new design guidelines, it is important to understand what elements or chapters should be included or incorporated. Such chapters may focus on the following:

- Downtown building forms and architectural styles
- Building material repair and preservation
- Storefront rehabilitation
- Upper façade rehabilitation
- Doors and windows
- Canopies, awnings and signage
- Roofs and cornices
- Energy efficiency improvements
- New construction
- Definitions and additional resources

The guidelines should be appropriately illustrated with sketches and line drawings where appropriate as well as "before" and "after" photos of successful Waxahachie downtown rehabilitation projects. Design guidelines should be "user friendly" and written in a straightforward manner so that downtown property and business owners can understand the design and preservation recommendations as they plan their building improvement project. Guidelines should be based on the Secretary of the Interior's Standards for Rehabilitation, which outlines a preservation approach that stresses the maintenance of original materials and features wherever feasible over replacement.

The Downtown Strategies Chapter of the *2007 Waxahachie Comprehensive Plan* recommends the adoption of a form-based zoning code that can guide the overall form of new buildings and infill development, including their height, setback and scale. The form-based code can be an excellent tool for guiding how new development in and around the courthouse district will fit in with the overall design character of the downtown. The code should serve as the overall base zoning standards for the downtown with design guidelines focusing on the preservation of existing structures.

Incentives and Building Reinvestment

Commercial and income producing properties within the Ellis County Courthouse National Register Historic District are eligible to receive Federal Historic Preservation Tax Credits, which is a significant incentive to encouraging building rehabilitation and adaptive use. In fact, there have been 14 historic preservation tax credit projects representing \$6.5 million in building reinvestment in the downtown since the National Register District was established in 1975. The last tax credit project to be undertaken was the Rogers Hotel rehabilitation in 2001, which represented \$1.4 million in reinvestment. It is unclear why additional tax credit projects have not been undertaken since 2001. The federal tax credit program remains the most significant incentive available at the moment for downtown Waxahachie property owners and developers.

In addition to the federal tax credit program, the City of Waxahachie offers incentives of its own for residential and commercial properties that are individually listed in the National Register or located within a National Register Historic District. These incentives include a 25 percent municipal property tax exemption of the property's appraised value capped at \$25,000. Property owners must apply to receive the exemption on an annual basis to the City of Waxahachie. In addition, property owners are also eligible for a reinvestment tax incentive of 50 percent of the total property tax bill for rehabilitation and restoration activity that is \$1,250 or more. Interior as well as exterior improvements are eligible project expenses under the program. Certain building rehabilitation activities may need

a Certificate of Appropriateness from the HPC in order for the property to receive the tax incentive. It appears that the property tax exemption program is quite popular with 225 applications received in the past year. Only two properties were approved for the 50 percent tax incentive, however. It is unclear how many downtown property owners have taken advantage of both programs.

Downtown Waxahachie is also located within the TIRZ #1, which allows for tax increment revenues to be used for infrastructure, building improvements, and other revitalization activities. Monies from the TIRZ were recently used to purchase the Texas Theater. City and Main Street leaders are considering the creation of a TIRZ development plan that would prioritize the use of TIRZ funds for projects and initiatives that would further catalyze revitalization in the downtown area. The city should move forward to develop and adopt a development plan that incorporates the following recommendations:

Recommendation #5: Building/façade improvement program. Consider establishing a building improvement program that offers matching grants to downtown property and business owners for façade and storefront rehabilitation activities including building maintenance needs, new signs, and awnings. The program could be capitalized at \$50,000 per year with a \$5,000 to \$10,000 cap per grant and required a 50 percent match from the building owner. A façade easement donated to the city or Historic Waxahachie Inc., could be required in return for receiving the grant. A Certificate of Appropriateness from the HPC may also be required when necessary.

Recommendation #6: Upper story development. If TIRZ monies can be used for interior improvements, perhaps a grant or low-interest loan program can be capitalized from the TIRZ to encourage the adaptive use of upper floors for residential use (Figure 7-6). It is unclear how many upper stories may be vacant or underutilized in the downtown but encouraging new upper floor development has been discussed by the community as an important downtown revitalization goal. If such a grant or loan program is considered and created, property owners or developers should be required to seek and apply for Federal Historic Preservation Tax Credits as a way to leverage the city's TIRZ contribution.



Figure 7-6: Incentives should be created to convert upper stories to more active uses.

Recommendation #7: Streetscape/public space improvements. Tax increment revenues should be set aside to implement streetscape and public space improvements according to a phased approach and an approved design plan. A more cohesive, unified streetscape appearance is needed in the downtown district.

Streetscape and Urban Design

Various streetscape and public space improvements have taken place in the downtown district over the years including new landscaped parking lots, street paving and crosswalk improvements, sidewalk plantings, and new lighting. However, the overall streetscape is inconsistent in appearance as improvements have not been carried out throughout the entire downtown and, in some areas, sidewalks, curbs, gutters, and other infrastructure need replacement and reconstruction. In addition, the downtown's "back door" environment, including alleyways and rear parking lots are in poor condition and in need of substantial improvement (Figure 7-7). In some instances, trash dumpsters block the alley pathways. There is also a lack of clear wayfinding signage that can direct travelers and visitors to the downtown district. Wayfinding signage was suggested as a critical need for the downtown in the *Waxahachie Historic Preservation Action Plan*.

Additional pedestrian and public space improvements should be implemented according to a streetscape master plan, which is recommended in the *2007 Waxahachie Comprehensive Plan*. The master plan would serve as a comprehensive guide for streetscape treatments and other enhancements to the public right-of-way and other publically owned spaces including parking lots and various pocket parks. The long-term goal in implementing such

a plan is to develop a unified appearance to the public realm that is complementary to the ensemble of historic commercial buildings. At the least, the streetscape master plan should determine a family of street furnishings, paving patterns for crosswalks, appropriate widths of sidewalks for safe pedestrian movement, and a phased implementation schedule. The process for developing the plan should include a series of community workshops.



Figure 7-7: Curbs and alleys should be the next focus of public improvements in the downtown.

Specific streetscape and public improvement recommendations to be addressed through the streetscape plan include the following:

- Burying utility lines that detract from the look of downtown, especially in the alleyways.
- New trees are not necessary around the courthouse square given the number of building canopies and awnings that exist. However, planters with low-maintenance native plants at corners and mid-block locations may be installed to soften the edges of the sidewalks and to add additional color throughout the downtown district.
- Making crosswalks more visible and consistent in appearance with different paving, pattern, and/or contrasting paint should be considered. Current crosswalks have not been maintained over the years and vary considerably from intersection to intersection in width, condition, and materials used (Figure 7-8).

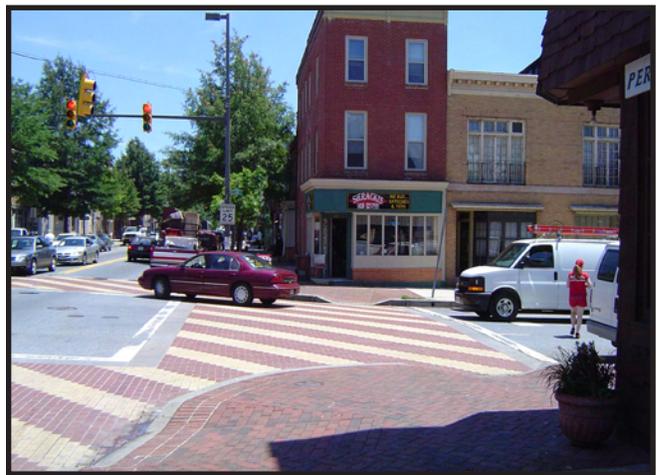


Figure 7-8: Crosswalk condition in downtown Waxahachie (left) and an improved crosswalk in Baltimore, MD (right).

- Sidewalk pavement, curbs, and gutters also vary from quadrant to quadrant in materials and condition. Consider a simple concrete pavement pattern for sidewalks as installation and maintenance costs are generally lower than

other specialty paving materials.

