

PRESERVATION SHORE TO SHORE: MAKING MICHIGAN COMPETITIVE THROUGH HISTORIC PRESERVATION



Michigan's State Historic Preservation Plan
2007 - 2012



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Preservation Shore to Shore:

Making Michigan Competitive through Historic Preservation
Michigan's State Historic Preservation Plan 2007-2012

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The Vision for Historic Preservation in Michigan

Participants in a 2005 historic preservation survey conducted by the State Historic Preservation Office (SHPO) were asked "What is your vision for preservation in the state of Michigan in the next five years?" The following is a compilation of their responses.

Michigan's citizens and state and local governments recognize the value of historic resources in defining the state's sense of place. The public takes a stand to protect the state's heritage and establishes a strong grassroots movement with the ability to elect leaders that take action to preserve historic buildings and sites and enable their reuse. A statewide education/public relations initiative reinforces the importance of historic preservation to Michigan by creating a better understanding of it.

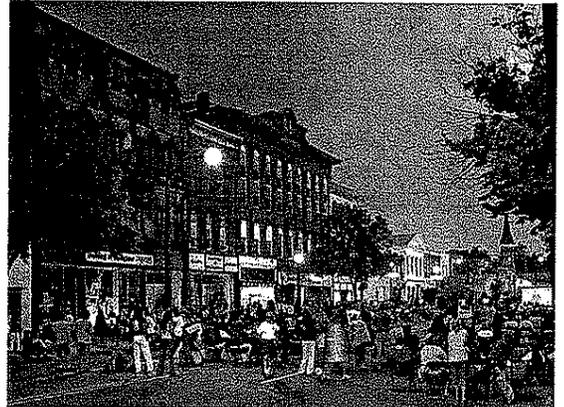
A proactive state policy on preservation is adopted that ensures Michigan's past is integrated with the new development required for its future. Preservation funding becomes a higher priority for both legislators and citizens due to increased awareness of historic preservation's contribution to Michigan's economy.

Historic preservation is at the forefront of economic development in Michigan for its ability to create prosperous downtowns and magnet neighborhoods. Individual communities see historic resources as assets and undertake efforts to document and protect them. New preservation incentives are created to make all levels of rehabilitation projects feasible. As a result, there is a dramatic increase in investment in the reuse of Michigan's existing urban infrastructure. This, in turn, slows sprawl and helps preserve the state's rural lands and communities.

Historic building rehabilitation and the associated savings in energy and resources embodied in reusing existing materials, together with landfill savings, is recognized as an important environmental practice. Environmentalists promote preservation along with "green building" technologies.

The city of Detroit grows as a popular destination city and a desirable place to live.

Michigan is a state that shows pride in its history and uses it to enhance the quality of life for all its citizens and draw visitors from around the world.



Marshall Blues Festival

Photo: Bruce Smith

Goals and Objectives 2007-2012

Making it Happen

The following goals and objectives have been identified as important to making the preservation vision for Michigan a reality. They are purposefully broad to enable use by a wide range of organizations. When reading through them, ask how you or your organization can help to accomplish them and how they can be included in your organization's work plans.

1. Create greater public awareness of the importance and value of Michigan's built environment.

- Collect statistics and develop new measures that show the positive impact of historic preservation on state and local economies and quality of life in Michigan's communities
- Promote sense of place in Michigan communities and demonstrate that historic resources are unique and irreplaceable
- Create an effective cultural/heritage tourism model that utilizes Michigan's historic resources
- Promote the ecological benefits of historic building rehabilitation through saving energy and material and reducing waste sent to landfills

2. Increase preservation incentives.

- Include historic preservation tax credit provisions in state tax policy that replaces the Single Business Tax, repealed effective December 31, 2007
- Expand the state preservation tax credit for income producing properties
- Increase incentives for private sector, small business owners undertaking small to mid-size rehabilitation projects
- Develop local incentive and low interest loan programs that assist homeowners in designated historic districts
- Establish new incentives that make historic building rehabilitation a competitive and viable addition to other economic development strategies

3. Advocate for preservation and adopt legislation that will increase the reuse and protection of Michigan's historic resources.

- Increase public advocacy for the preservation of Michigan's historic resources
- Adopt a state policy that recognizes historic preservation as a public good and results in the consistent treatment of historic resources across the state
- Establish state policy that acknowledges and specifies the role of the State Historic Preservation Office
- Strengthen Michigan's Local Historic Districts Act (Public Act 169 of 1970)
- Establish a review of state-funded projects for their effect on historic resources (similar to the federal Section 106 review)
- Amend the Municipal Planning Act (Public Act 258 of 1931) to include the consideration of historic resources in municipal plans



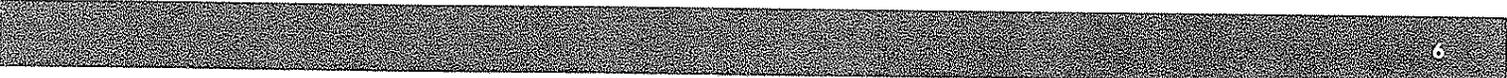
4. Build alliances and broaden partnerships.

- Develop and expand partnerships between state agencies, local governments and organizations undertaking community development, economic revitalization, and smart land use initiatives to ensure the inclusion of preservation practices
- Broaden the preservation constituency by reaching out to minorities and diverse groups
- Establish a stronger connection between historic preservation and environmental issues, including green building (LEED) and renewable energy innovations
- Encourage the unification of history, arts, and cultural groups at the state, regional, and local level to create a louder voice and increased support for preservation
- Provide training in preservation techniques to contractors, homeowners, and construction technology students to make rehabilitation work more readily available and cost effective

5. Better integration of historic preservation in planning initiatives.

- Work to include preservation at the forefront of discussions on diversifying the state's economic practices
- Recognize that the revitalization of the city of Detroit is an issue of statewide importance and work to develop a preservation plan for the city
- Make historic resource survey data available through Geographic Information Systems (GIS)

6. Increase funding for preservation.

- Increase funding for State Historic Preservation Office programs
 - Establish a statewide historic preservation trust fund
 - Increase private and corporate support for preservation activities
 - Work with foundations to establish preservation as a funding priority
 - Better integrate historic preservation within existing programs that offer public sources of funding
 - Support funding for the statewide preservation non-profit similar to other premier cultural organizations
- 



MAKING
MICHIGAN
COMPETITIVE

Historic Preservation and Economic Development

Preservation Tax Incentives Encourage Investment

Historic preservation resulted in more than \$1.9 billion in direct investment and the creation of more than 22,000 jobs in Michigan between 2001 and 2005. It is an economic development strategy that meets Michigan's needs. Historic preservation:

- Positively impacts local economies in both job creation and investment
- Uses existing infrastructure, returns obsolete buildings to tax rolls, increases property and resale values, and reduces building material waste in landfills
- Incorporates all ten tenets of Smart Growth
- Retains a community's sense of place and improves the quality of life of its citizens

Federal and state preservation tax credit programs enable developers and property owners to claim up to a 25 percent credit on rehabilitation investments in historic properties.

Preservation Tax Credit Summary FY 2001- 2005

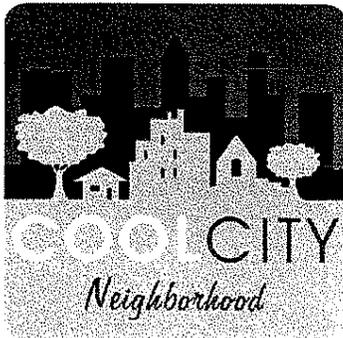
Total Number of Projects	174
Total Jobs Created	22,283
Total Rehabilitation Investment	\$675,868,524
Additional Investment	\$226,288,564
Total Direct Impact	\$1,028,459,081
Total Economic Impact	\$1,930,616,169

Michigan has only begun to tap this development strategy that annually brings more than \$300 million to the state's economy. Historic preservation is making a strong contribution to Michigan's effort to diversify its economic base and create a new economic development model. It is a strategy that is particularly well suited for moving the state in the direction it wants to go. Wherever preservation has been embraced—in communities such as Grand Rapids, Kalamazoo or the Midtown area of Detroit—it has been responsible for dramatic turnarounds in the surrounding area. Investment has increased, and perceptions of the area have changed for the better. Once-isolated and deteriorating areas are now lively places to live, work, and play.



Michigan Theater, Jackson
Photo: Todd Walsh

Hamlin conducted a survey that found that support for incentives to promote private investment in inner-city redevelopment was consistently high across ethnic, religious, income, political party and geographic groups. Ninety-three percent favored tax breaks for families to buy and fix-up homes in central city neighborhoods, and 85 percent favored tax breaks to businesses that locate in traditional downtowns.



93% favor tax breaks for families to buy and fix-up homes in central city neighborhoods

85% favor tax breaks to businesses that locate in traditional downtowns

*Survey conducted by Roger Hamlin
Michigan State University
Institute for Public Policy,
Social Research, and Urban Affairs, 2002*

In addition to historic preservation tax credits, in-roads have been made in urban reinvestment through the governor's Cool Cities initiative, the Core Community legislative package, and the Cities of Promise program. But sometimes even these programs lack innovation and fall back on "old school" development practices. More can be done to encourage the inclusion of the rehabilitation and reuse of historic buildings in Michigan's urban cores and new urbanism and green building principles in new development. To date, there have been a number of studies and a lot of suggestions, but few programs implemented to accomplish the goal. A comprehensive strategy remains to be developed.



Downtown Dearborn

Cultural/Heritage Tourism: Expanding A Top Michigan Industry



Lakeside Inn, Lakeside

Photo: April Vosburgh

Tourism is one of Michigan's top three industries, providing over 350,000 jobs and bringing in more than \$12 billion in revenue to the state each year. Tourism has changed in recent years. Technological improvements, security issues, and increased gas prices have all contributed to how people view travel. Today, more people take day or weekend trips and fewer annual week-long vacations. They are more interested in traveling to places that offer something different from what they experience at home; they look for regional flavor, local products, and one-of-a-kind experiences that can only be found in communities with a strong sense of place. According to Historic/Cultural Traveler, more than 41 percent of 143.5 million travelers visited a historic building or landmark while three in ten visited a historic community or town. Baby boomers are the largest population of travelers; they also take the most trips to historic/cultural sites. These travelers typically have a college education, get their travel information from the Internet, and usually travel by car making "getting there" as important as the destination itself.

Niche markets that specialize in heritage, cultural, rural, or eco-tourism are on the rise. The state of Michigan is a perfect candidate for cultivating these new markets.

Long valued as a tourist destination for its lakes and natural beauty, in the past the state has invested its promotional dollars in marketing Michigan's natural resources. Michigan also has a variety of cultural resources—rural, maritime, and architectural—that appeal to diverse populations. By incorporating the state's cultural and heritage resources into a comprehensive tourism strategy based on authenticity and quality, tourism revenues in the state could be substantially increased.

There is already a foundation for the creation of a new tourism product that incorporates the state's history and culture. The establishment of heritage areas such as the Keweenaw National Historic Park and the MotorCities National Heritage Area blazed the way. Michigan Heritage Routes such as US 12 and Woodward Avenue offer excellent opportunities to expand the state's cultural/heritage tourism experiences. The Michigan Historical Center partnered with lakeshore communities to create web-based maritime heritage tours. The State Historic Preservation Office recently received a grant from Preserve America, a White House initiative, to develop a regional cultural/heritage tourism program in southwest Michigan, to serve as a model for developing heritage and cultural tourism programs in other regions of the state.

Geo-tourism — tourism that sustains or enhances the geographical character of the place being visited — its environment, culture, aesthetics, heritage, and the well being of its residents.

*Center for Sustainable Destinations
National Geographic Society*

The Michigan legislature recently approved \$7.5 million in temporary funding for Travel Michigan to expand its marketing efforts outside of the state. As a result, hits to the Travel Michigan website increased 46 percent in one year. A grassroots effort is already under way, coordinated by the Tourism Industry Planning Council, Michigan State University, and Travel Michigan to create Michigan's first comprehensive strategic plan for the travel industry. Michigan should work to diversify its travel products by developing its cultural/heritage tourism potential.



Downtown Traverse City

Photo: Todd Walsh

"Take a pair of scissors, cut all the historic resources out of any copy of the [visitor's guide] and you won't find a lot left."

New Hampshire Preservation Alliance
Alliance News
Winter 2005

Retain Historic Schools

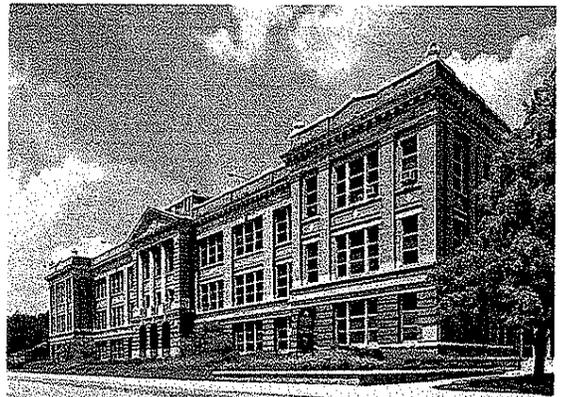
Any economic revitalization strategy that refocuses investment on Michigan's downtowns must pay attention to the condition of the neighborhoods and schools that surround them. It must encourage cooperation between the school board and the local government to ensure that the community as a whole is working toward the same goals.

Neighborhood schools have long been an integral part of a community's quality of life. The proximity of a quality school can be an important factor in a family's decision of where to live. Historic neighborhood schools offer small, more personal education settings within walking distance of homes in established neighborhoods. They are often the heart of the neighborhood and a center of activity in the community. Schools are an important part of both an individual's and a community's sense of place. They provide an experience that is shared between generations; seeing grandparents, parents, brothers, and sisters cheering together at a sporting event attests to that. Schools are one medium that transforms individuals into community.

School buildings were a symbol of civic pride when they were constructed. They were meant to evoke respect through the high quality of their design and construction. Unfortunately, historic school buildings are often devaluated in our society because the policy of "deferred maintenance" is considered a reasonable economic practice. Any building that is left to age without being maintained, repaired, or updated will no longer be seen as an asset to the community. In the preservation world this is called "demolition by neglect" because it results in the abandonment and destruction of once viable buildings. Michigan's historic schools often suffer from this syndrome.

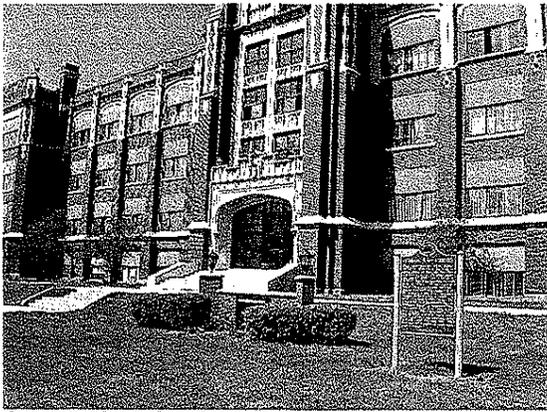
There seems to be a lack of coordination among local entities regarding historic schools that has them seemingly working at cross-purposes. For example, a local government may be implementing programs to bring populations back to the core city; at the same time school districts are closing historic neighborhood schools and building new schools outside of town. The city council may have established a local historic district to protect the historic fabric of a neighborhood but according to Michigan's Revised School Code, historic district design guidelines do not have to be followed when work is undertaken to the exterior of a school building even if it is located in a designated local historic district.

The governor has made finding new ways to improve Michigan's schools part of her *Jobs Today, Jobs Tomorrow* economic recovery plan for the state. But what does "improving" mean: Upgrading existing neighborhood school buildings so they are part of a cohesive plan to refocus economic development to existing communities in order to curb sprawl and create Cool Cities? Or abandoning historic school buildings and constructing new schools on the edge of town? If the choice is new construction, what will be the state's policy on the historic school buildings that are left behind in our neighborhoods? Will there be incentives for marketing them to developers for a new use?



Battle Creek High School, Battle Creek

Michigan's leaders should address the issue of historic school buildings and put in place policies that will ensure that they continue to positively affect the quality of life and sense of place of communities. The decision of whether to retain or abandon a historic school building should not be made in isolation; instead, it should be made in conjunction with other municipal planning efforts.



Central High School, Grand Rapids



Former East Lansing High School/Hannah Community Center
Photo: Todd Walsh

Michigan Needs a Healthy Detroit

The Truth Hurts

Detroit is Michigan's largest city. When people outside the state think of Michigan, they think of Detroit. Detroit is Michigan's beacon to the world. Yet only 36 percent of the respondents to the 2003 State of the State Survey, conducted by the Institute of Policy and Social Research at Michigan State University, thought that the well being of the city of Detroit was very important.