- Consideration can be given to installing sustainable design features if desired such as permeable pavers in alleys, street furniture that may be manufactured locally or from recycled materials, and low maintenance native plants, installed in planters or planter beds where appropriate.
- Consider additional outdoor cafés and restaurant dining to help activate the courthouse square and adjacent streets. Outdoor seating areas or café spaces can be defined with moveable planters or fences, but should not impede pedestrian movement. Design guidelines for outdoor dining spaces should be incorporated in the new set of design guidelines.
- Incorporate public art or artwork at key locations or focal points within the downtown. The WMSP should tap into the local artist community to design appropriately scaled art pieces or sculptures that could be located within various parts of the downtown (Figure 7-9).
- Maintain and incorporate any historic features that may exist in the right-of-way such as original paving if in good condition and where it survives.



Figure 7-9: Outdoor dining seating serving as public art pieces in downtown Waxahachie

Parking Lots and Alleys

Improvements to parking lots and alleyways should be considered in the development of a streetscape master plan. Alleyway enhancements should include repaving areas in disrepair, improving drainage, and consolidating trash bins into wood or brick enclosures at key locations in each block, ideally at mid-block, not at alley entrances. Several alleys could receive special pavement treatment to encourage pedestrian as well as vehicular use, especially for the alleys that are located in the blocks surrounding the courthouse square.

Downtown Waxahachie has very few surface parking lots, which appear to be privately owned. The only publicly owned off-street parking facility is the parking garage located adjacent to the Ellis County Courts and Administration Center. The private parking lots are landscaped with trees, usually at the entrances, in small gravel islands that may not be suitable for the trees' long-term health and growth. Parking lots should be screened more appropriately along street frontages with landscaping or ornamental fences. Parking lot landscape requirements should be incorporated as part of a landscape ordinance if one does not exist already. In the long-term, private parking lots should be restricted through zoning regulations to discourage building demolition (Figure 7-10).



Figure 7-10: Existing parking lot in downtown Waxahachie (left). Parking lots should be screened with fencing or landscaping.

The City of Waxahachie should consider converting most or all private parking lots to shared public parking facilities and designating specific locations for employee parking in outer blocks/lots/rows to keep as much open parking available for shoppers and visitors.

Signage and Wayfinding

As mentioned previously, wayfinding signage has been identified by the community as an important downtown design improvement initiative. Wayfinding provides not only visual identification and orientation to and within downtown Waxahachie, but can also serve as a unifying graphic branding identity (Figure 7-11). Several levels of signage should be considered for a comprehensive downtown district wayfinding program, which can be developed concurrently with a streetscape/public improvement plan. Wayfinding signage design should complement and reflect the downtown's historic character and incorporate artistic and eclectic attributes in some fashion. Components of this wayfinding plan may include:

- District gateway elements
- Downtown Waxahachie signage or identifiers
- Parking directional signs
- Destination directional signs
- Business/community events kiosk
- Regulatory/street signs
- Updated historic district signage
- Seasonal banner program



Figure 7-11: Wayfinding signs and gateway entries can help visitors navigate downtown more readily.

The entire program theme, character, or branding should be created as a comprehensive program that can be easily implemented in target areas, phases, or as funding becomes available. The wayfinding program could also incorporate historic and interpretive information for significant downtown historic buildings as part of an overall downtown interpretive and heritage tourism program.

Recent Past Resources

Although the majority of downtown Waxahachie's historic building resources were constructed during the 1880s through the 1920s, and designed in the Romanesque, Italianate, and vernacular brickfront styles, there are several examples of buildings and storefronts that were modified during the 1950s and 1960s. These changes and alterations were part of a trend in many downtown districts to “modernize” and “update” their appearance during a time when new shopping malls were being developed and constructed. Downtown banks and financial institutions were often the first businesses to update their building facades with new materials that emphasized a simplified, streamlined, building form with little or no ornamentation.

The building at 120 West Franklin Street, which once housed an Ellis County facility, is typical of an earlier circa 1890s building that received design modifications during the 1950s (Figure 7-12). This building should be maintained and preserved as a distinct example of Mid-Century Modernism in downtown Waxahachie. The building façade should be cleaned and new signage installed that is appropriate to the architectural style when a new business leases the building. There are other examples of commercial storefronts in other parts of the downtown district that were also altered in Mid-Century Modern styles and materials. Careful consideration should be given to maintaining and preserving these storefronts when building



Figure 7-12: Example of a Mid-Century Modern resource at 120 West Franklin Street in downtown Waxahachie that should be maintained.

rehabilitation projects are being planned. Specific standards regarding Mid-Century Modern alterations should also be incorporated within the new downtown design guidelines as well.

Education and Partnerships

The WMSP has programmed several design and preservation education initiatives incorporated in its 2010 Design Group work plan as well as part of the Waxahachie Historic Preservation Action Plan, developed as part of the community's participation in the THC's Visionaries in Preservation Program. The WMSP has also developed an effective partnership with Historic Waxahachie, Inc. and other organizations to undertake various preservation activities, including the funding, and development of the new design guidelines publication, and historic building coloring book for elementary school students. There are many excellent recommendations for design education activities presented in both publications, which should be prioritized and pursued in the coming years. There are additional education and partnership activities that may serve to advance the revitalization goals for the downtown district. These recommendations include:

Recommendation #8: Educational workshops. In order to build awareness of downtown Waxahachie's historic resources and proper historic preservation methods and techniques, the WMSP and its partners should consider organizing and conducting one or two educational workshops for downtown property owners and contractors per year. Topics for the workshops could include the design and installation of awnings, signage, canopy repair, façade restoration, window repair, storefront merchandising, using downtown design guidelines, historic preservation tax credits, and developing graphic images for retail businesses. The WMSP should work with the THC in identifying and securing workshop speakers.

Recommendation #9: Tour brochures and podcasts. Revise and update the current walking and driving tour brochures to incorporate less text and more images. Additionally, consider developing podcasts of the walking and driving tour information for visitors.

Recommendation #10: Green and sustainable design training. Greening and retrofitting historic commercial buildings for energy efficiency improvements is becoming an important topic of interest among preservationists and Main Street revitalization professionals. Conducting training workshops and developing new information materials, both in print and online, for downtown property owners may be of significant benefit.

Enhancement Opportunities

Although a portion of the land between the two rehabilitated train depots south of the courthouse square will be used for additional parking and facilities for the adjacent feed store, perhaps there could be an opportunity to create a plaza or park space for special events or gatherings. A new plaza or gathering space could help generate additional pedestrian activity from this location to other areas of the downtown. In addition, the picnic area behind the College Street Pub is currently underutilized with the adjacent creek banks in poor condition. The creek banks should be enhanced to match the improvements that have taken place over the years on the north side of College Street in Singleton Plaza. Improvements to both the depot area and the picnic area could be addressed through the development of the streetscape/public space improvement plan.

Summary

The citizens of Waxahachie have made significant strides in maintaining and preserving its remarkable collection of historic resources and, the WMSP, along with its key partners, should continue to work with property owners and downtown merchants on appropriate building improvements that maintain a high degree of historic authenticity as well as ensure a certain level of "freshness" in storefront merchandising, signage, awnings and paint color, so that downtown does not appear tired and "stuck in time." An organized approach to enhancing the streetscape and other public spaces, through a well-prepared streetscape plan will unify the downtown's appearance and stimulate additional private sector investment in downtown buildings and businesses. Consistent, long-term efforts in facilitating both building and public space improvements will be key to achieving a well-designed, attractive built environment for downtown Waxahachie.

The author of this report was Nick Kalogeresis, The Lakota Group, Chicago, IL.

Chapter 8: Appendix

- A. Waxahachie Reassessment Team Members
- B. Preservation Tools: Texas Historical Commission
- C. Preservation Tools: Community Heritage Development Division
- D. Preservation Tools: Secretary of the Interior Standards for Rehabilitation
- E. Preservation Tools: Preservation Texas
- F. Preservation Tools: Texas Downtown Association
- G. Preservation Tools: Websites of Interest
- H. Texas Main Street Program Cities
 - I. Main Street Committees -
- J. Dubuque Iowa Marketing Plan

Waxahachie Reassessment Team Members

Brad Patterson, Director, Community Heritage Development Division

Patterson is the Director for the Community Heritage Development Division leading the staff dedicated to helping communities create and support their historic preservation infrastructure through the Main Street, Visionaries in Preservation, Certified Local Government, and Texas Heritage Trails Programs. He has significant experience in historic preservation and architecture, having completed undergraduate architectural work at Miami University of Ohio and a masters of architecture degree with a certificate in historic preservation from The University of Texas at Austin. With the commission since 1996, Mr. Patterson previously worked in the agency's Architecture Division coordinating the architectural staff reviewing projects under federal and state laws; federal tax incentives, Americans with Disabilities Act compliance, and the agency's Texas Preservation Trust Fund grant program. He also oversaw the restoration of numerous historic county courthouses through the nationally recognized Texas Historic Courthouse Preservation Program. In addition, Mr. Patterson has helped lead the agency's disaster related response and recovery efforts for historic structures, including Hurricanes Rita and Ike and post-fire recovery efforts at historic buildings, including the Texas Governor's Mansion.

Organization/Promotions/Heritage Tourism

Charlotte Anderson, IN(ALLIANCE) Springfield, IL.

Anderson has devoted more than 20 years to developing and organizing successful local, state, and national projects and is highly skilled in securing local involvement and buy-in through inclusionary activities such as strategic planning, consensus building and community design and planning charrettes. She served as the executive director of Main Street Golconda between 1993 and 2002 with an extensive list of successful projects including the restoration of Golconda Lock & Dam 51 houses which later earned the Richard H Driehaus Foundation "Project of the Year" award from Landmarks Illinois, the state's highest historic preservation honor. Her accomplishments as Director of a Main Street community, a National Scenic Byway, a State Heritage Tourism Demonstration Area, and of a Champion Community designated by USDA Rural Development, received national recognition and led to the formation of her own consulting firm in 2002. In 2009 Anderson became a founding partner of (IN)ALLIANCE, a multi-disciplinary group of professionals providing an array of consulting services in the areas of historic preservation, community revitalization, and economic restructuring. She is currently the coordinator for the George Rogers Clark Discovery Trail, a collaborative effort between the City of Metropolis, City of Brookport and the Illinois Department of Natural Resources. Anderson attended Southeastern Illinois College at Harrisburg and Southern Illinois University at Carbondale.

Jill Robinson, Assistant State Coordinator, Texas Main Street Program

Robinson is the program/training specialist for the Texas Main Street Program. She coordinates training for program managers and board members and conducts strategic planning for these programs. Robinson has seven years banking experience and 23 years experience working with the State of Texas — the last 10 years of which have been with the Texas Main Street Program. She is also an ex-officio board member of the Texas Downtown Association and was selected as a Texas Original basket artist by the Texas Commission on the Arts in 2008. She received a bachelor's degree in textiles and clothing design from the University of Texas at Austin.

Debra Farst, State Coordinator, Texas Main Street Program

Farst is state coordinator for the Texas Main Street Program. She has a bachelor of arts in journalism from University of North Texas and a master of public administration from Texas State University. Farst was association coordinator for the Texas Downtown Association for seven years prior to joining the Texas Main Street Program in January 2006. Farst' professional community development work ranges from being manager of both a chamber of commerce and an economic development organization. As a journalist, she also covered government and community affairs. For 12 years, from 1995-2007, Farst served as an elected public official on the board of trustees for one of the fastest-growing school districts in Texas, that was growing by 1,000–2,400 students each year during that time and necessitated the issuance of more than \$650 million in bonds for new and refurbished facilities. Her tenure on the school board included three terms as Board President. Currently, Farst is an ex-officio member of the Board of Directors of the

Texas Downtown Association.

Economic Restructuring

Robert Johnson, Economic Development Specialist, Texas Main Street Program

Johnson is the economic development specialist for the Texas Main Street Program. Upon completing a four-year enlistment in the Air Force, he received a bachelor's degree in public relations with a concentration in marketing from the University of Texas at Austin, and a master's in liberal arts from St. Edward's University in Austin. Johnson worked at the Texas Department of Economic Development where he served as a contract manager helping businesses throughout the state with economic growth through employee training programs. He completed the Texas A&M University Texas Engineering Extension Service, Economic Development course in the Spring of 2002.

Keith Kjelstrom, Las Vegas, NM.

Kjelstrom provides services in commercial district revitalization, economic development, land use planning, and strategic planning for local and state governments, businesses, and non-profit organizations. With 27 years of experience in economic development, he is a seasoned analyst, facilitator, presenter and trainer. He specializes in helping communities to harness the tools and techniques of business development, including market analysis, business strengthening, business recruitment, and project funding development. Kjelstrom served with California Main Street for 11 years, including 8 years as director. Early in his career, he was a local Main Street manager. He holds a master's degree in city planning from the Massachusetts Institute of Technology and a bachelor's degree in political economics from the University of California, Berkeley.

Design

Nick Kalogeresis, The Lakota Group, Chicago, IL

Kalogeresis, AICP, is a city planner and a vice-president with the Lakota Group, a Chicago-based multi-disciplinary planning firm with expertise in planning and urban design, landscape architecture, historic preservation and community relations. He currently manages the firm's historic preservation planning and Main Street/commercial district revitalization portfolio. Kalogeresis' recent assignments have included the preparation of preservation plans for the historic Enos Park neighborhood in Springfield, Illinois and the Village of Brandywine in Maryland. In 2009, he led a planning team that created the Strategic Historic Preservation Plan for the City of San Antonio, Texas. Prior to joining Lakota in 2008, Kalogeresis was for 10 years a Program Officer for Consulting Services with the National Trust for Historic Preservation Main Street Center (NTMSC) where he provided Main Street revitalization services in Illinois, Michigan and other states around the country.

Leslie Wolfenden, design assistant, Texas Main Street Program

Wolfenden is a project design assistant for the Texas Historical Commission's Main Street Program. She previously worked for eighteen years in design work and office management in the interior design field before turning to a career in historic preservation in 2006. In the historic preservation field, she conducted a broad range of historic resource investigations including Section 106 and NEPA compliance, building condition assessments, and historic building survey work for the Texas Department of Transportation. For the past eight years, she has been an active volunteer for Save Austin's Cemeteries (SAC), including currently serving as SAC's board president. Wolfenden earned her master of science degree in historic preservation from the University of Texas at Austin, her bachelor of science degree in architecture from the University of Texas Arlington, and her associate arts degree in interior design from Bauder College of Arlington.

Heritage Tourism

Sue Shore, Program Specialist, Texas Heritage Trails

A seasoned interpreter, Shore is interested in helping communities enhance their capacity to provide quality heritage experiences for both visitors and residents. As a member of the Heritage Trails Program team, she assists the 10 regional trails organizations with non-profit and planning issues, and administers the heritage tourism partnership grant program. Prior to joining the THC, Shore's work included managing interpretive programs for Lubbock Lake National Historic Landmark, serving as vice president of the Texas Environmental Education Partnership, and a variety of responsibilities in live theatre venues ranging from costume designer to organizational management. She is

a regular contributor to *The Social Studies Texan*, the journal of the Texas Council for Social Studies. Shore received a bachelor of arts in theatre education from the University of Wisconsin, a masters in museum studies from the University of Nebraska, and is a Certified Interpretive Planner through the National Association for Interpretation.

Certified Local Government

Matt Synatschk, acting State Coordinator, Certified Local Government

Synatschk serves as the acting State Coordinator for the Certified Local Government Program at the Texas Historical Commission. As a native Texan, he has witnessed many changes in Texas in the last thirty years, encouraging his efforts to preserve the unique history of the state. Synatschk graduated with a bachelor's in history from the University of Texas in 2001 and completed his master's in public history at Texas State University in 2007. In addition to his formal education, he has worked with various historical entities in and around Texas including the Commemorative Air Force, The National Museum of the Pacific War in Fredericksburg, and serves on the board of Directors for the Williamson Museum in Georgetown. As a contractor for the National Park Service, he published a developmental history of President Lyndon B. Johnson's aircraft hangar at the LBJ Ranch in Stonewall, TX. Synatschk's varied experience includes historic preservation, collections management, public relations, heritage tourism, and education outreach.

Preservation Tools: Texas Historical Commission (THC)

PROTECTION OF FEDERAL AND STATE DESIGNATED HISTORIC RESOURCES

DESIGN REVIEW

Design review for both federal and state designated historic resources and projects takes place in the Architecture Division (DOA) at the Texas Historical Commission (THC). There are two main groups within DOA at the THC. One group, oversees the Texas Historic Courthouse Preservation Program which provides matching grants to assist county courthouse restoration projects throughout the state as reviewers work on the courthouses. The other, the Project Review staff, reviews all other projects including those subject to review under various state and federal laws, historic designations, and incentive programs, and provides technical assistance to property owners. While a local Main Street program may have involvement with a county courthouse restoration, it is more likely that local Main Street staff, Advisory Board, or committee members will interact with DOA's project review staff through the other various federal and state protection and incentive programs.