It is no secret that the city has been in decline. Its population has slipped below one million. At 14.6 percent it has the highest unemployment rate of the nation's fifty largest cities; the percentage of people living below the poverty level in Detroit is more than two and one-half times the national median. With 81.6 percent of the city's population African-American, there is little diversity. Disinvestment in the city has impacted the ability to provide social services to its citizens. The city's woes can make it more difficult for southeast Michigan businesses to compete with other large cities in recruiting a quality workforce—they sometimes have to pay higher salaries to get people to look beyond Detroit's tarnished image.

We as a state cannot afford to turn a blind eye to conditions in Detroit. The city's image impacts efforts to market Michigan to outside investors who could create new jobs here. We all need to assist Detroit's leaders and citizens as they create and implement a plan for the city's recovery.

Preservation Jump-Starts the Comeback

Though few people seem to know about them outside the city, there have been a number of success stories in Detroit over the past five years, and the rehabilitation of historic buildings has been at the heart of many of them. Historic preservation has played a key role in revitalizing targeted areas of the city, and rehabilitation projects have led to billions of dollars in further investment in Detroit's downtown core. The turnaround began in the late 1990s with a handful of courageous, individual developers who laid the foundation for the rebirth of the historic districts in Midtown, Woodbridge, and the Woodward Avenue corridor. The success of the apartment and loft projects they created by adapting historic buildings showed others what could be accomplished through investment, commitment and hard work.

The creation of the Inn on Ferry Street was a flagship project for the revitalization of the Midtown area along Woodward Avenue, which began with the restoration of Orchestra Hall. Midtown includes eleven historic districts and cultural icons such as the Detroit Institute of Arts, the Masonic Temple and Theater, and the Charles H. Wright Museum of African American History. The Inn, a project of the University Cultural Center Association (UCCA), turned four Victorian homes and carriage houses into a bed and breakfast. It received recognition from the National Trust for Historic Preservation in 2002. Its success strengthened the UCCA's resolve to implement its redevelopment plan for Midtown. The plan centers on bringing housing to the area and includes rehabilitating historic buildings for condominiums and retail/office use. It also includes infill construction, street beautification, greenway development, and the improvement of neighborhood parks.

"A hurricane and flood imperiled New Orleans' wonderful buildings. The threat to Detroit's is a rising tide of indifference, neglect and greed. The tragedy in New Orleans happened in a matter of hours. The tragedy of Detroit has been a slow-motion disaster over many years."

John Gallagher
Detroit Free Press
September 10, 2005

More than \$1.5 billion in public and private investment has been generated in Midtown to date. One of the newest projects was the completion of the \$125 million Detroit School of the Arts, an addition to historic Orchestra Hall.

Moving Forward at Full Throttle

Other success stories have been bittersweet for preservationists. For example, Compuware Corporation's world headquarters, which opened in the Campus Martius area of downtown Detroit in 2002, is built on the site of the demolished J. L. Hudson's department store building. It brought 4,000 workers to downtown and, as a result, four historic commercial buildings on Woodward Avenue, including the former F.W. Woolworth building, were rehabilitated as the Lofts of Merchants Row, providing 157 new living spaces. The Albert Kahn-designed, eighteen-story Kales Building, built in 1907 as the headquarters for S. S. Kresge, was rehabilitated for luxury apartments in 2004 and is over 90 percent full. Plans to rehabilitate the Book-Cadillac Hotel are going forward. These are just a small sample of the extensive revitalization efforts currently going on in Detroit. Rehabilitation and new construction projects are bringing living spaces, restaurants, cafes, stores, and businesses to downtown Detroit and such neighborhoods as New Center, Corktown, and Mexicantown.

Which Path to the Future?

The city of Detroit is at a crossroads regarding which path it will take to its future. The grip of the old urban renewal mentality, tearing historic buildings down and leaving vacant lots in the hope that a developer will ride in on a white horse, is still strong. There seems to be a misplaced belief that demolishing an abandoned building is a cure for deeper ills such as homelessness and drug use. Fiscal worries continue to add to the uncertainty of what the city will be able to do in the future to provide a safe, comfortable living environment for its citizens.

Of concern to preservationists was the demolition that occurred prior to Super Bowl XI, which Detroit hosted in February 2006. The city's drive to present a more attractive face to the millions of visitors and television viewers who watched the game included using state money to demolish a landmark building on Grand Circus Park, the 1907 Italian Renaissance Statler Hotel. The loss of other historic buildings like the Madison Lenox Hotel and the Motown building was equally distressing to preservationists. What occurred in Detroit prior to the Super Bowl spotlighted the need to solidify a comprehensive urban reinvestment strategy for the state that would integrate municipal planning with state-sponsored urban redevelopment initiatives like Cool Cities.

While the demolition of downtown commercial buildings is a common occurrence in Detroit, the city has protected over 4,400 resources in 91 local historic districts, many in residential neighborhoods such as Boston Edison, Indian Village, Hubbard Farms, Corktown, Russell Woods-Sullivan and Sherwood Forest. Detroit is a city of unique neighborhoods that few people know much about. Promoting the use of the state preservation tax credit to property owners in these neighborhoods to assist them in maintaining and improving their properties would be advantageous to the city. Well-maintained neighborhoods that people feel safe living in and visiting could help to turn the city's image around.

In 2006 Detroit preservation groups met with representatives from the National Trust for Historic Preservation and created a task force called the Greater Detroit Preservation Coalition. The Coalition's goal is to develop an articulate, unified preservation message for the city. Its focus is to determine the role historic preservation can play in the future of Detroit. The group will work to build partnerships with foundations, corporations, and community development organizations to garner their support in identifying, using, and retaining Detroit's cultural and architectural identity and create a revitalization plan for the city's future.

Detroit Lives!

Several websites showcase the modern urban lifestyle emerging in the city through the reuse of historic buildings, new development, and the preservation of the city's historic neighborhoods. Examples include:

- Model D www.modeldmedia.com
- University Cultural Center Association www.detroitmidtown.com
- Cityscape Detroit www.cityscapedetroit.org
- Preservation Wayne www.preservationwayne.org



WHERE
WE ARE
TODAY

A Change in Climate

The climate for historic preservation has improved dramatically in Michigan during the past five years (2001-2006). A series of opportunities worked together to reshape thinking about historic preservation and the role it plays in Michigan's economic recovery. Today preservation is viewed as a key component in successful revitalization projects across the state. Here are some of the significant events that contributed to the change:

State Historic Preservation Tax Credit

Adopted in 2000, the 25 percent state tax credit provides homeowners with assistance in the rehabilitation and maintenance of residential buildings. Tied to the creation of local historic districts in communities with populations over 5,000, the credit provides a needed reward to property owners that undergo design review of their projects. As a result, there has been increased support for the protection of historic resources in communities across the state.

Creation of the Department of History, Arts and Libraries

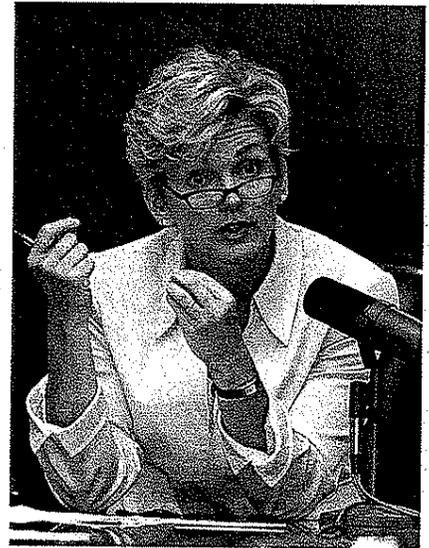
In 2001 five agencies related to arts and culture were united under the Department of History, Arts and Libraries (HAL). These agencies—the Michigan Historical Center, the Michigan Council for Arts and Cultural Affairs, the Library of Michigan, the Michigan Film Office, and Mackinac State Historic Parks—share the mission of enriching Michigan's quality of life and strengthening the state's economy by providing access to information, preserving and promoting Michigan's heritage, and fostering cultural creativity.

Smart Growth Governor

When Governor Jennifer Granholm was elected in 2002, Michigan chose a leader who supports the tenets of Smart Growth. Governor Granholm was the first Michigan governor to publicly recognize historic preservation through a governor's award program. She has actively encouraged the use of preservation in her economic development plan to create communities that are attractive to diverse populations and an educated workforce.

Michigan Main Street Program

A statewide Main Street Program was established in January 2003. Main Street is an incremental approach to community revitalization built on training and self-reliance. Through design, promotion, organization, and economic restructuring a community can revitalize its traditional downtown. The effort to create the statewide Main Street program brought together — for the first time — diverse stakeholders interested in revitalizing Michigan's downtowns.



Governor Jennifer M. Granholm
Photo: David Olds

Michigan Land Use Leadership Council

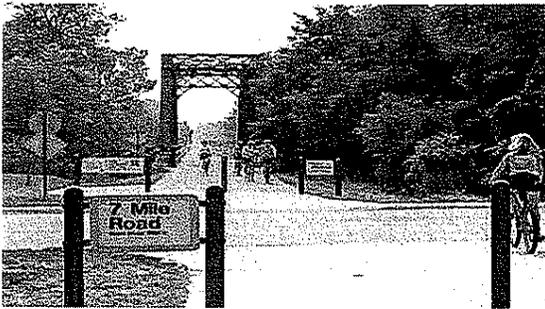
In February 2003 through Executive Order Number 2003-4, Governor Granholm appointed the bipartisan Michigan Land Use Leadership Council and charged them with identifying “the trends, causes, and consequences of unmanaged growth and development” and providing recommendations:

designed to minimize the negative economic, environmental, and social impacts of current land use trends; promote urban revitalization and reinvestment; foster intergovernmental and public-private land use partnerships; identify new growth and development opportunities; and protect Michigan’s natural resources, including farmland and open space, and better manage the cost of public investments in infrastructure to support growth; to identify the trends, causes, and consequences of urban sprawl and provide recommendations to minimize the negative effect of current land use patterns on Michigan’s economy and environment.

Recommendations in the council’s final report, *Michigan’s Land, Michigan’s Future*, focused on reinvestment in urban cores, the adaptive reuse of existing buildings, and the utilization of existing infrastructure. The report, which served as the foundation for changing land use practices in Michigan, recognized historic preservation as a best practice for the state.



Arbaugh Building, Lansing



CSS-designed Bike Path

Photo: Michigan Department of Transportation

Context Sensitive Solutions

In December 2003, Governor Granholm issued Executive Order 2003-25, which requires Michigan’s Department of Transportation (MDOT) to utilize context sensitive solutions (called context sensitive design in the directive) for transportation projects whenever feasible. Context sensitive solutions (CSS) is a collaborative, interdisciplinary approach to transportation design. Its purpose is to find solutions that preserve a community’s scenic, aesthetic, historic and environmental resources while maintaining safety and mobility. MDOT developed a departmental CSS policy and draft implementation plan in 2005 with a great deal of stakeholder involvement.

The Challenges

According to a survey conducted by the State Historic Preservation Office in 2005, the greatest harm to Michigan's historic resources comes from the laissez-faire attitude of citizens and governments towards the state's visual history. Michigan's residents do not seem to connect the history of their ancestors with the physical reminder that they left behind—the houses, parks, and schools they built with pride and hard work. Though we appreciate their stories and are interested in our family genealogies, we ascribe little value to the historic buildings they constructed and do not work to protect them. As a result, every day we lose a little more of what makes Michigan—Michigan.

No State Policy on Historic Resources

While many states—including Alaska, Florida, Kansas, New Jersey, and Wisconsin—have adopted state policies that outline the importance of their historic resources and how they should be treated, Michigan has not. Kansas's state policy, for example, declares:

The historical, architectural, archaeological and cultural heritage of Kansas is an important asset of the state and its preservation and maintenance should be among the highest priorities of government.

Adopting a state policy on historic resources provides the framework for how they are treated throughout the state. It underscores their importance and ensures they receive appropriate consideration in state-funded projects. This is especially important since the state has identified the revitalization of existing urban cores as an important land use and economic development policy for Michigan.

Repeal of the Single Business Tax

The Single Business Tax (SBT), enacted in 1976, was a general business tax levied by the State of Michigan, to replace seven separate business taxes. The SBT was a value added tax set to expire in 2009. Claiming that the SBT was a hindrance to Michigan's economic growth, legislation was passed to repeal the tax at the end of 2007. Repeal of the SBT will also result in the repeal of the tax abatements and credits associated with it—including the State Historic Preservation Tax Credit. In June, Public Act 140 of 2006 was signed authorizing tax credits for historic rehabilitations under way when the SBT expires, but preservationists must work to ensure that the preservation tax credits are included in the SBT's replacement business tax structure.



Brush Park Historic District, Detroit

Photo: Todd Walsh

Limitations on the State Historic Preservation Tax Credit

The State Historic Preservation Tax Credit has proven to be a successful development tool, but it could be made even more effective by addressing the following issues:

- Property owners that qualify for the 20 percent federal tax credit must claim it first before they can receive a state credit. They can then only receive an additional 5 percent of the 25 percent state credit for a total credit of 25 percent. Increasing the available state credit to the full 25 percent for income producing properties—in addition to the 20 percent federal credit—would make the program more attractive for all project sizes.

- Currently state credits can be claimed only after all eligible expenses have been accounted for and the project receives final certification. Eligible expenses include soft costs such as research, architecture and design, engineering, financing, contracting fees, labor and materials. This can be problematic for small-building owners—such as those found in traditional downtowns—because small projects usually have a higher soft to hard cost (materials, labor) ratio. Allowing the credits to function on a “claim as you go” basis would significantly increase the program’s benefit to the small and mid-size rehabilitation project market.

- The Michigan historic preservation tax credit has a single assignment rule that makes it difficult for income producing property owners to syndicate tax credits because it requires individual investors to become partners in a project, which increases the investor’s risk and liability. Syndication is a financial strategy that allows a developer to monetize the future credits at the beginning of the project as part of the overall financing. The process works by allowing investors to participate in a fund that manages the process and assumes the risks while passing the credits on to member investors. As currently written, the state tax credit law prohibits the pass through of the credits from the fund to the individual investor, forcing investors to participate directly in a project and greatly reducing the value and opportunity to syndicate.

“I believe it’s more important than ever to enhance the quality of life, tourism, and economic development in Michigan by actively supporting preservation of the state’s assets. All levels of government need to recognize it’s a win-win situation in the long run. This state can’t wait until all is lost and expect to come out a winner.”

Survey Respondent

Correcting these issues would make the state tax credit program more attractive to both in-state and out-of-state investors and would substantially increase the rate of investment in Michigan’s historic resources and urban cores.

“New is Better” Attitude Devalues Historic Resources

Michigan suffers from what one survey respondent called a “social disinterest” in its historic resources. By buying into the premise that new is better, we devalue our heritage and fail to treat historic resources as community assets. The art of the state’s historic architecture goes unappreciated even though the design, workmanship and quality of materials cannot be economically duplicated today. The loss of continuity with our past leaves us with a barren future. Though individuals may be personally dismayed when they see a piece of their childhood—the state’s heritage—demolished, the collective attitude of Michigan’s citizens is one of resignation. There is an acceptance that the loss of historic buildings equals “progress” and the fear that if a community tries to take a stand and direct how it develops, developers will go elsewhere.

A Disconnect: Sense of Place and Historic Preservation

There has been increased discussion about the importance of “sense of place” and “community character” as strong economic and community development tools, but few Michigan governments are adopting policies that encourage the protection and reuse of historic buildings in order to preserve that character. Historic preservation seems to be the elephant in the room—everyone knows it is the way to achieve the goal of retaining a sense of place, but no one wants to make the commitment to protect historic resources. Instead, there is often talk of using “less stringent” guidelines, perceived to be more palatable to property owners, even though such lesser guidelines won’t produce the desired results.

Persistent Misinformation About Historic Preservation Practices

In Michigan the attitude toward historic preservation has long been shaped by misconceptions about the process and procedures of historic district designation. As a result many significant historic resources have been lost or left unprotected. Survey respondents indicated that the lack of knowledge of preservation practices at the local government level was especially damaging. Community leaders should be encouraged to learn the facts about preservation in order to make decisions about their historic resources that are based in reality, not on hearsay.

Little Hard Data on Preservation’s Economic Benefits

Until recently, there has been little hard, statistical data collected in Michigan about how historic preservation can benefit a community. An economic impact study published by the Michigan Historic Preservation Network in 2002 showed that preservation is a powerful economic development tool that creates jobs, increases property and resale values, and stimulates further investment. However, it showcased only a small number of communities and provided little information on commercial development. As a result, Michigan preservationists have had to rely on studies

“I’ve come to see the connection between Michigan’s attitude toward historic preservation, its attitude toward land use in general and the larger implications for economic development. A viable historic preservation strategy is an essential component of any effort to foster smart growth and maintain beautiful, vibrant communities that citizens will be proud of and want to live in.”

Survey Respondent

from other states that do not carry the same weight or generate the same buy-in that statistical studies of Michigan's communities would. Without hard facts, it is difficult to convince naysayers of the powerful, positive effect preservation can have on local economies.