DOA staff ensures that preservation projects are carried out in accordance with the Secretary of the Interior's Standards for the Treatment of Historic Properties which are available online at www.nps.gov/history/hps/tps/stand-guide/index.htm. These Standards, as they are commonly referred to, are established by the National Park Service and are the basis for preservation projects across the United States. There are four specific treatment approaches within the Standards: Preservation, Rehabilitation, Restoration, and Reconstruction. The majority of all projects reviewed by the DOA are expected to follow the Standards for Rehabilitation. There are 10 standards within this treatment approach that aim at preserving historic fabric and overall historic character while allowing for changes in building uses and upgrading for modern functions. Following the Standards, appropriate changes are allowed to historic properties depending on the property and the specific project. To ensure that projects meet the Standards and move smoothly through the various review processes detailed below, property owners and other parties involved in preservation projects are encouraged to contact the DOA early on in the planning process.

DOA Project Review staff consists of five reviewers that work with all projects within a specific geographic region of the state, with the exception of projects at all active military sites. Contact information for each reviewer can be found on the THC's website at www.thc.state.tx.us/contactus/cot106reviewers.shtml or by calling the main DOA number at 512.463.6094. Project reviewers, with some limitations, can travel to projects within their region to assist property owners. DOA staff and Main Street architects and designers communicate on projects within local Main Street districts that also require review by the DOA.

HISTORIC DESIGNATIONS

Several different historic designations exist at both the state and national level, some of which trigger review of potential construction work by DOA staff. The actual nomination and designation of historic resources is coordinated by the THC History Programs Division and Archeology Division. All designations apply to the historic property itself and remain in place through changes in ownership.

To verify a building's historic designations, please contact the History Programs Division at 512.463.5853 or check the THC's Historic Sites Atlas at <http://atlas.thc.state.tx.us/>.

NATIONAL HISTORIC LANDMARK (NHL)

National Historic Landmark designation recognizes resources with national significance, such as the Alamo, Fort Sam Houston Historic District, Strand Historic District, and the Governor's Mansion. Although designation as an NHL does not trigger review by DOA staff in and of itself, care must be taken on these important historic resources, and staff is available for consultation to that end. The National Park Service also provides technical support for owners and stewards of NHL properties.

THE NATIONAL REGISTER OF HISTORIC PLACES (NRHP)

Listing in the National Register of Historic Places is the most common type of historic designation. The National Register is a federal program administered in Texas by the THC in coordination with the National Park Service. The NRHP provides national recognition of a property's historical or architectural significance and provides special consideration to the properties during federal projects. Buildings, sites, objects, structures and districts can be listed in the National Register. This is primarily an honorary designation—it does not automatically impose restrictions on property owners or trigger review of proposed work. Review is required for properties making use of the 20% Rehabilitation Tax Credit or federal projects subject to Section 106.

TEXAS SUBJECT MARKERS

Subject markers are educational and relate aspects of local history that are important to a community or region. A subject marker places no restriction on the property or site, and the DOA has no review authority for work to a site or building with a subject marker only.

RECORDED TEXAS HISTORIC LANDMARKS (RTHL)

Recorded Texas Historic Landmark designation is our agency's most common state-level designation. RTHLs are at least 50 years old and judged worthy of preservation for both architectural and historical significance. Buildings with this designation display an official Texas historical marker.

Property owners are required to notify the DOA at least 60 days before beginning a project that will affect the exterior of a RTHL. Notification should include a cover letter describing the scope of work, current overall photographs and close-up photographs of the areas requiring repair; drawings, specifications, and a proposal from a contractor may also be required. Staff will respond within 30 days, either allowing work to proceed if it complies with the Standards for Rehabilitation or recommending other alternatives to consider. For proposed demolition or inappropriate alterations that may result in loss of the designation, the THC may invoke an additional 30-day waiting period to consult with properties owners on alternatives that meet the Standards.

STATE ARCHEOLOGICAL LANDMARK (SAL)

State Archeological Landmarks are designated by the THC and receive legal protection under the Antiquities Code of Texas. This is the highest designation that can be given at the state level and is more commonly applied to publicly-owned buildings or archeological sites. Buildings must first be listed in the National Register of Historic Places before they can be nominated for SAL designation. Property owners must apply for an official Historic Structures Permit for all proposed work, other than routine maintenance, to the exterior and public spaces of the interior of a SAL. DOA staff review applications for compliance with the Standards for Rehabilitation and must issue a permit before work may commence. Upon conclusion of the project, a completion report must be submitted to the DOA that documents the permitted work.

FEDERAL AND STATE MANDATE REVIEWS

Projects Involving Federally-Owned Historic Resources or Receiving Federal Funding Reviewed Under Section 106 Section 106 of the National Historic Preservation Act requires that federal agencies consider the effect of their actions on historic resources, including but not limited to buildings, bridges, districts, streetscapes, irrigation canals, and cultural landscapes. Projects on federally-owned resources and projects receiving federal funding, permitting, licensing or other approval on non-federally owned resources must be submitted to the THC for review if those resources are 45 years of age or older. Information on what is needed for our office to review a project under Section 106, including a submission form and supporting documentation, can be found online at www.thc.state.tx.us/crm/crmsend.shtml. Once a complete project submission is received, the THC has 30 days to complete its review. During this period, the Archeology Division reviews all Section 106 projects with a potential to effect archeological resources. The History Programs Division determines if above-ground resources have any historic designations and if not, if the resources are eligible for listing in the NRHP. If the resources are listed or eligible for listing, DOA staff will determine the effect of the federal undertaking on the historic resource. If the project is found to have no effect or no adverse effect on any historic resources, the project may proceed as planned. An adverse effect on any historic resource will require the federal agency to avoid, mitigate, or minimize that effect, and provide an opportunity for

the Advisory Council on Historic Preservation to comment on the proposal.

Almost any federal action with the potential to impact historic resources is required to undergo Section 106 Review. It is the responsibility of the federal agency to carry out this process, utilize appropriate professionals and make the determinations. As the State Historic Preservation Officer (SHPO), the THC consults on the process along with other stakeholders and the public. Some common examples of actions and agencies subject to Section 106 that impact Main Street communities include the following; US Department of Housing and Urban Development including block grant programs, cellular and other communications towers under FCC permits, US Department of Agriculture activities, US Army Corps of Engineers permits and projects, Texas Department of Transportation and Federal Highways Administration, Texas Capital Fund projects which originate with federal funds, and construction related to new federally chartered banking institutions.

STATE REVIEW UNDER THE ANTIQUITIES CODE OF TEXAS

The Antiquities Code of Texas protects historic buildings and archeological sites on state or local public land. Under the Antiquities Code, a state agency may not alter, renovate, or demolish a building owned by the state that is 50 years of age or older without notifying the THC at least 60 days in advance of the proposed work. State agencies and political subdivisions of the state, including cities, counties, river authorities, municipal utility districts and school districts must notify the THC of any action on public land involving 5,000 or more cubic yards of earth moving, five or more acres of ground disturbance, or any project that has the potential to disturb recorded historic or archeological sites.

Information on what is needed for our office to review a project under the Antiquities Code including a submission form and supporting documentation can be found online at www.thc.state.tx.us/crm/crmsend.shtml. Upon receipt, the THC will issue a response to the project proposal within 30 days.

INCENTIVES FOR BUILDING REHABILITATION

FEDERAL REHABILITATION TAX CREDITS

The Federal Historic Preservation Tax Incentives program is the best financial tool available for rehabilitation in Texas, and is one of the nation's most successful and cost-effective community revitalization programs. Through the Internal Revenue Service and National Park Service, the federal government offers 10% or a 20% tax rehabilitation tax credits; the credits cannot be taken together.

20% REHABILITATION TAX CREDIT

The 20% tax credit is available for certified rehabilitations on income-producing buildings that are listed in or eligible for listing in the National Register of Historic Places. The building does not need to be designated at the beginning of the application process but must be listed within a set time period after completing the work in order to retain the tax credit. Any work undertaken on the building as part of this program must comply with the Standards for Rehabilitation, and will be reviewed by the DOA and the National Park Service.

To qualify, the rehabilitation must be substantial. The rehabilitation costs must exceed \$5,000 or the adjusted basis of the building—whichever is greater. (The adjusted basis is generally the purchase price, minus the cost of land, plus improvements already made, minus depreciation already taken). This tax credit (not deduction) can be claimed through the IRS for 20% of all qualified rehabilitation expenditures after the completion of the project. Qualified expenditures include costs associated with the physical work undertaken on the building, as well as architectural and engineering fees, site survey fees, legal expenses, development fees, and other construction-related costs.

The 20% rehabilitation tax credit has a three-part application that must be submitted to the THC. Part 1 consists of National Register eligibility, Part 2 covers the physical rehabilitation work, and Part 3 is the certification of completed work. There is no requirement that applications be submitted before work begins, but it is strongly recommended to ensure that the work meets the Standards.

10% REHABILITATION TAX CREDIT

The 10% rehabilitation tax credit can be taken for commercial buildings constructed prior to 1936. To be eligible, buildings must not be individually listed in the National Register of Historic Places, or must be determined to be non-contributing if within a National Register district. Buildings must be depreciable and must be rehabilitated for non-residential uses. Rehabilitation work must be substantial, with costs exceeding \$5,000 or the adjusted basis of the building—whichever is greater. (The adjusted basis is generally the purchase price, minus the cost of land, plus improvements already made, minus depreciation already taken). There is also a specific physical test for the retention of external walls and internal structural framework. The THC does not review work under the 10% rehabilitation tax credit.

More information on the tax credits can be found online at www.nps.gov/history/hps/tps/tax/index.htm.

TECHNICAL ASSISTANCE

In addition to reviews under the preceding programs, DOA staff offers technical assistance to owners of historic properties and other involved parties. Technical assistance provided is guidance only and DOA staff does not produce plans for projects. Project Review staff can provide general guidance on specific architectural and preservation issues, such as masonry repair and repair of historic windows, along with information and publications related to individual projects and issues. Project Reviewers may advise consultation with a qualified architect, structural engineer or contractor as necessary to address major issues.

DOA Project Reviewers are often consulted about how building codes for life safety and accessibility apply to historic buildings. Historic buildings are not exempt from code requirements and the THC strongly feels that all historic buildings should meet the appropriate building codes to the greatest extent possible. Project Reviewers are available for basic guidance about how a project may be designed to both meet codes and protect historic fabric and can provide letters of support when variances for specific elements of a code based on historic status or presence of historic materials. Although DOA staff can consult with code officials to express concerns related to historic preservation, local building code officials have the final authority on all code-related issues.

The Guidelines of the Americans with Disabilities Act and the Texas Accessibility Standards (TAS) both provide for a minimum set of requirements that can be applied in instances where meeting the full code will destroy significant historic features. Approval for using these minimum standards must come from the Texas Department of Licensing and Regulation which specifically requires a letter of support from the THC. DOA staff are not experts on the TAS and do not give approval on projects, but can offer general advice on how to make a building accessible while retaining historic materials and character.

Preservation Tools: Community Heritage Development Division (CHD)

The Community Heritage Development (CHD) division is comprised of four THC programs including Texas Main Street Program, Certified Local Government, Visionaries in Preservation Program and Texas Heritage Trails. These four programs work closely with one another in providing technical assistance to local communities and regions throughout the state. More information about each of these programs and the State Coordinator's contact information is listed below.

Certified Local Government Program (CLG)

The CLG program is a national initiative created in 1980 to ensure the broadest possible participation of local governments—town, city, municipality and county—enabling them to develop and sustain a strong preservation ethic that influences zoning and permit decisions critical to preserving local historic resources. Texas municipalities that achieve CLG status from the National Park Service (NPS) are eligible to receive valuable technical assistance, training and matching grants tied to developing and maintaining a local comprehensive preservation planning program.

Projects eligible for grant funding may include architectural, historical, archeological surveys, oral histories, nominations to the National Register of Historic Places, staff work for historic preservation commissions, design guidelines and preservation plans, educational and public outreach materials such as publications, videos, exhibits and brochures, training for commission members and staff, and rehabilitation or restoration of National Register listed properties. Grant funds are distributed through the Historic Preservation Fund (HPF), administered by NPS and allocated to each state. As the Texas State Historic Preservation Office (SHPO), the THC reserves at least 10 percent of the State's annual HPF allocation to fund CLG historic preservation grant projects.

Applications are available from the THC and may be submitted at any time during the year. Applications for CLG matching grants, available only to CLGs, are usually due in the summer of each year.

Contact: Matt Synatschk, acting state coordinator
512.463.7812
matt.synatschk@thc.state.tx.us

Texas Heritage Trails Program (THTP)

The THTP is the THC's award winning heritage regional heritage tourism initiative. This economic development initiative encourages communities, heritage regions and the state to partner and promote Texas' historic and cultural resources. These successful local preservation efforts, combined with statewide marketing of heritage regions as tourism destinations, increase visitation to cultural and historic sites and bring more dollars to Texas communities.

The program began with the establishment of the Texas Forts Trail Region in 1998. Other heritage regions made a formal application to the program, demonstrating knowledge of the area attractions and broad support from organizations and local government. The suite of trail regions was completed in 2005 with the additions of the Texas Pecos and Hill Country Trail Regions. Individuals and communities are encouraged to participate in the program. Begin by visiting www.thc.state.tx.us/heritagetourism/htprogram.shtml and select your region from the map to get involved with this successful heritage tourism initiative.

Contact: Teresa Caldwell, state coordinator
512.463.5755
teresa.caldwell@thc.state.tx.us

Texas Main Street Program (TMSP)

The Texas Main Street Program helps Texas cities revitalize their historic downtowns and neighborhood commercial districts by utilizing preservation and economic development strategies.

The Texas Main Street Program began in 1981. Affiliated with the National Trust for Historic Preservation, the Texas Main Street Program is among the most successful downtown revitalization programs in the nation. Each year, the THC may select up to five communities as official Texas Main Street cities. Selected communities are eligible to receive a range of continual on-site services in the areas of manager and board training, strategic planning, economic development and design assistance. Through this program more than 160 Texas cities have been assisted resulting in the private reinvestment of \$2.2 billion in downtown and neighborhood commercial districts, 26,990 new jobs, and more than 6,900 business starts, expansions or relocations. Applications are available by April 1 and are due the last working day of July for the following program year.

Contact: Debra Farst, state coordinator

512.463.5758

debra.farst@thc.state.tx.us

The Secretary of the Interior's Standards for Rehabilitation

The Standards (Department of Interior regulations, 36 CFR 67) pertain to historic buildings of all materials, construction types, sizes and occupancy and encompass the exterior and the interior, related landscape features and the building's site and environment as well as attached, adjacent or related new construction. The Standards are to be applied to specific rehabilitation projects in a reasonable manner, taking into consideration economic and technical feasibility.

1. A property shall be used for its historic purpose or be placed in a new use that requires minimal change to the defining characteristics of the building and its site and environment.
2. The historic character of a property shall be retained and preserved. The removal of historic materials or alteration of features and spaces that characterize a property shall be avoided.
3. Each property shall be recognized as a physical record of its time, place and use. Changes that create a false sense of historical development, such as adding conjectural features or architectural elements from other buildings, shall not be undertaken.
4. Most properties change over time; changes that have acquired historic significance in their own right shall be retained and preserved.
5. Distinctive features, finishes and construction techniques or examples of craftsmanship that characterize a property shall be preserved.
6. Deteriorated historic features shall be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature shall match the old in design, color, texture, and other visual qualities and, where possible, materials. Replacement of missing features shall be substantiated by documentary, physical or pictorial evidence.
7. Chemical or physical treatments, such as sandblasting, that cause damage to historic materials shall not be used. The surface cleaning of structures, if appropriate, shall be undertaken using the gentlest means possible.
8. Significant archeological resources affected by a project shall be protected and preserved. If such resources must be disturbed, mitigation measures shall be undertaken.
9. New additions, exterior alterations, or related new construction shall not destroy historic materials that characterize the property. The new work shall be differentiated from the old and shall be compatible with the massing, size, scale and architectural features to protect the historic integrity of the property and its environment.
10. New additions and adjacent or related new construction shall be undertaken in such a manner that if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.