State's Economic Challenges Hurt Preservation Efforts

The governmental belt-tightening going on across the state has had an effect on historic preservation. Many cities have lost historic preservation staff, and hiring freezes have prevented their replacement. Funding for preservation education programs and publications has all but dried up. Identification and incentive programs are at a minimum. Maintenance funds for historic resources are diminished or non-existent. All this is at a time when there is a push to refocus development on urban cores that contain a concentration of historic resources. It seems to be the best and worst of times for preservation in Michigan.

Preserving Michigan's Rural Landscape

While it is important to focus resources on Michigan's long-neglected downtowns, the need to protect the state's rural landscape cannot be ignored. According to a study by the Michigan Land Resource Project, southwest Michigan's "Fruit Belt" will suffer the most from development pressure over the next few years. Agricultural lands in southeast Michigan have already succumbed to sprawl development as people move farther out into the country from inner ring suburbs. By 2040 it is predicted that Michigan will lose a quarter of its fruit-producing land. The negative environmental consequences that result from replacing agricultural land with sprawl—loss of crop diversity, animal habitats, and recreation lands—and the higher costs of providing services to new developments are well known. Less understood are the negative impacts that result from the erosion of the state's character, history, and quality of life. When people visit Michigan five years from now will they still be able to taste fresh fruit, view barns and flowering orchards, and experience sunshine glittering on the water as they drive through the countryside? Or will they drive past gated communities that block their view of the lake and eat at chain restaurants located between strip malls? Michigan must understand that protecting its rural landscape will positively impact more than just the state's agricultural economy. It also affects tourism, lifestyle, and the ability to bring new businesses and workers to Michigan.



Gas Station, Shelby

Photo: Diana Clark

Michigan's Preservation Programs, 2001-2006

National Historic Landmarks

The Ford Piquette Avenue Plant was designated a National Historic Landmark in February 2006, becoming one of 2,500 landmarks designated nationally. Built in 1904, the three-acre plant is located in Detroit's Milwaukee Junction neighborhood. Designed by Field, Hinchman, and Smith of Detroit, the three-story brick building is significant as the birthplace of the assembly line system for automobile construction and of the Model T—the automobile that changed the world. The first Model T was built at the Piquette plant in 1908 and 12,000 more were built there before operations were moved to a larger facility in Highland Park.

National Register of Historic Places

There are more than 1,550 Michigan designations—encompassing over 10,000 resources—to the National Register of Historic Places. Between 2001-2006, eighty-four listings were added. Highlights from this period include:

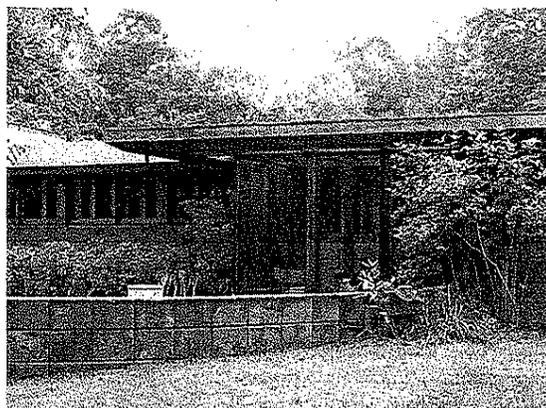
The Acres in Galesburg, a naturalistic twenty-one-acre residential suburb designed by Frank Lloyd Wright. Established as a co-op in 1949 by a group of scientists from the Upjohn pharmaceutical company, the district contains four Usonian homes and a house designed by a Taliesin School fellow, each built on a one-acre circular lot.

Portland downtown commercial district, enables property owners to take advantage of the federal tax credit program. Portland is also a Michigan Main Street community,

Rosedale Park, a 1920s subdivision in Detroit consisting of more than 1,500 buildings

Laurium, a village in the Keweenaw Peninsula, with more than 600 resources

The Walter and May Reuther House on Paint Creek in Oakland County. Reuther was a leader in the world labor movement from 1936 until 1970 and served as the head of the United Auto Workers. Reuther worked with the architect Oskar Stonorov on the design of the International Style-influenced building, which was constructed in 1951.



Weisblat House, Galesburg

Photo: Pamela O'Connor

The Pickle Barrel House in Grand Marais, built in 1926 by Reid, Murdoch, and Company, a food manufacturer, as a summer cottage for Chicago Tribune cartoonist William Donahey, who drew a popular cartoon called the "Teenie Weenies." The company retained Donahey to design labels for its brand of "Teenie Weenie" food products. "Teenie Weenie" pickles were packaged in a miniature oak barrel with a label designed by Donahey. The house, designed by Harold Cunliff of the Pioneer Cooperage Company, is a popular tourist attraction for visitors to the Pictured Rocks area.



Pickle Barrel House, Grand Marais

Photo: Cathy Egerer

Michigan Historical Markers

One hundred and five state historical markers were ordered between 2001 and 2005.

Highlights include:

- Two markers that honor significant African American historical sites in Detroit.

Paradise Valley. Once the site of a thriving African American business district that grew between 1910 and 1950, when Detroit's black population increased from 5,000 to 300,000, the district was demolished through urban renewal and the federal highway program. The Paradise Valley commercial district, centered at the corner of Adams Avenue and St. Antoine Street, housed black-owned businesses from medical centers to retail shops to clubs and restaurants. Dinah Washington and Duke Ellington were among those that performed there.

The Ossian Sweet House. Ossian Sweet was an African American doctor who purchased a house in a white neighborhood in 1925. A mob of protesters pelted the house with rocks and bricks in an attempt to drive the Sweets from their home. A protestor was killed and the Sweets were charged with murder in what became one of the most celebrated cases in Detroit's legal history. Clarence Darrow, the well known Scopes trial lawyer, defended the Sweets.

- The Piquette Avenue Ford Plant, birthplace of the Model T and the idea of the assembly line for automobile construction.
- Ottawa Beach Resort constructed on the shores of Lake Michigan beginning in 1886. Many prominent business people, furniture makers, and politicians, including the family of former President Gerald R. Ford, owned vacation cottages here.

Michigan Main Street

The Michigan Main Street program, an economic revitalization program based in historic preservation, began in June 2003 with the selection of four communities: Boyne City, Calumet, Marshall and Portland. The program is managed through the cooperative efforts of the State Historic Preservation Office (SHPO), the Michigan State Housing Development Authority (MSHDA), and the National Main Street Center.

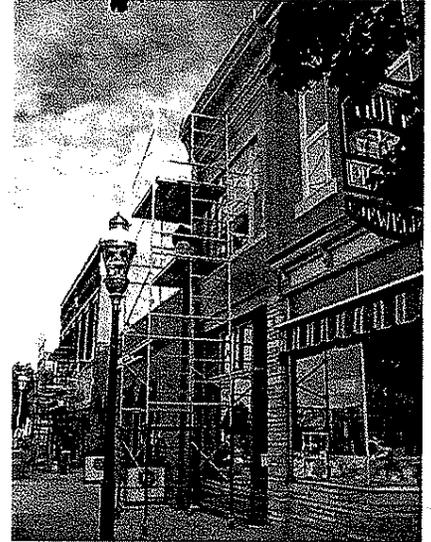
In June 2004 the Michigan Main Street program added three additional communities: Clare, Muskegon and Niles, as well as a staff architect. In June 2005, Grand Haven, Howell, Ishpeming and Midland were inducted into the Michigan Main Street program. New to the program in 2006 are Iron Mountain and Lansing Old Town.

Each year the Michigan Main Street program accepts up to four new communities and provides hundreds of thousands of dollars in technical services, including façade rehabilitation drawings, a market study, community development training, volunteer training and other practical workshops. As the table below suggests, the volunteer-driven Main Street program is revitalizing traditional downtown commercial districts.

Michigan Main Street Communities 2003-2005*

New Businesses	35
New Full-Time Employees (FTE)	102
Private Investment	\$760,800
Volunteer Hours	21,100
Facade Rehabilitation	\$79,900

* Due to insufficient data, figures are incomplete and represent minimum values.



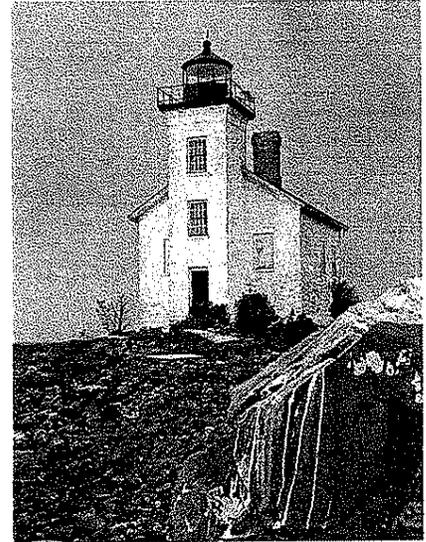
Michigan Lighthouse Assistance Program

The state of Michigan has 120 lighthouses along its 3,200 miles of shoreline—more than any other state. Lighthouses were built in the United States as early as 1789 and continued to be built until after World War II, but modern technology has made them obsolete. No longer is a keeper required to live on site to service the lights that remain to ensure safe navigation. In 1999 the Coast Guard announced it was decommissioning seventy Michigan lighthouses. To facilitate their transfers to new owners and assist in their protection and preservation, the Michigan Lighthouse Project was established. Since 2000 approximately \$5,277,000 has gone toward the restoration of Michigan's Lighthouses through grants from the Michigan Lighthouse Assistance Program, the Clean Michigan Initiative, and the Transportation Enhancement program and associated matching funds. Introduced in 2001, the Michigan "Save Our Lights" license plate generated more than \$900,000 in revenue for lighthouse restoration between 2001 and 2006.

Eighteen of Michigan's lighthouses were listed in the National Register of Historic Places between 2001-2006.

Michigan Lighthouse National Register Listings 2001-2006 by County

Alpena Light, Alpena	Menominee Pierhead Light Station, Menominee
Charlevoix South Pierhead Light, Charlevoix	Middle Island Light, Alpena
DeTour Reef Light Station, Chippewa	Minneapolis Shoal Light Station, Delta
Fourteen Foot Shoal Light Station, Cheboygan	Muskegon South Breakwater Light, Muskegon
Frankfort North Breakwater Light, Benzie	Muskegon South Pierhead Light, Muskegon
Lansing Shoals Light Station, Mackinac	North Manitou Shoal Light Station, Leelanau
Ludington North Breakwater Light, Mason	Poe Reef Light Station, Cheboygan
Manistique East Breakwater Light, Schoolcraft	Poverty Island Light Station, Delta
Martin Reef Light Station, Mackinac	Spectacle Reef Light Station, Cheboygan



*Gull Rock Light Station
Photo: Bryan Lijewski*

Historic Preservation Tax Credits

The use of historic preservation tax credits to rehabilitate historic buildings leverages private investment capital in Michigan's communities and creates a "ripple effect" by stimulating other economic activities in adjacent areas. The Heartside and Wealthy Street Historic Districts in Grand Rapids are excellent examples. Rehabilitating a historic building for a new use regenerates the tax revenue that was lost to the city while a building stood empty. It creates more local jobs than new construction, and it results in a landscape that is attractive to residents and tourists, an important consideration in a state where tourism brings more than \$12 billion in revenue to Michigan annually. Rehabilitated historic buildings provide a range of rental rates that encourage business start up and attract diverse businesses--85 percent of all new jobs in America are created by small businesses.

Federal and State Historic Preservation Tax Credits

Year	Total Projects	Rehabilitation Expenditures	Direct Investment	Indirect Impact	Total Economic Impact	Number of Jobs Created
2002	20	\$152,101,076	\$2,103,660	\$175,793,399	\$329,998,135	3,809
2003	35	\$80,948,412	\$24,191,894	\$119,858,949	\$225,000,255	2,597
2004	53	\$147,537,714	\$6,603,424	\$175,720,897	\$329,862,036	3,807
2005	56	\$273,783,947	\$192,682,493	\$531,771,742	\$531,771,742	11,522

Local Historic Districts and Certified Local Governments

Sixty-five Michigan communities have local historic district ordinances pursuant to Michigan's Local Historic District Act, Public Act 169 of 1970 as amended. Others use advisory ordinances or historic overlay zones as a means of protection. The total number of designated local historic districts is 700. Single resource districts comprise 534 of those districts, while multiple resource districts number 166. More than 20,000 historic resources are protected under local historic district designation. Rehabilitation of historic properties within these districts is eligible for state historic preservation tax credits. Certified Local Governments (CLG) are participants in a National Park Service program. The State Historic Preservation Office is required to set aside 10 percent of the federal funding it receives to operate its programs through the Historic Preservation Fund for CLGs. Michigan currently has eighteen CLGs.

Michigan Communities with Local Historic District Ordinances

Adrian	Canton Township*	Green Oak Township	Linden	Niles	Saugatuck
Allegan *	Charlevoix	Grosse Pointe Farms	Livonia	Northville	Southfield
Ann Arbor*	Chelsea	Hart	Lowell	Oakland Township	Troy
Battle Creek*	Clarkston	Holland*	Mason*	Plymouth	Traverse City
Bay City*	Detroit*	Holly	Menominee*	Pontiac	Utica
Benton Harbor	East Lansing*	Huntington Woods	Midland	Port Huron	Vergennes Township
Birmingham	Farmington Hills*	Jackson*	Monroe*	Portage	Warren
Boyer City	Flint	Kalamazoo*	Mount Clemens	Rochester Hills	Washtenaw County*
Cadillac	Frankenmuth	Kentwood	Mount Pleasant	Royal Oak	Waterford Township
Calumet	Franklin	Lansing*	Muskegon	Saginaw	Ypsilanti*
Calumet Township*	Grand Rapids*	Lathrup Village	New Baltimore	Saline*	

*Certified Local Government

**Michigan's Twenty-Five Largest
Residential Local Historic Districts**

Community	District Name	Number of Resources	Date Established
Grand Rapids	Heritage Hill	1,311	1973
Detroit	Russell Woods/Sullivan	1,000	1999
Ann Arbor	Old West Side	917	1978
Kalamazoo	Vine Area	904	1990
Detroit	Boston Edison	900	1974
Ypsilanti	Ypsilanti	810	1978
Detroit	Hubbard Farms	604	1993
Pontiac	Seminole Hills	580	1990
Battle Creek	Old Advent Town	515	
Detroit	Sherwood Forest	435	2002
Kalamazoo	Stuart Area	389	1982
Traverse City	Central Neighborhood	385	1983
Ann Arbor	Old Fourth Ward	373	1983
Saginaw	Heritage Square	349	1975
Jackson	Under the Oaks	333	1990
Detroit	West Village	325	1983
Detroit	Oakman Boulevard	300	1989
Pontiac	Modern Housing Corp	264	1990
Detroit	Indian Village	243	1971
Grand Rapids	Fairmont Square	241	1999
East Lansing	College Grove	233	1988
Flint	Carriage Town	231	1984
Detroit	Atkinson Avenue	225	1984
East Lansing	Chesterfield Hills	217	1988

**Michigan's Five Largest
Commercial Local Historic Districts**

Community	Historic District	Number of Resources	Year Established
Calumet	Civic & Commercial	137	1997
Traverse City	Downtown	124	2000
Pontiac	Pontiac Commercial	101	1990
Ann Arbor	Main Street	96	1989
Battle Creek	Central Business	67	1981

Certified Local Government Grants 2001-2006

Year	CLG Community	Project	Grant Award
2001	Allegan	Allegan Community Center Feasibility Study	\$15,000
	Canton Township	Cherry Hill National Register Nomination	\$7,000
	Detroit	South Cass Corridor Survey	\$24,586
	Detroit	Engine House #11 Exterior Restoration	\$40,000
	Washtenaw County	Hack House Museum Restoration	\$28,000
			2001 Total: \$114,586
2002	Detroit	Fort Wayne Theater and Guardhouse Roofs	\$31,000
	Detroit	East Jefferson National Register Nomination	\$16,000
	Lansing	Automobile Heritage Historic Resource Survey	\$14,000
	Monroe	River Raisin Archaeological Management Plan	\$17,000
	Washtenaw County	HistWeb: Washtenaw County Historic Resources in GIS - Phase I	\$14,500
			2002 Total: \$92,500
2003	Canton Township	Michigan Historic Cemeteries Preservation Guide	\$5,000
	Detroit	South Rosedale Park National Register Nomination and Informational Brochure	\$30,000
	Jackson	Downtown Jackson Intensive Level Survey	\$15,000
	Ypsilanti	Freight House Rehabilitation Project	\$30,000
			2003 Total: \$80,000

Year	CLG Community	Project	Grant Award
2004	Allegan	Griswold Auditorium Rehabilitation Project	\$45,000
	Washtenaw County	HistWeb: Washtenaw County Historic Resources in GIS - Phase II	\$25,000
	Washtenaw County	Design Guidelines Workshop	\$5,000
	Various CLGs	Scholarships to the National Alliance of Preservation Commissions Conference	\$2,500
			2004 Total: \$77,500
2005	Detroit	Eastern Market National Register District Boundary Expansion and Promotional Brochure	\$7,200
	Jackson	Michigan Theater Rehabilitation Project	\$25,000
	Washtenaw County	Village of Manchester Survey and Local Historic District Ordinance and Study Report	\$21,600
	Ypsilanti	Freight House Rehabilitation Project	\$25,000
			2005 Total: \$78,800

Governor's Award for Historic Preservation 2003-2006

With the establishment of the Governor's Award for Historic Preservation in 2003, Governor Jennifer Granholm became the first Michigan governor to officially recognize historic preservation achievements in the state. The Governor's Award recognizes Michigan people and communities that combine planning, vision, creativity, and progressive thinking with an appreciation for the state's history and character. Recipient projects demonstrate the highest preservation standards, reflect a sense of cooperation through strong partnerships, serve as a catalyst for positive change, and encourage further investment in the community.

Year	Community	Project	Recipients
2003	Jackson Shelby Township	Jackson Post Office Packard Motor Car Company Proving Ground	Consumers Energy Shelby Township, Ford Motor Land Development Corporation, and the Packard Motor Car Foundation
	Niles	Fort Saint Joseph Archaeological Investigation	City of Niles, Fort Saint Joseph Museum, Western Michigan University, and Support the Fort
	Kalamazoo	Rehabilitation of a 1910 Residence in the South Street Historic District	John and Judith Pulver
	Ann Arbor	Rehabilitation of an 1892 Residence in the Old Fourth Ward Historic District	Jeff and Ellen Crockett
2004	Detroit	Orchestra Hall	Save Orchestra Hall, The Detroit Symphony Orchestra, and donors
	Ann Arbor Township	Maple Road-Foster Street Bridge	Washtenaw County Road Commission, Barton Village Trustees, Citizens for Foster Bridge Conservancy, and Ann Arbor Township
	Big Rapids	Nisbitt and Fairman Buildings	Big Rapids Housing Commission and Hollander Development Company
	Escanaba	Escanaba Junior High School	Escanaba Area Public Schools and Diekema Hamann Architects

Year	Community	Project	Recipients
2005	Grand Rapids	Berkey and Gay Furniture Factory and American Seating Company	Pioneer Construction
	Kalamazoo	Rehabilitation of an 1891 Residence in the Vine Neighborhood Historic District	Breisach Family
	Battle Creek	Youth Building	Finlay Development
	Benton Harbor	Fidelity Building	
	Detroit	Merchant's Row	Schostak Brothers and Company and The Sterling Group
2006	Grand Rapids	Ebling Building and Residences, Fairmont Square Historic District	David and Barbara Huyser
	Niles	"Big Brown Take Down" Removal of 1970s Aluminum Cladding from Two Blocks of Historic Commercial Buildings	City of Niles Planning Department, the Southwestern Michigan Economic Growth Alliance, the Niles Downtown Development Authority, and the Greater Niles Community Development Corporation
	Saginaw	Temple Theater Restoration	Peter and Samuel Shaheen
	Sault Ste. Marie	DeTour Reef Lighthouse	DeTour Reef Light Preservation Society
	Charlevoix	Castle Farms (Loeb Farm Barn complex)	Linda and Richard Mueller
	Dearborn	Fordson High School Addition	Dearborn Public Schools and TMP Associates
	East Lansing	Saint's Rest Archaeological Investigation	Michigan State University
Royal Oak	B & C Grocery Building	Jon A. Carlson	
2006	Traverse City	City Opera House	City of Traverse City, City Opera House Heritage Association, City Opera House LLC, and Quinn Evans Architects
	Warren	General Motors Technical Center	General Motors Corporation and Building Conservation Associates, Inc.

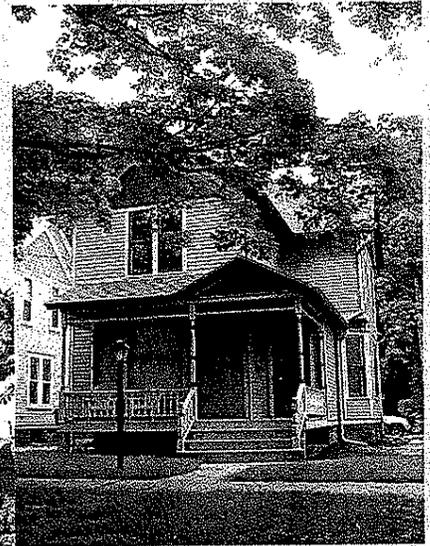


Orchestra Hall, Detroit



City Opera House, Traverse City

Photo: Todd Walsh



714 Wheaton Avenue, Kalamazoo
Photo: Jeff Breisach

Office of the State Archaeologist

The Office of the State Archaeologist (OSA) marked several milestones during the past five years.

Michigan Archaeology Month

Since 2003 Governor Granholm has officially proclaimed October as Michigan Archaeology Month. The OSA, which has been holding an annual Archaeology Day with the Michigan Historical Museum (MHM) since 1997, expanded the program into a month-long forum that features tours, talks, and hands-on activities about archaeology at numerous locations across the state. Michigan Archaeology Month events are sponsored by chapters of the Michigan Archaeological Society and by members of the Conference on Michigan Archaeology. The OSA and the MHM provide coordination and publicity. In 2005 more than seven hundred people attended these events.

Digging Up Controversy Exhibit

During 2003-2004 the OSA partnered with the MHM in planning and implementing a temporary exhibit entitled, "Digging Up Controversy." The exhibit portrayed the case of the "Michigan Relics," in which fake artifacts were made by hoaxers during a period from about 1890 to 1920. Unsuspecting citizens were duped into paying for the opportunity to "discover" the forgeries, which were sometimes planted in actual archaeological sites. The exhibit, which also included several examples of other archaeological hoaxes, drew well over 30,000 visitors during its eleven-month run. The OSA also installed several smaller displays depicting nineteenth century additions, the Chippewa village of Shin-gwah-koos-king, childhood school and play, and pre-contact ceramics, all of which included artifacts from national register-listed and eligible sites.

Thunder Bay National Marine Sanctuary and Underwater Preserve

In 2000 the National Oceanic and Atmospheric Administration (NOAA) provisionally established the Thunder Bay National Marine Sanctuary and Underwater Preserve in Alpena in partnership with the State of Michigan. The OSA played a prominent role in helping the sanctuary become a reality. In 2002 the OSA hired its first marine archaeologist, who is stationed at Thunder Bay, where he works to identify, record and manage significant shipwrecks and other underwater cultural resources. In 2005 the sanctuary became a permanent establishment and moved into its new quarters in a beautifully refurbished building.



Shipwreck, Thunder Bay

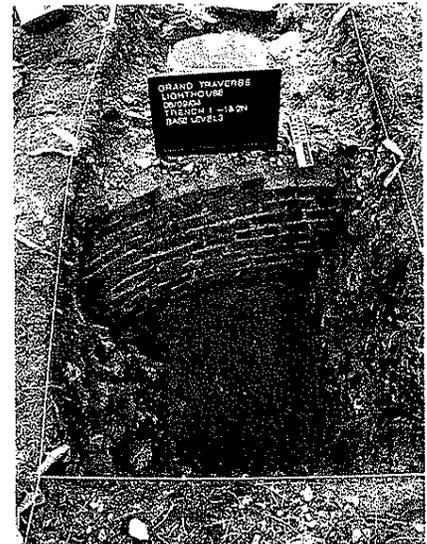
Photo: Wayne Lusardi

Archaeological Collections

One of the important roles that the OSA fulfills is as a repository that meets the federal requirements for the curation of archaeological collections. During the past five years, the OSA has received collections resulting from 128 Cultural Resource Management (CRM) projects and 15 research projects on sites eligible for or listed in the National Register of Historic Places. It acquired more than 250 boxes of artifacts and records from CRM projects when an archaeological contractor went out of business. When Alma College ended its archaeology program, OSA accepted its collections and associated records from 207 sites documented through surveys funded by National Park Service Historic Preservation sub-grants. OSA is currently negotiating a similar agreement with another university that will soon end its archaeology program.

New Protective Legislation Sought

In the realm of preservation, the OSA continued to carry out the archaeological aspects of the State Historic Preservation Office's (SHPO) federal program. This included the review of more than 1,000 projects annually in fulfillment of the Section 106 requirements of the National Historic Preservation Act. Currently, the OSA and the SHPO are working with legal counsel within the Department of History, Arts and Libraries to draft state legislation that would serve to protect not only those cultural resources on state land, but also those resources that may be affected by state-funded projects. The OSA also annually reviews more than 5,000 state actions, including oil, gas and mineral leases, state forest projects, state lands released for public sale, and underwater salvage permits.



Grand Traverse Light Excavation
Photo: Dean Anderson

Results of the 2005 Preservation Survey

Results of the 2005 Preservation Survey

In the summer of 2005, a survey was sent to over five hundred people connected to the preservation of Michigan's resources whether as a developer, consultant, local official, historic district commissioner, city planner, historical society member, or state government employee. Here is a summary of their responses.

The most important reason to preserve Michigan's historic resources:

1. Protect Heritage
2. Community Revitalization
3. Economic Development
4. Quality of Life
5. Sense of Place

Michigan's most threatened historic resources:

1. Commercial
2. Farm/Agriculture
3. Schools
4. Residential
5. Public Buildings

Top Threats to Michigan's Historic Resources:

1. Lack of knowledge and/or understanding of historic preservation and its benefits
2. Sprawl and inefficient land use
3. Lack of funding and incentives to make rehabilitation projects cost effective
4. Short sightedness and lack of vision by public officials and developers
5. Land economics and greed
6. Lack of a cohesive state policy toward historic resources

6 to 1 would support a state bond issue to create a cultural resource fund

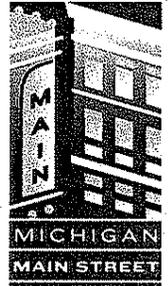
Something to think About - Potential Opportunities

- Allow Michigan's colleges and universities to syndicate restoration projects to interested alumni and other parties who take advantage of the [preservation] tax credits and then "gift" the restored buildings back to the institutions.
- Set recycling limits for universities, municipalities, and non-profits (in order to get their tax status and their tax monies from the state) and include buildings, streetscapes, parks & sculptures in the list of credits on that recycling
- Develop an apprentice/journeyman curriculum for high school and/or college students that provides students with voc-ed training in plumbing, carpentry, masonry while providing low cost labor for rehabilitation projects. Could be a volunteer work program or students could work to pay off college loans
- Tax abatements or tax freezes for properties designated as local historic districts similar to what is provided by obsolete property certification or Act 198 for industrial properties.

**PROGRESS REPORT:
PRESERVATION HIGHLIGHTS
2001-2006**

Michigan Main Street Program Established

In 2001 stakeholders from around the state met to discuss a community revitalization strategy for Michigan's downtowns. The establishment of a statewide Main Street program for Michigan emerged as the top strategy. In 2002 a contract was signed between the Michigan Economic Development Corporation and the National Trust for Historic Preservation's Main Street program to create a program in Michigan. Main Street is a comprehensive, action-oriented approach to economic development based on a four-point approach that includes design, organization, promotion, and economic restructuring. The ratio of reinvestment in an individual community is high—\$39.96 is reinvested in each community for every \$1 spent to operate a local Main Street program. As of November 2006, thirteen Michigan communities are participating in the Main Street program: Boyne City, Calumet, Clare, Grand Haven, Howell, Iron Mountain, Ishpeming, Lansing Old Town, Marshall, Midland, Muskegon, Niles, and Portland.



Revised State Building Code Benefits Historic Buildings

The Michigan Rehabilitation Code for Existing Buildings, adopted in 2003, allows for more flexibility in applying building code requirements to National Register-listed or locally designated historic buildings. Building code is typically written to meet the needs of new construction. In the past, rehabilitation projects were often required to comply with code even though it meant the loss of significant historic features. The revised code enables the retention of historic materials and features while protecting public safety and makes rehabilitation easier and more cost effective.

Elimination of the State Tax Credit Sunset Clause

When the Michigan state tax credit legislation was signed into law in 1999, it contained a sunset clause that stated the incentive could be rescinded in five years. The success of the program resulted in the early elimination of the clause in 2001. In 2005 alone, the state preservation tax credit program generated over \$1.9 million in investment in residential historic resources in twenty-six communities.

Reports Promote Economic Benefits of Historic Preservation

The Michigan Historic Preservation Network, the state's preservation nonprofit, worked with Clarion Associates of Denver, Colorado, to develop a statistical report on how historic preservation benefits Michigan communities. The report, entitled *Investing in Michigan's Future: The Economic Benefits of Historic Preservation*, was the first of its kind in Michigan and was instrumental in showing the broad range of positive effects historic preservation has on property and resale values, job creation and reinvestment. A second report, entitled *A Civic Gift: Historic Preservation, Community Reinvestment, and Smart Growth in Michigan*, was the result of a partnership with the Michigan Land Use Institute and was included in its smart growth series. The report used case studies to highlight successful preservation projects in five communities and show how the projects sparked further investment. Both publications made the case for including historic preservation in state and local economic development strategies.

Michigan Historic Preservation Network Field Representative

The Michigan Historic Preservation Network (MHPN) received a grant from the National Trust for Historic Preservation and the Americana Foundation in 2004 and 2005 to hire a field representative to assist communities in their preservation efforts. Having a field representative on staff has enabled the MHPN to expand its efforts in community outreach, fundraising, training, and preservation advocacy. The MHPN was recently named a recipient of a 2005 Advocacy Training Grant from the National Trust for Historic Preservation.

Increased State Partnerships Among State Agencies

The effort to establish a Michigan Main Street program resulted in an exciting new relationship between state agencies. For the first time, the State Historic Preservation Office, the Michigan State Housing Development Authority (MSHDA), and the Michigan Economic Development Corporation (MEDC) worked closely together to reach the same goal. The resulting partnership led to collaborations on other projects and the inclusion of historic preservation as a central component in the Cool Cities Initiative. In addition, MSHDA and MEDC have been key players in the development of the Cultural Economic Development Strategy for the state led by the Department of History, Arts and Libraries. A new paradigm for program development has been established at the state level that will improve community and economic revitalization efforts in Michigan.

Enhanced Michigan Historical Marker Legislation Passed

New state legislation was adopted for Michigan's Historical Marker program. Public Act 488, adopted in 2002, requires that work undertaken on a historic resource that has a Michigan Historical Marker must follow the *Secretary of the Interior's Standards for Rehabilitation*. If work does not meet the standards, the marker will be removed. For the first time, the Michigan Historical Marker program can be considered a preservation program, not just an honorary designation.

Traveling Through Time Published

The University of Michigan Press, working with the State Historic Preservation Office, released an updated guidebook, *Traveling Through Time: A Guide to Michigan's Historical Markers*, for the nearly 1,500 state historical markers that have been erected across the state. The guide was first published in 1991. It is an excellent public relations tool and serves as a resource for tourists and residents who want to learn more about Michigan's history. Royalties from the book support State Historic Preservation Office programs.

Michigan's Historic Sites Online Goes GIS

The state's database of National Register and State Register-listed properties was upgraded to a Geographic Information System (GIS) in 2004. This new application, *Historic Sites Online*, enables users to search for Michigan's historic sites by keyword or location, and provides background information about the property as well as images. Nearly 16,000 hits were recorded for *Historic Sites Online* in 2005. Use of *Historic Sites Online* is required as part of the SHPO Environmental Review process.

Historic Context Statement on Schools

A statewide historic context statement provides background information on the people, time periods, and trends that helped shaped Michigan schools. In 2003 a study of public school buildings in Michigan, entitled *An Honor and an Ornament: Public School Buildings in Michigan*, was completed by ICON architecture, inc. of Boston, Massachusetts. The report explains the developmental history of Michigan's school buildings including their styles and types and the architects associated with them. Historic schools are recognized as one of the nation's most threatened historic resources. This study provides information that can be helpful in deciding the fate of historic school buildings; whether they should be updated and continue in use as schools or sold and rehabilitated for a new use.

Woodward Avenue Named Michigan's First National Scenic Byway

In June 2002 Woodward Avenue (M-1) became a National Scenic Byway, the first roadway in Michigan to receive this designation. Administered by the Federal Highway Administration, the Byways Program "recognizes a distinctive collection of American roads, their stories and treasured places." Woodward Avenue has been a significant transportation route for the city of Detroit for over three hundred years. It blossomed with the success of the automobile industry. In 1909 the first mile of concrete highway constructed in the world was laid on Woodward Avenue between Six and Seven Mile Roads. In 1919 the first three-colored traffic light was installed. Woodward Avenue became a major artery through Detroit when it was widened to eight lanes beginning in 1926. Once known as the "busiest street in the nation," the twenty-seven mile highway is home to cultural icons such as the Detroit Institute of Arts and the Fox Theatre. Woodward Avenue was designated a Michigan Heritage Route in 1999 and is part of the MotorCities Automobile National Heritage Area.