Preservation Texas

The mission of Preservation Texas is to preserve the historic resources of Texas by empowering individuals and local and state organizations through education, communication, advocacy and collaboration.

Preservation Texas provides training for individuals and organizations through workshops and educational forums on a variety of topics, from fund raising and membership development to historic real estate and advocacy.

The organization specializes in information distribution to keep its members informed about what's going on in historic preservation, not only in Texas but also throughout the country. Preservation Texas publications include a quarterly newsletter, the Texas Preservation Advocate, as well as special time-sensitive alerts and legislative updates.

Preservation Texas works with governments at all levels ensuring more livable communities by advocating legislation and funding that support historic preservation. The Preservation Day special event brings members to Austin during legislative sessions to learn about challenges affecting historic preservation and to meet with their elected officials to talk about preservation issues in their communities.

For membership information, contact:

Preservation Texas
P.O. Box 12832
Austin, TX 78711-2832
Phone: 512.472.0102
Fax: 512.472.0740
info@preservationtexas.org
www.preservationtexas.org

The Texas Downtown Association

The Texas Downtown Association (TDA) is a non profit organization designed to encourage the development, redevelopment and improvement of downtown areas throughout the state. Open to downtown organizations, neighborhood groups, governmental entities and individuals, the association provides a forum for members to exchange information about common experiences, needs, problems and solutions. The organization is governed by a fifteen-member board of directors.

Members of the TDA have access to a statewide listserv and receive an electronic newsletter that shares ideas and activities from downtown groups, as well as programs, legislation and issues important to downtowns.

A premiere program of the TDA is an annual awards program that showcases and celebrates the special projects, programs and people in Texas downtowns. The TDA also partners with the Texas Main Street Program on an annual statewide downtown revitalization conference.

Other programs of the TDA include the Anice Read Fund that provides grants for downtown projects; regional educational roundtable programs and a cooperative advertising program in major publications.

For a membership application and additional information, contact:

The Texas Downtown Association
Catherine Sak, executive director
P.O. Box 546
Austin, TX 78767-0540
Phone: 512.472.7832
Fax: 512.472.7495
info@texasdowntown.org
www.texasdowntown.org

Websites of Interest

Advisory Council on Historic Preservation: www.achp.gov

African American Heritage Preservation Foundation: www.aahpfdn.org

(The) Alliance for Historic Landscape Preservation: www.ahlp.org

American Institute of Architects: www.aia.org

American Planning Association: www.planning.org

American Society of Landscape Architects: www.asla.org

(The) Cultural Landscape Foundation: www.tclf.org

Handbook of Texas Online: www.tshaonline.org/handbook/online/

Institute for Cultural Landscape Studies: www.icls.harvard.edu

Keep Texas Beautiful: www.ktb.org

League of Historic American Theaters: www.lhat.org

National Main Street Center: www.mainstreet.org

National Park Service: www.nps.gov

National Trust for Historic Preservation: www.preservationnation.org

Texas Department of Rural Affairs: www.tdra.state.tx.us

Preservation Easement Trust: www.preservationeasement.org/

Preservation Directory: www.preservationdirectory.com

Preservation Texas: www.preservationtexas.org

Preserve America: www.preserveamerica.gov

Project for Public Spaces: www.pps.org

Rails to Trails: www.railstotrails.org

Partners for Sacred Places: www.sacredplaces.org

Scenic America: www.scenic.org

Texas Commission on the Arts: www.arts.state.tx.us

Texas Downtown Association: www.texasdowntown.org

Texas Folklife Resources: www.texasfolklife.org

Texas Historical Commission: www.thc.state.tx.us

Texas Parks and Wildlife: www.tpwd.state.tx.us

Texas Rural Leadership Program: www.trlp.org

Texas State Preservation Board: www.tspb.state.tx.us

Urban Land Institute: www.uli.org

Texas Main Street Program

Since 1981, the Texas Main Street Program has selected up to five cities annually to be designated official Main Street cities and to receive the free technical and design assistance available from the THC. In 1989, the program was expanded to include up to three urban central business districts and neighborhoods annually. Each selected city is required to participate for three years minimum. Throughout the history of the program, it has been found that the Main Street approach is an ongoing integral program that extends beyond the three-year requirement. Updates on which cities are continuing their programs, are available for the Texas Historical Commission, P.O. Box 12276, Austin, TX 78711 (512.463.6092)

Texas Main Street Cities (population 50,000 and fewer)

1981	1988	1995	2002	2009
Eagle Pass	Temple	Alpine	Canyon	Rockwall
Hillsboro	Daingerfield	Bonham	Comanche	Weatherford
Navasota	Henderson	Clifton	Del Rio	West
Plainview	Gonzales	Kerrville	Pilot Point	
Seguin	Center	Rusk	Rio Grande City	
1982	1989	1996	2003	2010
Gainesville	Denison	Duncanville	Clarksville	Eagle Pass
Georgetown	Fort Stockton	Fairfield	Llano	Wills Point
Kingsville	Mineola	La Grange	Luling	
McKinney	Sulphur Springs	Olton	Van Horn	
Marshall	Yoakum	Quanah	Winnsboro	
1983	1990	1997	2004	2011
Brenham	Athens	Bowie	Grand Saline	Kingsville
Harlingen	El Campo	Breckinridge	McKinney	Uvalde
Lufkin	Elgin	Celina	Pecos	Vernon
Stamford	Jasper	Ferris	Pharr	
Waxahachie		Weslaco		
1984	1991	1998	2005	
Belton	Angleton	Electra	La Porte	
Brownwood	Glen Rose	Gilmer	Livingston	
Ennis	New Braunfels	Levelland	Sinton	
Goliad		Monahans		
Paris		Nacogdoches		
1985	1992	1999	2006	Urban Cities Program (pop. 50,000 +)
Corsicana	Bay City	Gatesville	Beeville	Amarillo
Cuero	Cleburne	Gladewater	Colorado City	Beaumont
Lampasas	McGregor	Shiner	Conroe	Denton
Mineral Wells	Mission	Taylor	Texarkana	Irving
Sweetwater	Mount Vernon	Whitewright		Laredo
1986	1993	2000	2007	Longview
Greenville	Littlefield	Eagle Lake	Bastrop	McKinney
Palestine	Mount Pleasant	Farmersville	Bridgeport	Odessa
Pampa	Sherman	Freeport	Cotulla	San Angelo
Pittsburg	Van Alstyne		Spur	San Antonio - Midtown Blanco
San Marcos				San Antonio - Southtown
1987	1994	2001	2008	Wharton
Kilgore	Decatur	Canton	Royse City	Tyler
Post	Graham	Carthage		
Terrell	Lancaster	Floresville		
Weatherford	Marlin	Huntsville		
Sonora				

Role of Main Street Committees

An advisory board, Main Street manager and committees make up the fundamental organizational structure of the volunteer-driven program. Committees are the life blood of the Main Street organization. They are the workforce implementing the plan that has been developed by the advisory board. Ideally each committee is led by an advisory board member creating a direct line of communication between both. Committees should meet (or at least be in contact, by email or phone) monthly and keep minutes of the meetings for reference and accountability. Copies of the program work plan should be available and referenced at all meetings so everyone understands how their committee work fits into the larger scope of the program. The work plan should define the projects taken on by each committee. Following are brief descriptions of each committee and general suggestions for appropriate projects.

Following are brief descriptions of each committee and general suggestions for appropriate projects. You will notice that some of these are similar to recommendations suggested in each individual section of the reassessment report. In this manner, you can use the recommendations from this reassessment report to update your current work plan with tasks for the upcoming year(s). There are also other projects listed under each committee below from which your program can glean ideas.

Organization Committee

Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a Main Street revitalization program. This committee builds an effective coalition of public and private sector stakeholders working in partnership with organizations that share an interest in the health of downtown and the community. Suggested projects for the Organization Committee:

- Maintain and update the annual work plan for distribution to the advisory board and all committees.
- Develop a Main Street orientation packet for new members of all committees.
- Put together a media resource list.
- Develop a speakers bureau (board and committee members that can speak to local groups about the Main Street Program).
- Develop a volunteer recruitment strategy and recruit volunteers for all committees, as well as for individual projects.
- Utilize high-school or college students as program interns.
- If incentive grants are not funded through your city, develop a fundraising strategy to assist in these efforts.
- Produce a newsletter (print or electronic).
- Create a local Main Street website.
- Create a Facebook page (and explore other social media opportunities).
- Educate the community about the local history and cultures. (i.e., newspaper columns highlighting the history of downtown buildings, ghost stories of downtown, oral history projects led by students, etc).
- Plan National Preservation Month (May) activities.
- Write grants for specific projects.
- Produce a program brochure (perhaps one that can be updated with new figures and pictures every few years).
- Create a volunteer orientation process.
- Plan quarterly Main Street mixers for business owners, board members and downtown stakeholders.
- Order *Revitalizing Main Street: A practitioner's guide to comprehensive commercial district revitalization* (2009) from the National Main Street Center at www.preservationbooks.org/Bookstore.asp?Item=1361. This is an excellent resource for fundamental concepts, as well as inspiring Main Street success stories.
- Plan an annual meeting recognizing volunteers and local preservation advocates.
- Write a newspaper column, or be a presence on other local media such as radio or TV.
- Write and distribute press releases for all Main Street events and major activities.
- Develop and nurture partnerships with downtown stakeholders. Some of these partnerships will include:
 - o Local non-profit corporations

- o City government
- o Chamber of Commerce
- o Downtown/neighborhood associations
- o Building and business owners
- o Media – newspaper, TV, radio
- o Financial institutions
- o Garden club
- o Churches
- o Schools/universities
- o Local civic organizations: Rotary, Lions, etc.
- o Arts organizations

Promotion Committee

Promotion sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district. By marketing a district's unique characteristics to residents, investors, business owners and visitors, an effective promotional strategy forges a positive image through advertising, retail promotional activity, special events and marketing campaigns carried out by local volunteers. These activities improve consumer and investor confidence in the district and encourage commercial activity and investment in the area (National Trust Main Street Center).

Suggested projects for the promotions committee:

- Analyze existing promotional calendar and events; add fresh promotions/ads, new activities.
- Create a logo for the Main Street district (work with organization and design committees).
- Produce an annual promotions calendar that includes pictures of Main Street events from the previous year.
- Produce a business directory (or brochure for small cities).
- Develop unified retail promotions and create tie-ins for retailers to existing events.
- Organize special downtown events (be sure to discuss why you are having an event—to promote the program, attract people downtown, raise funds for facade grants, etc.).
- Define a marketable image of downtown.
- Develop a good working relationship with the local and regional media (newspaper, radio, TV, etc.).
- Do your promotional events need sponsorships? Develop a plan regarding the solicitation of sponsorships.
- Create downtown banners (rotate on a seasonal basis).
- Have a poster contest for your major annual event to involve the arts community and to create a collection series for the community to look forward to.
- Have a Taste of Main Street event highlighting the local restaurants.
- Create a downtown gift card (instead of gift certificates) to be purchased at the Main Street office that can be used anywhere in the downtown district. You will need to work with your local bank. Have a committee member research this possibility on the internet.
- Create a month-long downtown summer event of concerts in the park, free outdoor movies, etc.
- Create youth events downtown (i.e., chalk art contests in conjunction with the National Recreation and Parks Association, see www.nrpa.org for details).
- Do you have an upcoming Main Street anniversary (5th, 10th, etc.)—be sure to plan a special event to celebrate.

Design Committee

Beyond the issue of building maintenance, it is important to discuss the role of the Design Committee as a critical element in the success of the Main Street Program. What does the Design Committee do? What short- and long-term goals do they set? The following is a list of possible assignments:

- Develop design guidelines.
- Develop design workshops, training and walking tours for the community.
- Target specific buildings for renovation projects.

- Survey historic buildings and properties and target noteworthy buildings at least 50 years old that are being considered for Recorded Texas Historic Landmark or National Register of Historic Places status.
- Research and utilize the Americans with Disabilities Act and Texas Accessibility Guidelines.
- Establish Incentive Grant Funds for signs and paint.
- Inform building owners about the benefits of the 10 percent and 20 percent Federal Investment Tax Credit for Rehabilitation available for income-producing buildings constructed before 1936.
- Inform building owners about the 50 percent tax credit (within certain limits) for all modifications to their buildings that bring them into compliance with the Americans with Disabilities Act. This includes the addition of, or modification to, a restroom for handicap compliance.
- Establish low interest loan programs.
- Develop sign guidelines.
- Research zoning issues.
- The city building permit process must be researched and understood.
- There must be an awareness of building code issues.
- Potential problems with infrastructure (utilities and sidewalks) must be recognized.
- General landscaping and maintenance issues need to be understood.
- Target Texas Enhancement Act and Texas Capital Fund projects for streetscape and infrastructure improvements.
- Rehabilitation should be celebrated and publicized.
- Utilize display windows for display purposes. Artwork or promotional materials should be displayed if actual merchandise is unavailable.
- Understand the value of publicizing design issues downtown.

Just as important as understanding your responsibilities as a Design Committee member is understanding what goals are the most realistic and which are the most necessary to accomplish. It is important to understand that your goals can be derived from observations of perceived problems. In the following list, what problems would suggest the need for landscape/streetscape design guidelines? What problems would suggest the need for parking guidelines? What problems would suggest the need for sign guidelines?

- Is it easy for visitors to find the downtown?
- Does the downtown have an attractive atmosphere?
- Do historic buildings look clean and in good repair?
- Are the city's architectural jewels being shown off?
- Are storefronts designed to tempt customers inside?
- Are newer buildings stylistically compatible with older ones?
- Is parking convenient and adequate in the downtown area?
- Does traffic flow seem sensibly arranged?
- As a pedestrian, is it easy to cross the streets?
- Are sidewalks wide and unobstructed?
- How effective and attractive are access ramps for the handicapped?
- Are streets well lit with attractive fixtures?
- Are utility poles and wires noticeably intrusive?
- Are business signs attractive, easy to read, well proportioned and well placed?
- Are street signs clear and do they provide good directions?
- Do signs, landscaping, sidewalks and street lighting seem stylistically coordinated?
- Are there plenty of rest and shade areas for pedestrians?
- Are Dumpsters and trash cans available, but out of sight?

Design means getting Main Street into top physical shape. Capitalizing on its best assets, such as historic buildings and pedestrian-oriented streets, is just part of the story. An inviting atmosphere, created through attractive window displays, parking areas, building improvements, street furniture, signs, sidewalks, street lights and landscaping, conveys a positive visual message about the commercial district and what it has to offer.

Suggested projects for the Design Committee (Be sure to include the Texas Main Street architects in these discussions as appropriate. Remember, this is a free service):

- Conduct a building inventory.
- Become familiar with local building codes and ordinances.
- Visit with building owners regarding possible building improvements.
- Hold a clean-up day.
- Conduct a traffic/parking study.
- Draft voluntary design guidelines. See *Creating and Using Design Guidelines* on the National Park Service website www.nps.gov/history/hps/workingonthepast/roletheyplay.htm, or examples from the National Alliance of Preservation Commissions at www.uga.edu/napc/programs/napc/guidelines.htm.
- Work with the Economic Restructuring Committee on incentive grants (facade, paint, signs, etc.).
- Educate the community and establish a preservation ordinance (timing must be right for this).
- Create a quick guide brochure for new downtown property and business owners that includes answers to common building improvement questions (e.g., Do I need approval to put up a new business sign?), permits, inspections and incentive grants.
- Identify sites for historic markers/districts and work with the Organization Committee to apply for a National Register district or Texas historical markers.
- Establish a collection of historic downtown photos from the community. Scan and create an electronic record of these.
- Make sure your wayfinding signage is current and user-friendly to the general tourist. If not, work with your city and state (in some cases) rules to put up appropriate signage.
- Work with businesses on appropriate signage and sign placement (pedestrian signage, sandwich boards, etc)
- Work on landscaping improvements for downtown.