US-12 Named a Michigan Heritage Route

The Michigan Department of Transportation designated more than 200 miles of US-12 from Detroit to New Buffalo a Michigan Heritage Route in May 2004. Also known as the Sauk Trail, the Chicago Road, and Michigan Avenue, the route passes through eight Michigan counties on its way to Chicago. It is one of the oldest transportation routes in the state, first serving as the major east-west corridor for Native Americans. In the 1820s it became a Military Road and then the primary road for the massive wave of settlers that entered the state after the opening of the Erie Canal. The designation will assist communities in developing a cultural/heritage tourism plan for the corridor. A video entitled *From Moccasins to Main Street*, developed with Transportation Enhancement funds, has been released to promote the heritage route.



- ◆ ALL HARD - SURFACED HIGHWAY
- ◆ INTERESTING SCENERY
- ◆ THE SHORTEST ROUTE
- ◆ THE FRIENDLY ROUTE

U.S. HIGHWAY 12 ASSOCIATION



Cultural/Heritage Tourism Grant from Preserve America

In May 2006 the State Historic Preservation Office (SHPO) received a grant from *Preserve America*, a White House initiative that encourages local community efforts to preserve—and use—our nation's cultural heritage. The National Park Service administers the program. The purpose of the grant is to establish a regional cultural/heritage tourism program for a 170-mile corridor between New Buffalo and Ludington, old US 31, and the Lake Michigan shore. The SHPO will partner with thirteen local communities (New Buffalo, Benton Harbor, St. Joseph, South Haven, Grand Haven, Saugatuck, Douglas, Holland, Muskegon, Montague, Whitehall, Pentwater, and Ludington); Beachtowns, Inc.; Travel Michigan; the Michigan Council for Arts and Cultural Affairs; and the Michigan Department of Transportation (MDOT). Work will include a historic resource survey, development of community tourism strategy plans, a visual assessment of entry points to the communities and the overall region, workshops and training opportunities, and the creation of a Regional Cultural/Heritage Tourism Advisory Board. The two-year grant will provide the foundation for an application to the MDOT Heritage Route program.

THE
PLANNING
PROCESS

Methodology

The purpose of this plan is to provide a framework for the preservation activities of state and local agencies, preservation organizations, and the nonprofit, public, and private sectors. This plan will serve to direct historic preservation in the state of Michigan for a five-year period from 2007 through 2012.

Though budget constraints limited the ability to conduct preservation-specific forums in preparation for the plan, historic preservation has been included as a topic of discussion in an above-average number of statewide planning initiatives over the past three years. These initiatives have involved local citizens, state agencies, and nonprofit organizations and have specifically addressed how historic preservation can contribute to community revitalization, economic development, and the creation of a new land use paradigm in Michigan. Examples include:

- The Department of History, Arts and Libraries (HAL) was a participating member in the governor's Michigan Land Use Leadership Council (MLULC) in 2002. The MLULC's final report included a number of recommendations for the inclusion of historic preservation as a sound land use policy for Michigan.
- The creation of the Cool Cities Initiative, an economic revitalization program, refocused state resources to Michigan's downtowns. The State Historic Preservation Office (SHPO) staff participated at the program planning level and continues to be actively involved. Cool Cities is a grassroots driven program and dozens of site visits and workshops were held in local communities to discuss the initiative with local stakeholders. Historic preservation continues to be a prominent topic in Cool Cities discussions.
- The Michigan Department of Transportation's efforts to develop a policy on context sensitive solutions for transportation projects. Planning teams included representatives from the private and public sector and one committee was dedicated to discussions of community development and historic preservation.
- The Department of History, Arts and Libraries worked with representatives from arts and culture-related organizations to develop a cultural economic development strategy for the state. Historic preservation is a key component of the strategy.
- The National Trust for Historic Preservation brought together the wide range of preservation organizations that exist in the city of Detroit in an effort to develop a coalition that can work collaboratively and have a stronger voice about the role historic preservation can play in the city's revitalization.
- For the first time in its twenty-five-year history, the Michigan Historic Preservation Network (MHPN), Michigan's statewide preservation nonprofit, has had a field representative on staff. For the past two years, the field representative has worked with communities across Michigan and shared their concerns with the preservation community at large.

In addition the SHPO developed a written survey in December 2004 and included it in all correspondence mailed from the SHPO during a four-month period. The survey was also distributed at workshops and at the annual conference of the Michigan Historic Preservation Network in April 2005. The response to this effort was minimal. As a result, the survey was revised in late spring 2005 and an e-mail list of more than 500 stakeholders was developed using information gathered from Internet websites. Stakeholders included board members from organizations such as the Michigan Association of Planners, the Michigan Association of Realtors, the Michigan Downtowns Association, the Michigan Economic Developers Association, the Detroit Historic Neighborhood Coalition, the Michigan Historic Preservation Network, and the Michigan Metropolitan Planning Council, as well as attendees from historic preservation workshops, Cool City Initiative participants, historic district commissioners, and others. In addition to the stakeholders list, the revised survey was also sent to a 250-member historic preservation listserv and the Michigan Main Street listserv. An interactive version of the survey was placed on the SHPO website to facilitate response. Within a two-week period more than 150 responses were received.

SHPO staff used the information obtained through participation in the statewide planning initiatives and the survey responses to assess the goals of the last planning cycle, identify new threats and opportunities for historic preservation, and determine the goals for the next five years. A draft plan was submitted to a list of stakeholders for review and comment.

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BUILDING THE BLUEPRINT

The Ypsilanti Downtown Development Authority (YDDA) adopted the Blueprint for Downtown as the five-year strategic plan for downtown Ypsilanti

Successfully implementing the plan will take coordination and cooperation from all of us. To help make this plan work, the YDDA is reorganizing around the Main Street 4-Point Approach.

What is the Main Street 4 Point Approach?

The Main Street 4-Point Approach is a community-driver comprehensive strategy encouraging economic development through historic preservation. Think of the four-point approach this way:

- **Organization**: Getting everyone working toward the same vision for downtown
- **Promotion**: Getting more people to visit your downtown
- **Design**: Getting downtown into top physical shape and working well
- **Economic Restructuring**: Making downtown businesses & the district healthier

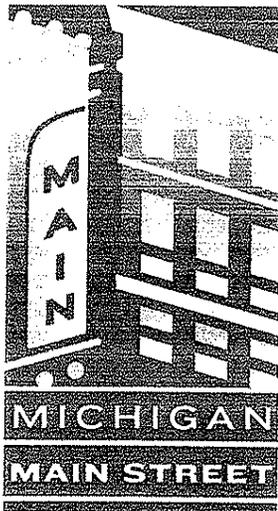
Volunteer Opportunities

We need your help! We are looking for volunteers to help on each of the working committee listed above. If you are interested in joining or just finding out more, e-mail us at info@ypsilantidda.org, call 734.482.1410 or stop by the DDA office at 32 N. Washington Street, Suite 14 (upstairs!). We look forward to hearing from you!

Save the Date: 2009 YDDA Planning meeting

Saturday Jan. 24th from 9 to 2 p.m. at the Riverside Arts Off-Center, 64 N. Huron St.

Happy New Year!



Cool Cities Michigan Main Street

The Cool Cities Michigan Main Street (MMS) Program provides technical assistance services to communities who are targeting the revitalization and preservation of their traditional commercial district. The MMS Program assists communities in developing their own local Main Street program by utilizing the *Main Street 4-Point Approach* – a common-sense approach to tackling the complex issues of revitalization, capitalizing on downtown's history, and identifying the unique assets of the community itself.

The MMS Program began in 2003 and is housed within the Michigan State Housing Development Authority (MSHDA). It is affiliated with the National Main Street Center, a division of the National Trust for Historic Preservation, and is in partnership with the State Historic Preservation Office (SHPO). Communities are designated through a competitive application process. Today the MMS Program has 13 participating MMS Communities.

What is the Main Street 4-Point Approach?

The Main Street 4-Point Approach is a community-driven, comprehensive strategy encouraging economic development through historic preservation in ways appropriate to today's marketplace. The 4-Points focus on:

- **Design** – enhancing the downtown's physical environment by capitalizing on its best assets, such as historic buildings, and creating an inviting atmosphere through attractive window displays, parking areas, building improvements, streetscapes, and landscaping. The Main Street program also focuses on instilling good maintenance practices in the commercial district, enhancing the physical appearance of the commercial district by rehabilitating historic buildings, encouraging appropriate new construction, developing sensitive design management systems, and long-term planning.
- **Economic Restructuring** – strengthening a community's existing economic base while also expanding and diversifying it. By helping existing businesses expand and recruiting new ones to respond to today's market, the Main Street program helps to convert unused space into productive property and sharpen the competitiveness of business enterprises.
- **Promotion** – marketing the downtown's unique characteristics to residents, visitors, investors, and business owners. The Main Street program develops a positive promotional strategy through advertising, retail activities, special events, and marketing campaigns to encourage commercial activity and investment in the area.
- **Organization** – involving all the downtown's stakeholders, getting everyone working towards a common goal, and driving the volunteer-based Main Street program. The fundamental organizational structure consists of A governing board and standing committees. Volunteers are coordinated and supported by a paid program director as well. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

MSHDA

MICHIGAN STATE HOUSING
DEVELOPMENT AUTHORITY

Cool Cities Michigan Main Street Statistics 2003-current

Private Investment
\$26,544,786

Net # of Total Jobs
Created in MS area
338

Net # of Business
Created
64

of Façade Rehab
133

Contact Information

Laura Krizov
Coordinator, Michigan
Main Street Program
CA Team, MSHDA
735 East Michigan Ave.
Lansing, MI 48909
517.241.4237

What are the Benefits of Cool Cities Main Street?

When a community participates in a comprehensive revitalization effort, its downtown can experience a return of economic vitality. Benefits of the Main Street program include the following:

- Protecting and strengthening the existing tax base
- Creating a positive community image
- Creating visually appealing and economically viable downtown building
- Attracting new businesses
- Creating new jobs
- Increasing investment in the downtown
- Preserving historic architectural resources
- Broad range of technical services (see list attached)

Cool Cities Michigan Main Street Services

Michigan Main Street program staff provides technical assistance and services to local communities at three different levels: *Associate*, *Selected*, and *Master*. Each level is designed to assist the community in tackling increasingly more sophisticated downtown revitalization efforts.

Associate – 1 to 2 Years

Services available to Associate Communities

- Orientation Webinar
- Main Street Basic Training
- Organization / Promotion 101 Training
- Economic Restructuring / Design 101 Training
- Main Street in Practice
- MMS Quarterly Trainings
- MMS Listserv

Commitment by Associate Communities

- Participate in all Associate level services provided within two (2) years
- Attendance at Basic Training required
- Attendance at a minimum of two (2) trainings per year
- Attendance at one (1) quarterly forum per year
- Submit bi-annual reports to MMS
- Must attend all training before applying for the Selected level

(4 YPSI HERE 2008-2010)

Selected – 5 Years

Services available to Selected Communities

- MMS Orientation (L)
- Reconnaissance Visit (C)
- Manager Selection Assistance (C)
- Board Training (C)
- Manager Training (L/C)
- Committee Training (C)
- Main Street Building Basics – incl. Green Principles (C)
- Design Services – fifteen
- Work Plan Development Training (C)
- Volunteer Development Training (C)
- Market Study – incl. Downtown Housing & Population Recruitment Strategy (C)
- Resource Team (C)
- MMS Quarterly Trainings
- Annual Program Evaluations (C)
- Accreditation w/ the National Main Street Center
- MMS Listserv
- National MS Conference Registration
- Resource Library Materials
- MMS Road Signs
- Accredited Technical Assistance Training (C)
- Retail Merchandising Training (C)
- Entrepreneurship Training (L)
- Real Estate Development Training (L)

Commitment by Selected Communities

- Employ a full-time Main Street Manager who will coordinate and facilitate the work of the program
- Establish and maintain an active Board of Directors and Committees using the Main Street 4-Point Approach
- Participate in all trainings and services provided by the MMS program
- Fund the local Main Street program through both public and private partnerships at a level allowing for the full operation of the program
- Submit monthly reports to the MMS program
- Submit annual reports to the MMS program
- Maintain a membership with the National Main Street Center network
- Meet accreditation standards set by National Main Street Center by the fifth year

(2020 RECC 4 YPSI
PROGRESS TO / AHEAD
SELECTED STATUS)

Master – +6 Years

Services available to Master Communities

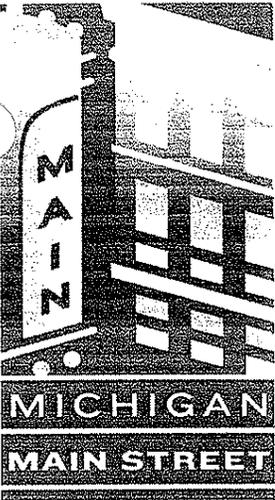
- Committee Training (C)
- Main Street Building Basics Training (C)
- Board Training (C)
- MMS Quarterly Trainings
- MMS Listserv
- Biennial Program Evaluation (C)
- Mentoring Opportunities
- Eligible for Seat on MMS Advisory Committee
- Accreditation w/ the National Main Street Center
- Invited to attend all training opportunities in Associate and Selected communities
- Manager Selection Assistance
- Manager Training (C)

Commitment by Master Communities

- Continuation of commitment required for Selected Communities
- Must have successfully completed services provided to Selected Communities
- Meet accreditation standards set by National Main Street Center

(2020 RECC 4 YPSI
ULTIMATELY
PLANNED TO TAKE)

Location:
(L) – in Lansing
(C) – in Community

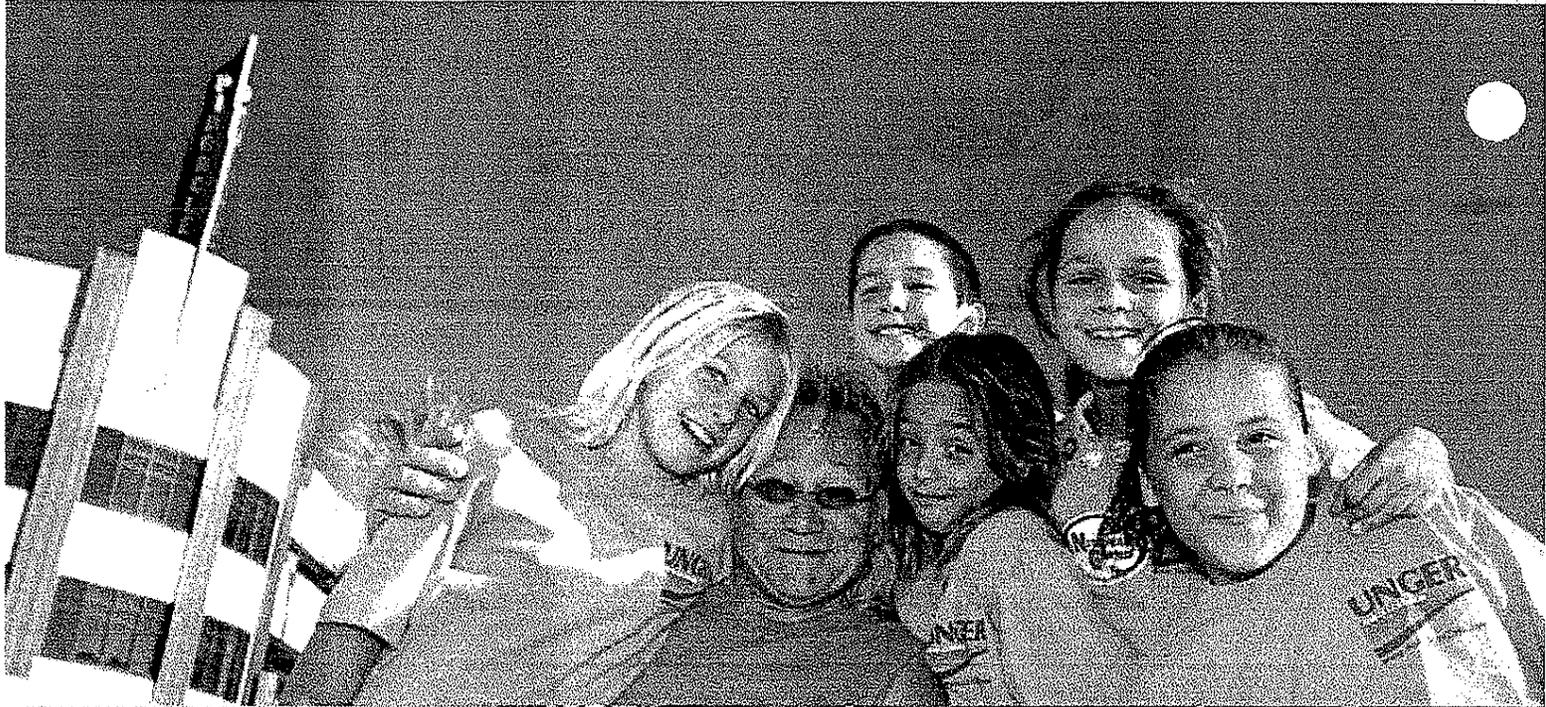


MSHDA
MICHIGAN STATE HOUSING
DEVELOPMENT AUTHORITY

Interested communities
should contact:

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NATIONAL TRUST MAIN STREET CENTER

Revitalizing America's traditional
business districts to build sustainable
communities

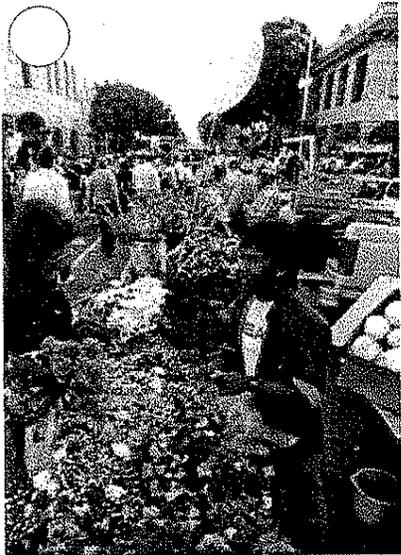
Main Street
NATIONAL TRUST FOR
HISTORIC PRESERVATION

www.mainstreet.org

WHY MAIN STREET MATTERS

We believe that a prosperous and sustainable community is only as healthy as its core.