Economic Restructuring Committee

Economic restructuring strengthens a community's existing economic assets while expanding and diversifying its economic base. The Main Street Program helps sharpen the competitiveness of existing business owners and recruits compatible new businesses and new economic uses to build a commercial district that responds to today's consumers' needs. Converting unused or underused commercial space into economically productive property helps boost the profitability of the district (National Trust Main Street Center).

Suggested projects for the Economic Restructuring Committee:

- Collect existing local data: market studies (however informal or formal), master plans and current incentives.
- Conduct a business survey.
- Obtain *The Economics of Historic Preservation, a Community Leader's Guide* by Donovan Rypkema and educate your community about the fact that preservation makes sense and cents.
- Maintain a Main Street progress chart of rehabs, jobs, new businesses, investment, tax revenue, etc.
- Create business recruitment packets and have readily available with current demographics.
- Work with the design committee on incentive grants (facade, sign, and paint grants).
- Work with the city to create local incentives such as tax abatements.
- Research and make available all financial and technical assistance opportunities available for business owners.
- If your city does not receive Community Development Block Grant funds, you are eligible to apply for a Texas Capital Fund Main Street downtown infrastructure grant (for sidewalks, wiring, drainage, etc.) See the Texas Department of Agriculture website at www.tda.state.tx.us/agr/program_render/0,1987,1848_6050_0_0,00.html?channelId=6050
- Educate your building owners about federal tax credits for historic rehabilitations, see www.nps.gov/history/hps/tps/tax.
- Create an orientation kit for new business owners.
- Maintain a link on your local Main Street page to showcase available properties and business opportunities in downtown.

- Explore the possibility of a business/retail incubator (downtown building furnishing multiple spaces for start-up entrepreneurs, see www.gaebler.com/Texas-small-business-incubators.htm).
- Hold workshops for business owners on such topics as customer service, floor planning and business plans.
- Develop a shop local campaign in conjunction with the promotions committee.
- Conduct a market analysis, assess consumer attitudes and identify market opportunities. A free step-by-step market analysis process (developed by Main Street professionals) and downloadable survey are available at www.uwex.edu/ces/cced/downtowns/dma/index.cfm.
- Develop business incentives.

The projects of these four committees under the guidance of the advisory board will work together to build a sustainable and complete downtown revitalization effort.



Elevator Speech:

Dubuque Main Street is a not-for-profit organization dedicated to the development and ongoing support of downtown as THE place in our community to live, work and play. We serve eight downtown districts using four areas of concentration: Design, Economic Development, Promotion and Organization.

Integrated Marketing Communication Plan Rationale and Goal

This integrated marketing communication plan has been developed to identify numerous goals, audiences, messages, timing issues and strategies for effective communication.

Since the scope of *Dubuque Main Street* is broad and its components many, there is need for both consistent messages which will create overall awareness *and* tailored messages which will meet the specific needs of identified audiences.

Goal: Dubuque Main Street (DMS) will enhance its communication with the community, business partners and the media.

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Strategy C: Enhance the DMS web site to include investor relations, events, etc.

- **Audiences:**
 - a. Investors
 - Current and perspective
 - Property owners and developers
 - b. Elected Bodies
 - City, County, State and Federal Officials
 - c. Business Owners
 - d. Regional and National Partners
 - Main Street Iowa
 - National Main Street Center
 - Iowa Finance Authority
 - Department of Cultural Affairs
 - IDED
 - Granting Agencies
 - e. General Dubuque citizens and district public
 - Downtown employees
 - Downtown residents
 - Downtown managers and CEO's
 - Young professionals
 - f. Dubuque Main Street Board
 - g. Dubuque Main Street Volunteers

Strategy D: Develop speaking schedule and give presentations

- **Audience:** Local professional and service/civic organizations with business community members

Strategy E: Develop media kits

- **Audience:** Local media outlets, including newspaper, television and radio reporters.-Letter, PR and brochure

Strategy F: Develop business/investor kits

- **Audience:** a. Downtown potential businesses investors
 - Property owners and developers

Strategy G: Event Promotion

Creation of press release for each event, paid advertising if needed, e-mail to follow PR. Timeline-4-6 weeks before event promotion should begin with increased campaign last two weeks via radio, print e-mail or all of the above. Events should be listed in the newsletter well in advance.

- **Audience:** **EVERYONE**
 - **Downtown Business PM, Dubuque...and All That Jazz Fest, Farmers' Office Opening-Ribbon Cutting, Market, Annual Meeting/Awards/ Puttzin' Around Downtown, Architecture Days, Downtown clean-up, Holiday Lights and Downtown Dubuque Days**

Rationale: An integrated and well-timed approach to advertising and marketing will allow for numerous messages to be delivered to appropriate audiences. Investors, community leaders and business owners are the primary target for *Dubuque Main Street* information. They are typically responsible for the decision making in their own organizations and play a large role in making decisions on budgets, investments and sponsorship opportunities. Employees of businesses are also important audiences for volunteer and leadership positions with DMS.

Timeline: Begin development of all pieces early February 2007. Launch each piece successfully within two to three weeks of one another. Conduct a full-scale awareness campaign throughout Spring 2007 coinciding with the fund drive. Continue monthly messages through December of 2007, with consistent message ongoing.

Ongoing Timeline to be established

Budget: Strategy A – Direct Mail

Brochure design: Provided by-Mike Schmalz	\$ DRA Grant
Mailing list: Chamber/DMS	\$
1.) Printing:	\$
2.) Postage	\$

Postcard-Announce the Move/Ribbon Cutting-Mid May	
Mailing List: Chamber/DMS	
1.) Printing	\$
2.) Postage	\$

Strategy B – Advertising campaign

Radio: Radio Dubuque, Cumulus, Queen B	
Public Service announcements	\$ -0-
Paid Advertising	\$

TV:	
Mediacom public TV monthly	\$
Earned Media -KWWL & KGRG	\$ -0-

Print: 20” ads in <i>Business Times</i>	
<i>Business Times:</i> Jan – Dec. 2007 ¼ pg ad 6 x \$260	\$ 1560.00
<i>Articles-Julien's Journal-BT, TH etc</i>	
<i>Announcements-Board meetings-events, etc.</i>	
<i>TH-</i>	\$ 5000.00

Strategy C – Web site

No charges incurred, covered by internal resources	\$ -0-
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Strategy D – Speaking circuit/presentations

No charges incurred – handouts (paper and copying) can be absorbed through office budget	\$ -0-
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Strategy E/F – Media kits

No charges incurred – paper and copying can be absorbed through office budget	\$ -0-
Postage	\$

Strategy G-Events

\$

Goal 1 Total

\$

CSF/Objective 2: Create and implement a strong, consistent economic development message for use by staff and board.

Strategy A: Develop letter from Executive Director, Dan Lobianco–Letter touting mainstreet goals and success.

- **Audience:**

Strategy B: Develop consistent E-mail updates, same day, same time each month for regular targeted messaging.

- **Audience:**

Rationale: To introduce Mainstreet to new comers and consistently educate our constituents.

Timeline: April, 2007 and ongoing

Budget:	Strategy A – No charges incurred – paper and copying can be absorbed through office budget.	\$ -0-
	Strategy C – E-mail and voice mail systems for regular messages	
	No charges incurred	\$ -0-
	 Goal 2 Total	 \$ -0-

CSF/Objective 3: Educate community leaders/politicians on DMS role in the community

Strategy A: Secure Partners (is there a numeric goal for how many within a given period of time?)

- **Audience:** Business community profit and nonprofit

Strategy B: Develop relationships

- **Audience:**

Strategy C: Develop concise power point for presentations

- **Audience:**

Rationale: Success of Dubuque Main Street depends not only on the efforts to launch solid programs, but also on the continued search for new resources that will serve the business community, investors, state and federal officials as well as the citizens in general.

Timeline:

Budget: TBA as goals are clarified.

Goal 4: Development of an oversight marketing task force.

Strategy A: Develop a core group of 5-8 dedicated, competent board, staff and committee members who meet quarterly to review, revise and assure on-going implementation of the marketing plan.

- **Audience:** Business Owners, Community Leadership, City Council, State and Federal Officials.

Rationale: External community support, understanding and buy-in are essential to future success. Board members, committee members and employees are our link to the community, these individuals become the best advocates for Dubuque Main Street.

Timeline: February, 2007

Budget: Strategy A-Creation of a Marketing Oversight Task Team

Goal 4 Total \$-0-