At the National Trust Main Street Center®, we lead a coast-to-coast network of more than 1,200 state, regional, and local programs, powerfully linked together through a preservation-based strategy for rebuilding the places and enterprises that make sustainable, vibrant, and unique communities. Tapping the collective wisdom of partners around the nation, we provide leading-edge thinking and analysis to community leaders, while advocating for change on state and national policy levels.



BUILDING A MOVEMENT

Through ongoing research on emerging topics and in-depth field engagement across the nation, the Center continuously synthesizes and disseminates best practices and new thinking that meet emerging needs in our communities. We are inspired by the grassroots successes of our network partners and strive to support and share their innovative solutions with comprehensive:

MAIN STREET FOUR-POINT APPROACH™

As a unique economic development tool, the Main Street Four-Point Approach™ is the foundation for local initiatives to revitalize their districts by leveraging local assets—from cultural or architectural heritage to local enterprises and community pride. This comprehensive strategy fosters incremental improvements in four broad areas:



- **Professional Training**—to educate local leaders and practitioners at our annual *National Main Streets Conference*, *Main Street Basic Training Institute*, *Certification Institute in Professional Main Street Management*, as well as our year-round schedule of *Main Street Innovation Lab* webinars.
- **Network Access**—to best practices and new research in the field, published in our monthly journal *Main Street News*, as part of our

National Main Street Network® membership services.

- **Technical Assistance**—to launch new programs, engage volunteers, build leadership, conduct market analysis, and support local entrepreneurship through our field staff and partners.
- **National Resources**—to support local efforts by forging new partnerships, channeling real estate

development financing, and providing timely information through our educational materials and website: www.mainstreet.org.

OUR COMMITMENT TO COMMUNITY

At the National Trust for Historic Preservation, Main Street is an integral component of the Community Revitalization Department, which empowers individuals to use historic preservation-based development strategies to revitalize neighborhoods and commercial districts while protecting their unique sense of place.

1 Economic Restructuring: Redefines the district's niche in the marketplace and sharpens the competitiveness of existing businesses, while nurturing new enterprises that respond to today's consumers' needs.



2 Design: Targets infrastructure and building improvements that lay the groundwork for a physical transformation that will be both functional and attractive.

Promotion: Focuses on authentic community assets, with high-quality image development campaigns and events that will attract new shoppers, visitors, and residents.

Organization: Builds a pathway to leadership in local efforts by launching community-based, volunteer-driven nonprofit entities that empower residents and investors to collaborate for sustainable revitalization.

WHERE WE WORK

Since 1980, more than 2,000 affiliated Main Street programs have been launched in 43 states through a unique partnership structure with Main Street "Coordinating Programs." Mostly at the state level—but increasingly at regional and citywide levels as well—these coordinating partners provide the direct, ongoing support that has set the standard for quality and progress nationwide. We are committed to building "50 Strong" networks of programs operating in every state in the nation.

We measure our results through the progress of our network. The cumulative suc-

cess of the *Main Street Approach* and local Main Street programs has been docu-

mented since our founding and demonstrates how revitalized

districts can truly be an economic engine—creating jobs, expanding wealth, and building the tax base for each participating community. The National Trust Main Street Center annually collects and reports these statistics as just one measure of effectiveness.

While these reinvestment statistics are important, numbers tell just part of the story—civic pride, leadership development, and community sustainability also increase when local stakeholders join with national partners to leverage their assets and build a future together.



ECONOMIC IMPACT OF MAIN STREET REVITALIZATION

Financial reinvestment (infrastructure and real estate improved)	\$45 Billion
Business expansion (net new businesses created)	82,909
Job creation (net new jobs documented)	370,514
Property improvements (building rehabilitations completed)	199,519

Cumulative national results reported from 2,112 local programs launched between 1980 and 2007.

By working with the National Trust Main Street Center, local programs and partners can unleash the potential of downtowns and neighborhood business districts and use their unique assets to build sustainable communities.

To learn more, visit www.mainstreet.org, call 202-588-6219, or contact us at 1785 Massachusetts Avenue N.W., Washington DC, 20036.

Main Street
NATIONAL TRUST FOR
HISTORIC PRESERVATION

FRONT COVER PHOTO: WOMAN MAKING PURCHASE. © JET PABST

NATIONAL TRUST FOR HISTORIC PRESERVATION

Main Street

Revitalizing Your Commercial District

Member Login

search

Home > The Main Street Approach > Eight Guiding Principles

ABOUT US

THE MAIN STREET APPROACH

- The Four Points
- Eight Guiding Principles
- Successful Organizational Models
- Success of the Main Street Approach
- Economic Statistics
- Is It Right For Your Community?
- Getting Started
- Testimonials
- FAQs

MAIN STREET PROGRAMS

SOLUTION CENTER

CONSULTING SERVICES

CONFERENCE AND TRAININGS

MEMBERS AREA

JOIN OUR MEMBERSHIP

BOOKSTORE

JOBS

NATIONAL MAIN STREET AWARDS

The Main Street Four-Point Approach™ to commercial district revitalization

EIGHT PRINCIPLES OF SUCCESS

The National Trust Main Street Center's experience in helping communities bring their commercial corridors back to life has shown time and time again that the Main Street Four-Point Approach succeeds. That success is guided by the following eight principles, which set the Main Street methodology apart from other redevelopment strategies. For a Main Street program to be successful, it must whole-heartedly embrace the following time-tested Eight Principles.

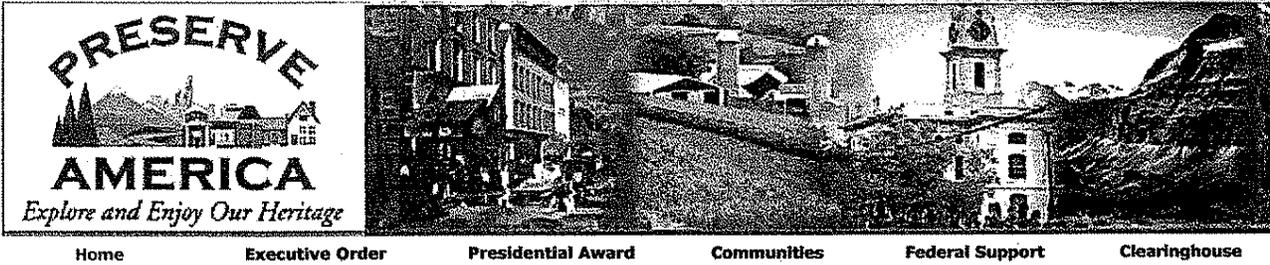
"For the longest time, we all waited for a white knight to ride into town and fix the problem. But the Main Street people made us realize that the only way to get it done right was to do it ourselves."

Russell Thomas, mayor of Americus, Georgia

- **Comprehensive:** No single focus — lavish public improvements, name-brand business recruitment, or endless promotional events — can revitalize Main Street. For successful, sustainable, long-term revitalization, a comprehensive approach, including activity in each of Main Street's Four Points, is *essential*.
- **Incremental:** Baby steps come before walking. Successful revitalization programs begin with basic, simple activities that demonstrate that "new things are happening" in the commercial district. As public confidence in the Main Street district grows and participants' understanding of the revitalization process becomes more sophisticated, Main Street is able to tackle increasingly complex problems and more ambitious projects. This incremental change leads to much longer-lasting and dramatic positive change in the Main Street area.
- **Self-help:** No one else will save your Main Street. Local leaders must have the will and desire to mobilize local resources and talent. That means convincing residents and business owners of the rewards they'll reap by investing time and money in Main Street — the heart of their community. Only local leadership can produce long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.
- **Partnerships:** Both the public and private sectors have a vital interest in the district and must work together to achieve common goals of Main Street's revitalization. Each sector has a role to play and each must understand the other's strengths and limitations in order to forge an effective partnership.
- **Identifying and capitalizing on existing assets:** Business districts must capitalize on the assets that make them unique. Every district has unique qualities like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.
- **Quality:** Emphasize quality in every aspect of the revitalization program. This applies to all elements of the process — from storefront designs to promotional campaigns to educational programs. Shoestring budgets and "cut and paste" efforts reinforce a negative image of the commercial district. Instead, concentrate on quality projects over quantity.
- **Change:** Skeptics turn into believers and attitudes on Main Street will turn around. At first, almost no one believes Main Street can really turn around. Changes in attitude and practice are slow but definite — public support for change will build as the Main Street program grows and consistently meets its goals. Change also means engaging in better business practices, altering ways of thinking, and improving the physical appearance of the commercial district. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.
- **Implementation:** To succeed, Main Street must show visible results that can only come from completing projects. Frequent, visible changes are a reminder that the revitalization effort is under way and succeeding. Small projects at the beginning of the program pave the way for larger ones as the revitalization effort matures, and that constant revitalization activity creates confidence in the Main Street program and ever-greater levels of participation.



After years of being closed, the Lyric Theater, Harrison, Ark., was rehabilitated and turned into a community theater through the leadership of Main Street Harrison.



Preserve America is a White House initiative in cooperation with the Advisory Council on Historic Preservation; the U.S. Departments of Defense, Interior, Agriculture, Commerce, Housing and Urban Development, Transportation, and Education; the National Endowment for the Humanities; the President's Committee on the Arts and Humanities; and the President's Council on Environmental Quality.

The Preserve America Initiative

Preserve America is an Administration initiative that encourages and supports community efforts to preserve and enjoy our priceless cultural and natural heritage. The goals of the initiative 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. Mrs. Laura Bush, First Lady of the United States, is the Honorary Chair of Preserve America. Detailed information on all aspects of this initiative can be found at www.preserveamerica.gov. Major components of the Preserve America initiative include the following:



- **Preserve America Presidential Awards**

Four awards are given annually to 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 winners of the 2008 Preserve America Presidential Awards were announced May 12, 2008, at the White House. The awardees were the following: African Burial Ground Project, New York, New York; Corinth and Alcorn County Mississippi Heritage Tourism Initiative; Lower East Side Tenement Museum, New York, New York; and Texas Historic Courthouse Preservation Program.

- **Preserve America Communities**

This program recognizes and designates communities, including neighborhoods in large cities, that 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. Since the program began, Mrs. Bush has designated more than 500 communities (including nine neighborhoods) as Preserve America Communities in all 50 states and one



U.S. territory.

Benefits of designation include White House recognition; eligibility to apply for Preserve America grants; a certificate of recognition; a Preserve America Community road sign; authorization to use the Preserve America logo on signs, flags, banners, and promotional materials; listing in a Web-based Preserve America Community directory; inclusion in national and regional press releases; official notification of designation to state tourism offices and visitors bureaus; and enhanced community visibility and pride. There are four quarterly deadlines annually on March 1, June 1, September 1, and December 1. Application forms are available [here](#).

■ **Preserve America Grants**

The 2007 federal budget contained approximately \$5 million for grants to support community efforts to demonstrate sustainable uses of their historic and cultural sites and the economic and educational opportunities related to heritage tourism. The application period for the first round of Preserve America Grants in 2007 closed in February; 43 winners were announced on July 12, 2007, for a total of \$2.6 million. A second round had a June deadline with winners announced in September 2007. The final round of grants provided \$2.26 million to 29 recipients in 20 states. The FY 2008 budget includes nearly \$7.5 million for Preserve America Grants. Grant applications for the next round will be available in March 2008 at www.cr.nps.gov/hps/hpg/preserveamerica.

The program does not fund bricks-and-mortar projects, but rather complements the Save America's Treasures grant program by helping local communities develop sustainable resource management strategies and sound business practices for the continued preservation and use of heritage assets. State Historic Preservation Offices, Tribal Historic Preservation Offices, designated Preserve America Communities, and Certified Local Governments that have applied for Preserve America Community designation are eligible to apply for Preserve America Grants. A total of 68 grants were given in 2006, the first year of the program. Further information is available at www.cr.nps.gov/hps/hpg/PreserveAmerica.

■ **Preserve America History Teacher of the Year Award**

Mrs. Bush presented the fourth annual Preserve America History Teacher of the Year award on November 16, 2007, to Maureen Festi of Stafford Springs, Connecticut, at a ceremony at the Museum of the City of New York. Ms. Festi was selected from a group of finalists from each state, the District of Columbia, and U.S. territories, who each received \$1,000 and a core archive of history materials for his or her school library. The Gilder Lehrman Institute of American History facilitates this award program. [Click here for more information.](#)

■ **Educational Outreach**

Preserve America has worked with the History Channel's Save Our History initiative to create a teacher's manual with lesson plans and volunteer ideas to involve students in preserving historic sites in their communities. In addition, Mrs. Bush has prepared three public service announcements on the importance of preserving America's heritage that first appeared in 2004 and are continuing to air.

▪ **Executive Order 13287: "Preserve America"**

Signed by President Bush on March 3, 2003, this executive order complements the Preserve America initiative. The order establishes federal policy to provide leadership in preserving America's heritage by actively advancing the protection, enhancement, and contemporary use of the historic properties owned by the federal government. The order also encourages agencies to seek partnerships with state, tribal, and local governments and the private sector to make more efficient and informed use of these resources for economic development and other recognized public benefits. In addition, it directs the Secretary of Commerce, working with other agencies, to use existing authorities and resources to assist in the development of local and regional heritage tourism programs that are a significant feature of many state and local economies. As required by the order, the Advisory Council on Historic Preservation delivered the first report on implementation of Section 3 to the President on February 15, 2006. See the full report.

The White House is working with the Advisory Council on Historic Preservation, the U.S. Departments of Agriculture, Commerce, Defense, Education, Housing and Urban Development, Interior, and Transportation, the General Services Administration, the Institute of Museum and Library Services, the National Endowment for the Humanities, the President's Council on Environmental Quality, and the President's Committee on the Arts and the Humanities to implement Preserve America.

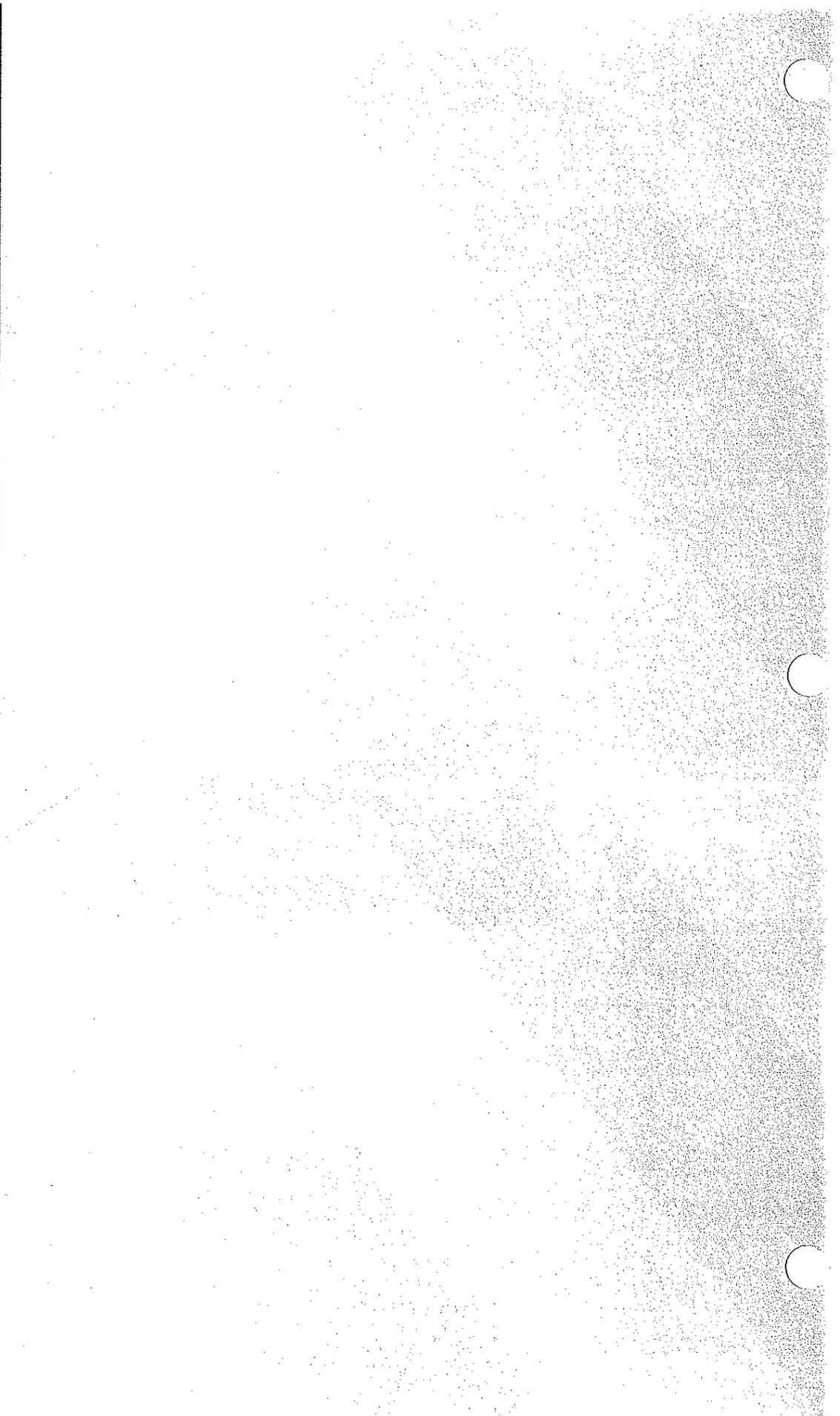
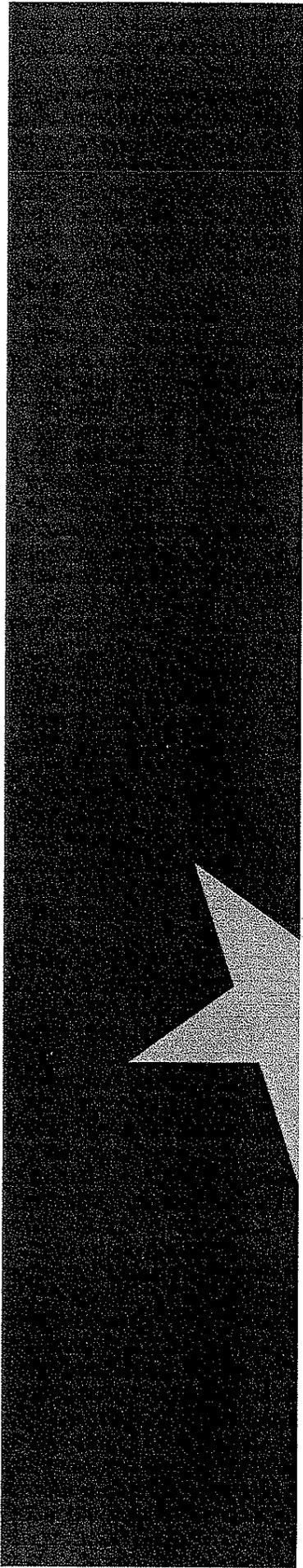
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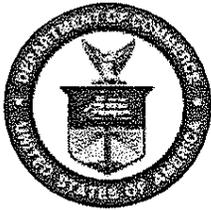
A Position Paper on

CULTURAL & HERITAGE TOURISM IN THE UNITED STATES





A Position Paper on Cultural & Heritage Programs



This position paper was developed by the Arts Administration Committee and the President's Council of Ministers, members of the National Endowment for the Arts, in cooperation with the National Trust for Historic Preservation.

Front Cover

Illustration by

Chuck Davis

Chuck Davis of the African American Dance Ensemble at Durham's Festival for the Arts, courtesy of the North Carolina Arts Council.

Poster for Montana Festival of the Book, courtesy of the Montana Committee for the Humanities.

Patrick Kastoff in N.C. Dance Theatre's "Nutcracker," photo by Rolland Elliott.

Minnesota Historical Society, Fort Snelling, courtesy of the Minnesota State Arts Board.

Cherokee soapstone carving, photo by Cedric N. Chatterley.

Young fiddler at Bluff Mountain Festival, Madison County, N.C., photo by Cedric N. Chatterley.

Back Cover

Children's Theatre Company, "A Year with Frog and Toad," courtesy of the Minnesota State Arts Board.

North Dakota Prairie Church, photo by Jim Lindberg, courtesy of the National Trust for Historic Preservation.

Blacksmith at John C. Campbell Folk School, Brasstown, N.C., courtesy of the North Carolina Arts Council.

Asheville's Urban Trail, courtesy of the North Carolina Arts Council.

Frederick R. Weisman Art Museum (architect Frank Gehry), courtesy of the Minnesota State Arts Board.

Saint Paul Chamber Orchestra harpsichordist Layton James, courtesy of the Minnesota State Arts Board.

San Francisco Conservatory of Flowers, photo by Kevin J. Frest, courtesy of the National Trust for Historic Preservation.

Design: Christopher Jacobi

A Position Paper on Cultural & Heritage Tourism

BACKGROUND

Ten years ago a seminal blueprint for cultural and heritage tourism was adopted by the more than 1,500 dedicated political and industry leaders and practitioners as part of their national agenda for the travel industry, which they developed at the 1995 White House Conference on Travel and Tourism. Recognizing the extraordinary opportunity presented by this landmark event to expand the creative dialogue between this industry and America's cultural and heritage institutions, a coalition representing the arts, historic preservation, humanities organizations and the federal cultural agencies—the National Endowment for the Arts, the National Endowment for the Humanities, the Institute of Museum Services, and the President's Committee on the Arts and the Humanities—submitted a white paper, *Cultural Tourism in the United States*, to provide specific responses to the industry's nine issue areas and outline goals for the culture and heritage tourism segment.

In that paper, the authors encapsulated a definition for cultural and heritage tourism—"travel directed toward experiencing the arts, heritage, and special character of a place. America's rich heritage and culture, rooted in our history, our creativity and our diverse population, provides visitors to our communities with a wide variety of cultural opportunities, including museums, historic sites, dance, music, theater, book and other festivals, historic buildings, arts and crafts fairs, neighborhoods, and landscapes."

Its adoption at the 1995 conference initiated new relationships between unlikely partners—the cultural, heritage and tourism sectors—who sought to fulfill its key values and vision of a sustainable industry with appropriate growth. Collaborations spread across the country following the white paper's roadmap of action steps, and the results have surpassed expectations: six regional forums that catalyzed state action on cultural and heritage tourism; cultural and heritage tourism staff

positions established at convention and visitors bureaus, in state agencies and regionally; ground-breaking research by the Travel Industry Association of America (TIA) on the impact of cultural and heritage tourism that spawned subsequent national and local studies; and broad-based multi-sector initiatives such as North Carolina's award-winning Blue Ridge Heritage Initiative, Maine's New Century program and the White House's Preserve America program.

Over the last decade, travel industry research confirms that cultural and heritage tourism is one of the fastest growing segments of the travel industry. For some travelers, cultural and heritage experiences are "value added," enhancing their enjoyment of a place and increasing the likelihood that they will return. For a growing number of visitors, however, who are tired of the homogenization of places around the world, authentic experiences are an important factor and motivator for their travel decisions and expectations.

CULTURAL & HERITAGE TOURISM TODAY

The industry today encompasses cultural and heritage specialists, who are an important resource for the travel and tourism industry in providing these customers with accurate, insightful interpretation of local assets. Communities throughout the U.S. have developed successful programs linking the arts, humanities, history and tourism. Cultural and heritage organizations—such as museums, performing arts organizations, festivals, humanities, and historic preservation groups—have formed partnerships with tour operators, state travel offices, convention and visitors bureaus (CVBs), hotels, and air carriers to create initiatives that serve as models for similar efforts across the U.S.

An integral but often invisible component of the cultural and heritage sector are the artists, performers, writers and other creative workers whose

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skills and vision bring to life our nation's genius and ideas. These living traditions are often supported by the cultural and heritage tourism infrastructure of institutions, galleries, performance spaces and other community venues that make a significant contribution to economic and community development. The arts, humanities and heritage involve and benefit local residents in developing the narrative that creates a sense of place, which the travel and tourism industry can promote, market and brand. Cultural and heritage tourism also provides a means of preserving and perpetuating our nation's cultural heritage through education, increased revenues and audiences, and good stewardship.

Yet cultural and heritage tourism is different from other "mass market" travel industry segments in several ways. First, many cultural and heritage institutions are nonprofit organizations where tourism is only one strategy that meets their mission. In many cases, funds are dedicated to an artistic or educational mission or the preservation, interpretation and management of a resource rather than to marketing. Second, limited capacity or the fragility of cultural, natural and heritage resources and sites sometimes constrains the number of visitors that can be hosted annually or seasonally. Overuse or excess capacity can result in negative impact on resources and can diminish the quality of the visitor and resident experience. Many cultural and

A SNAPSHOT OF CULTURAL & HERITAGE TOURISM

Domestic

- Eighty-one percent of the 146.4 million U.S. adults who took a trip of 50 miles or more away from home in the past year can be considered cultural and heritage tourists. Compared to other travelers, cultural and heritage tourists:
 - Spend more: \$623 vs. \$457
 - Use a hotel, motel or B&B: 62 percent vs. 35 percent
 - Are more likely to spend \$1,000+/-: 19 percent vs. 12 percent
 - Travel longer: 5.2 nights vs. 3.4 nights
- Historic/cultural travel volume is up 13 percent from 1996, increasing from 192.4 million person-trips to 216.8 million person-trips in 2002.
- The demographic profile of the cultural heritage travel segment today is younger, wealthier, more educated and more technologically savvy when compared to those surveyed in 1996.
- 35.3 million adults say that a specific arts, cultural or heritage event or activity influenced their choice of destination.

Source: Travel Industry Association of America and Smithsonian Magazine, *The Past as Cultural Heritage*, 2003 Edition

International

In 2004, according to the U.S. Department of Commerce, there were over 10.6 million overseas visitors who participated in cultural and heritage tourism activities while within the country. The top five markets interested in cultural and heritage tourism as a share of their total visitors are: United Kingdom, Japan, Germany, France and Australia.

- The average overseas cultural and heritage tourism traveler visits the country for over 19 nights (16 nights for all overseas travelers).
- More than 72 percent are here for leisure/holidays as one of the purposes of their trip (62% for all overseas travelers).
- They are more willing to visit more than one state (41 percent) compared to only 30 percent for all overseas visitors.

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heritage sites are open year round, but some resources—including performance groups—have limited schedules or operations.

Finally, cultural and heritage assets are traditionally "one of a kind" and seek to provide unique experiences not replicated in any other community. Additionally, the artistic or educational missions of these institutions, as well as the interests and work of the artists, performers and artisans, all contribute to a place's authenticity. Hence, authenticity is a key value and influencer in branding a destination that includes, but is not limited to, its events, architecture, music, dance, cuisine, craft and artistic traditions. This uniqueness is ill-suited to cookie-cutter programming and marketing. The travel and tourism industry must work closely with cultural and heritage organizations and the community to provide quality visitor experiences without compromising the integrity of message or negatively affecting these authentic resources and living traditions. Each constituent group should be proactive in helping its partners in learning more about how their respective industries work.

THE WAY FORWARD

The 2005 U.S. Cultural & Heritage Tourism Summit is another watershed moment for growing this industry sector. There has never been a more important time to convene key leaders and decision makers, whose sectors and efforts have contributed to its current success. Cultural and heritage tourism has been an engine of growth over the last decade, and we can learn much from each other in developing strategies to sustain that growth into the future. This Summit also comes at a time when many believe that as a global power the U.S. has a vital interest in welcoming visitors from abroad and sharing with them a rich and nuanced picture of the diversity of America's cultural heritage.

The goal of the Summit is to forge a new vision and design a national five-year strategy that will expand and develop cultural and heritage tourism

for the benefit our nation's economy, residents, traveling consumers, cultural and heritage institutions, and the travel and tourism industry.

To enhance and sustain this industry segment, we believe the recommendations set forth in this document must be addressed and adopted. Each citizen, practitioner, and elected and appointed official plays a pivotal role in developing this industry segment.

RECOMMENDATIONS

Product Development

Product development encompasses the preservation, enhancement and promotion of our nation's natural, historic and cultural resources. Cultural and heritage specialists can assist the travel and tourism industry in developing new tour itineraries, regional circuits and thematic packages of attractions and activities. However, we must first assure that the natural, historic and cultural resources that are the basis of such products are identified, preserved and enhanced.

Sustaining and developing these historic and cultural resources, which are often within the public domain, depends in part on the need to increase public and private sector investment. For cultural and heritage organizations such investment depends on: 1) adopting sound business practices; 2) increasing advocacy of the economic and social benefits of their assets; and 3) diversifying both their product mix and partnerships.

Over the last decade, the success of cultural and heritage tourism has prompted many states, regions and cities to undertake a comprehensive look at their cultural and heritage industry as a tool for economic and community development. This holistic policy and investment approach to nurturing the physical and human resources of culture and heritage, both its for-profit and nonprofit sectors, has been labeled the creative economy, which includes (but is not limited to)

the arts, preservation, design, film and music industries. Such a holistic investment by the public and private sectors will create a more competitive economy and a more vibrant community.

Every place in America—rural area, small town, Native American reservation, urban neighborhood and suburban center—has distinctive cultural and heritage assets that can potentially attract visitors and their spending. Each must discover and value its own culture and heritage and decide for itself what kind of tourism and how many visitors are appropriate/desired to meet their tourism goal, and what assets it wants to share with visitors. Each must tell its own collection of stories to visitors using various traditional media such as maps, publications, Internet sites and tours and through creative expressions including exhibits, songs, paintings, dance demonstrations and interpreters. Each community seeking to develop its tourism potential can build on its foundation of cultural and heritage resources by engaging local residents—from an existing network of volunteers who contribute services to their local cultural and heritage institutions, to artists and other experts employed in these disciplines—to help tell its story, which can be packaged in numerous ways.

Historic Sites and Cultural Attractions

Historic and cultural attractions express, interpret and preserve our national cultural heritage. Their contribution to the visitor experience is twofold: first, the interpretive programs and materials they present must be of high quality, providing accurate information in engaging and memorable ways. Second, the artisans, performers, writers and artists that bring a place to life for visitors should meet the highest standards of that community. The cultural and heritage segments should fulfill their important role in the travel and tourism industry by increasing understanding of the significance of authenticity and its effect on visitation, marketing and branding. Travel and tourism industry professionals should recognize visitors' desires to experience the "real America," which can best be done through its historic sites and monuments, its living traditions and landscapes, museums and other cultural organizations, and, above all else, its people.

Tourism Planning

Comprehensive planning for cultural and heritage tourism development is crucial to assuring positive visitor experiences with minimal adverse impacts on local residents and resources. Tourism plan-

ning must be locally driven and focused on the connections between natural, historic and cultural resources and the life of the community itself. Expertise provided by local cultural and heritage organizations and specialists can help the tourism industry satisfy visitor interest in "real places" by providing accurate interpretation of a destination's history and assuring the continued vitality of community life for residents and visitors alike.

The tourism planning process should take advantage of technology in coordinating and assisting efforts amongst the different sectors in the cultural and heritage tourism industry. It should also recognize and encourage the growth of small businesses—both for-profit and not-for-profit services, such as local guided tours, cooperatives selling authentic arts and crafts, galleries, bed and breakfasts, museum shops, and ethnic restaurants, which are all important components that reflect and support the local culture. Training and education will assist these institutions and self-employed creative artists to improve their business success, which furthers their sustainability and contribution to the tourism industry. Capital investments and technical expertise can enhance the cultural and heritage experiences for all audiences through increased programming and special attention to the requirements and spirit of the Americans with Disabilities Act.

Partnerships for Cultural and Heritage Tourism

Cultural and heritage organizations; federal, state, local, and tribal arts and humanities agencies; other federal, state, local and tribal government agencies; and the travel and tourism industry should establish public-private partnerships to identify opportunities for cultural and heritage tourism development. A foundation of these collaborations should be the implicit recognition of the value of cultural and heritage tourism to a community's quality of life and economic well-being. Equally important to partnerships is the recognition of the value of public sector leadership since many of these cultural and heritage resources belong to all Americans. As part of a knowledge base, there is a need to increase understanding and use of partnership examples at the local, state and federal levels that reflect broad coordination in delivering needed human, technical and financial resources. These partnerships can implement cooperative programs and projects and ensure the preservation of unique resources by creating greater incentives to attract private sector investment whether it be human, financial or technical. Such collabora-

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tion can leverage the potential of existing institutions, expand the economic impact of cultural and heritage tourism, and ameliorate or even avoid adverse effects of unplanned tourism.

International Open

Respecting the Livelihood

Historic and cultural attractions and their living traditions make each destination unique. Promotional campaigns must follow a thoughtful product development process to ensure that quality services, attractions or experiences are in place before a destination is promoted.

Success will depend on all sectors—tourism, culture, heritage, nature—seeing themselves as part of the cultural and heritage tourism industry. Given the technological and media savvy of the next generation of consumers, the industry needs to reinvent and reposition itself in promoting cultural and heritage resources. Promotion will need to stay current with trends in technology in reaching new consumers, and be committed to cooperative messaging, programming and marketing that cuts across sectors, generations and interests.

Building Blocks for Towns and Conventions

Cultural and heritage assets, as well as natural resources, should be primary ingredients for group tour experiences that seek to develop new regional and thematic packages. Cultural, natural and heritage resources are also important components for individual travelers and groups who create their own itineraries by drawing on the Internet and other resources. Cultural and heritage institutions also represent a resource for destination management organizations, meeting and convention planners seeking to promote shoulder season and off-season travel.

Destination USA

Promotional campaigns for U.S. tourism should feature our nation's unique natural, historic and cultural resources, as well as the creative talent that define and sustain our country's distinctive character. The U.S. needs a well-funded international presence that draws on the richness of these resources and artists. A successful international promotional effort depends on a proactive approach to developing new international markets and expanding public and private sector support for cooperative marketing at the local, regional and national levels. National branding campaigns need to be localized and involve community leaders and residents in articulating their heritage, culture and image.

Thematic Tourism

Thematic tours should be inclusive of natural, cultural and historic assets to maximize the opportunities for attracting a cross-section of audiences to multiple sites and events that transcend geographic boundaries. The stories, themes and partners should reflect the diversity of the U.S. and include the broader cultural and historic tourism industry. Linking similar assets together as a linear "strings of pearls" allows consumers to travel by motivation and interests—such as military history, ethnic settlements, music, commerce and industry, architecture or landscapes—to expand opportunities for these visitors to stay longer and spend more.

RESEARCH

A Lens on the Landscape

Research supports and intersects with all the key issue areas in cultural and heritage tourism. It helps identify the consumers and key trends in the industry and supports case making, advocacy and policy efforts. Although an abundance of information is being collected, there is a continuing need to increase access to the information and improve distribution of research and consistency in findings.

Data Collection and Dissemination for Domestic Tourism

Communities, their cultural and heritage institutions, and the tourism industry need national market research that identifies domestic travelers' interest in cultural and heritage activities and tracks their actual visitation to specific sites and organizations. The tourism industry and relevant federal agencies should better publicize and make easily available existing travel and tourism data, using existing Internet sites and other vehicles to publish and distribute studies and key information. All the sectors in the cultural and heritage tourism industry should examine using new tools to measure the impact of the industry, from the North American Industry Classification System (NAICS), to travel and tourism satellite accounts and current employment data, to the broader examination of culture, heritage and tourism's contribution to the creative economy.

International Tourism

The Office of Travel and Tourism Industries, a division of the U.S. Department of Commerce's International Trade Administration, conducts important and relevant research on international inbound visitation to America. Given that international consumer understanding of cultural and heritage tourism is different from that of their counterparts in the U.S., it is recommended that the federal agency broaden its research and develop more detailed international visitor surveys to identify and analyze foreign visitors' motivations and activities regarding culture and heritage. Specifically, the research should capture information on interest in and visitation to national parks, heritage sites and areas; historic buildings, neighborhoods and districts; and performing arts centers, museums and other arts organizations, as well as rural and multicultural tourism experiences, including the appeal of regional and thematic tours. Public access to this additional detailed information is vital for cultural and heritage tourism practitioners to proactively develop and market desired experiences.

Data Collection by Cultural and Heritage Institutions

Individual cultural and heritage institutions, and their national affiliates, should collect meaningful data about their visitors including, but not limited to, projected visitation, actual visitation, and economic and cultural impacts and make it available to the travel industry. Cultural and heritage institutions involved in regional or thematic promotion

should improve the quality, consistency and frequency of their respective regional data. Cultural and heritage institutions should share the results of their research with their local destination marketing organizations (DMOs) including convention and visitors bureaus, chambers of commerce and other like entities. These DMOs should use their surveys to obtain information that will assist their local heritage and cultural institutions in promoting themselves as visitor attractions and activities.

Return on Investment Studies

The initiatives currently defining and measuring the for-profit and nonprofit sectors of the creative industry should incorporate, examine and build on the travel industry's studies of the economic impact of tourism. All sectors in the cultural and heritage tourism industry should agree on a set of common data points so that comparisons can be made and impacts measured between these sectors. All data should be collected and analyzed to demonstrate how investments, activities and visitation contribute to the overall cultural heritage tourism goal and benefit cultural and heritage resources, residents, customers, institutions and industry.

TECHNOLOGY

Communicative Tools for Travel and Tourism

The explosive growth in technology has made a significant impact on every aspect of the cultural and heritage tourism industry. Striking a balance between keeping current with technology and having the resources to deploy these tools, as well as using these tools to enhance and not undermine an authentic experience, are key considerations for all the sectors in cultural and heritage tourism. Technology in this case encompasses three areas: 1) technology that supports business/industry strategy; 2) programmatic technology to deliver content; and 3) operational efficiency technology that helps administrators and experts work smarter.

Delivering Content

Using technology to map assets, analyze impact of potential infrastructure improvements and interpret sites will streamline the planning and development process. The design of interfaces, hyperlinks, calendars and other Internet information systems should make it easier for both individu-

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als and groups to access, organize and customize thematic, rural and regional trip itineraries. Management software will allow practitioners to track visitation and sources of revenue and to monitor capacity.

Business Applications

Technological advancements should be shared among all the sectors in the cultural and heritage tourism industry, from creating and expanding shared databases to developing new partnerships with other businesses to exploit smart card and other emerging technology. With an ultimate goal of efficiency and effectiveness, technology can help cultural and heritage institutions provide customers greater flexibility in accessing information and making purchases. Mentoring programs and tapping specific technical assistance will help level the field of knowledge among all sizes of cultural and heritage institutions.

Enhanced Experiences

Cultural, heritage and tourism partners should collaborate on developing content for a broad range of high- and low-tech vehicles to meet customer preferences for information. Technology offers many opportunities to assist visitors in planning and experiencing the cultural, natural and historic riches of this nation. Exploiting the use of handhelds and other devices to overcome barriers in language and wayfinding offers potential areas of collaboration for the public and private sectors in the cultural and heritage tourism industry. Geographic Information Systems (GIS) mapping tools, assistive audio devices, wireless machines, handhelds and other technological hardware and software provide customers the flexibility, affordability and convenience they desire.

INFRASTRUCTURE

Access to Experiences

The cultural and heritage tourism industry comprises many components large and small, ranging from heritage corridors and living landscapes to

downtowns and scenic byways to cultural centers and parks. Accurately assessing the physical needs and threats to these resources; engaging in thoughtful planning to address capacity, access and service issues; and acknowledging that infrastructure improvements should benefit both residents and visitors, requires careful delineation and coordination of the roles and responsibilities of the various levels of government, as well as the private sector. Assuring the physical preservation and viability of all of these facilities and maintaining a healthy relationship between a place's natural, cultural and heritage resources is crucial to the continued vitality of the industry, to creating a multidimensional and dynamic customer experience and to preserving the spirit of the community and its residents.

The Visitor and Resident Experience

The travel and tourism industry and cultural and heritage organizations must work together to ensure that the visitor experiences available in the U.S. are memorable, visually attractive and rewarding. Quality design of environmentally sensitive signage, entryways, streetscapes and public facilities—combined with good interpretation—can illuminate the landscape for the visitor, provide coherence to the visitor's experience, and ensure that the tourism infrastructure is itself a part of a high-quality tourism and resident experience. Good design can also make an important contribution to safety and security, mitigating the physical and intangible barriers to visitors by creating a sense of welcome for visitors.

Transportation and the Visitor Experience

The cultural and heritage tourism sectors should strengthen partnerships with transportation agencies at the local, state, regional and federal levels to address how transportation affects the visitor experience. In urban areas, public transit agencies can improve the visitor experience by working with the cultural and heritage tourism partners in addressing visitor issues through cooperative marketing and wayfinding, particularly for

the international market. In sensitive landscapes and historic areas, especially in rural areas, public transport can help address the carrying capacity issues of these sites. Cultural, heritage, tourism and natural resource managers should collaborate in examining the opportunities presented by the web of bikeways, trails, historic roads and horse paths in telling the story of a place. Increasing local flexibility in developing signage and wayfinding systems that knit together sites and institutions by using trails, roads and bikeways allows communities to develop a more positive resident and visitor experience.

Transportation facilities in rural areas should be designed in a way that does not threaten the very attributes that make rural areas attractive places to live in or visit. Where possible, infrastructure development should use art, architecture and site design to reflect or be compatible with local culture and landscape. Transportation plans should be sensitive to the value of historic buildings and neighborhoods and to the need to preserve local communities. Transportation facilities should include services for travelers and be integrated with surrounding buildings that serve both visitor and resident needs. Finally, Transportation Enhancement and other highway funds should be used to address these and other issues, as well as leverage more public and private investment.

ADAPTING INFRASTRUCTURE TO ALL

Cultural and heritage organizations should ensure that their activities and facilities are accessible for travelers with disabilities. Advances in the "universal design" of products, programs, graphics, buildings, and public spaces can enhance America's competitive edge if tapped by all sectors of the cultural and heritage tourism industry.

The cultural impact of infrastructure improvements must be considered in the planning and development of infrastructure design standards. For example, in rural areas the landscape/natural environment contributes to the traditions and cultural values of the people who settled there. Tourism infrastructure planning and development must address broader cultural and geographic regions, not just one specific tourism destination such as a park or resort. Heritage area partnerships and regional tour routes such as scenic and historic highways and themed corridors are excellent mechanisms for such planning and development.

Natural, Cultural and Historic Infrastructure

The authenticity of the visitor experience includes many pieces that encompass downtowns, living landscapes, heritage corridors, cultural institutions and historic structures and sites. We must make sites as accessible as possible to both international and domestic visitors while minimizing adverse impacts on these natural, historic and cultural resources. The natural resource, historic preservation and cultural organizations should work with the travel and tourism industry to assure the preservation and appropriate promotion of these resources.

Addressing both the capital needs and threats to these resources and demonstrating how these resources contribute to job creation and other economic benefits requires new leadership in developing public and private investment. Creating new models in economic and community development that focus on the needs of the cultural and heritage tourism entrepreneurs and organizations benefits visitors, residents, communities and the industry.

Wayfinding and Orientation Systems

Advances in technology have created numerous opportunities to guide and orient visitors and residents to cultural, natural and historic sites and attractions. The growth in technology has many benefits, but it also threatens to create a digital divide between visitors and sites trying to meet ever-increasing technological changes. Leadership at the local, state and federal levels that includes communities, transportation and the various sectors in the cultural and heritage tourism industry should explore how to integrate and harness technology into a consistent wayfinding and orientation system. Wireless wayfinding and orientation strategies must complement maps and highway signage, which should use consistent symbols nationwide to identify cultural, historical and natural attractions.

EDUCATION AND TRAINING

Natural, Cultural and Historic

Education and training forms a bridge between the educational missions of most nonprofits and the commercial for-profit sectors in the cultural and heritage tourism industry. Community residents should be among the first contingent of

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cultural and heritage visitors, finding out about themselves, their neighbors and their cultural and heritage assets. In the process of educating residents about the value of its own place, the for-profit and nonprofit interests in the cultural and heritage tourism industry can address opportunities to educate their leaders and staff in crafting a cultural and heritage tourism product that integrates all the ingredients of place—natural, cultural and historical resources, and living traditions. Educating community residents is an effective means of using local citizens as tourism ambassadors for a region.

Knowledge Base

A comprehensive set of training objectives, tools and materials should be developed for all sectors in cultural and heritage tourism. While the knowledge base in each segment of the cultural and heritage tourism industry is different, education and training needs to be coordinated to create a unified team, bringing the different sectors together.

Education and training programs should include the significance and value of natural, historic and cultural resources, as well as an awareness of community development techniques such as land use planning, historic preservation and community cultural planning. Educators should involve cultural, heritage and business specialists in their training programs. Programs should include cultural sensitivity training for cultural and ethnic etiquette.

All segments in the cultural and heritage tourism industry should identify current training materials and toolkits, address the gaps with new materials and put all this material into a collective national toolkit. This information should be made broadly available in user-friendly formats through the Internet, conferences and training programs.

Visitor and Resident Education and Training

Hospitality issues and concerns should be part of the education and training of all sectors of the cultural and heritage tourism industry. In addition

to tourism planning and development issues, this should include visitor service issues. All the sectors should assure that needed information about the destination community, including any safety issues, reaches front-line staff such as ticket sellers, hotel clerks, concierges, bus and taxi drivers, tour guides and others who interact with the traveling public every day.

The cultural and heritage tourism industry should facilitate cooperation and understanding amongst the marketing and communications staffs to broaden awareness and promotion of area attractions, and keep them informed about visitor interests, needed visitor services, and planned promotional campaigns.

All the interests in cultural and heritage tourism should join together in celebrating the diversity and uniqueness of place. This includes preparing communities to receive visitors, addressing fears and concerns, as well as enhancing their appreciation of the value of their own traditions, heritage, culture and institutions. In particular, educational efforts should assist smaller organizations in participating as equal and full partners. It also means educating the community about the benefits of cultural and heritage tourism and educating travelers about the culture of their destinations. Finally, training and education should assist residents and visitors in understanding and welcoming different cultures in a sensitive and respectful way.

Cultural and Heritage Tourism Entrepreneurs

Recognizing and supporting cultural and heritage entrepreneurs—business owners, self-employed artists and artisans and others—as legitimate and important to local economies should be part of the training programs developed by the cultural and heritage tourism industry. These include identifying public and private sources of seed funding or training assistance for new or existing businesses or artists and artisans. All sectors should cooperate in encouraging university or college arts administration and tourism

management programs, both undergraduate and graduate programs, to develop and integrate curricula that address cultural and heritage tourism and entrepreneurship.

SUSTAINABILITY

Preserving a Viable Sense of Place

The 1995 White House Conference on Travel and Tourism's issue paper states, "The responsibilities of the travel and tourism industry, the states and communities, and the federal government include making certain that tourism development and activities are carried out in such a way as to sustain or improve the natural, social, and cultural foundations of a destination."

The stewards of natural, cultural and historical assets must be assured that cultural and heritage tourism respects the traditions, values and sensitivities associated with these assets. They must believe that tourism and other development activities provide sustainable benefits that do not sacrifice the integrity of a community's assets for greater marketability. Sustainability addresses both programmatic needs, and the viability of the resources themselves. Strengthening local leadership and support from all the stakeholders is key to striking a balance between an optimal visitor experience and economic opportunity and the needs of the community to preserve and sustain its historic, cultural and natural resources.

Sustainability

The implications of tourism and other development should include impacts not just on natural resources, but also on historic and cultural resources such as the built environment and local ways of life that attract visitors to a destination. In planning for tourism, the stakeholders should anticipate developmental pressures and apply limits and management techniques that sustain natural resources, heritage sites and local culture and institutions.

Sustainability should conserve resources; respect local culture, heritage and tradition; focus on quality balanced with economic opportunity for residents; optimize the visitor experience through a creative mix of cultural, natural and historic resources; and measure success not in numbers alone, but also in the integrity of the experience that contributes to economic viability of the institutions, resources, community and its residents.

Access with Minimum Impact

The cultural and heritage tourism industry should work with local communities to find ways to ensure visitor access to natural, historic and cultural resources in ways that will avoid damaging or destroying those resources. New technologies (e.g., lightweight viewing platforms in fragile landscapes, specialized vehicles, software) and creative management practices (e.g., conservation easements, design guidelines) should be used wherever possible to minimize impact. Representatives of the industry should be a voice for resource protection as well as promotion.

Cultural Stewardship

Poorly planned tourism development can endanger not only a destination's environment, but also the very culture of the people who live there. Local cultural organizations should: 1) work with the travel and tourism industry to improve visitor awareness of the need to preserve natural, historic and cultural resources by minimizing the impacts of visitation; 2) expand or develop training and outreach programs for all the stakeholders in cultural and heritage tourism to address planning, marketing, product development, technology, economic opportunity and their effects on sustainability; and 3) focus on educating government agencies, civic leaders, natural resource managers and others on the inherent potential of cultural, natural and heritage assets, and the need for investment in these assets, to provide educational value, recreation opportunities and a stimulus for community and economic development.

Stakeholders in Stewardship

In planning and executing development, the involvement of stakeholders—local community leaders; resource managers; cultural and heritage institutions; artists, interpreters and performers; tourism, business and other representatives—is key to creating and sustaining cultural and heritage tourism projects and resources. Sustainability requires investment in fine-tuned assistance like micro-lending institutions, common venues, and Internet sales and marketing, as well as in other areas to help communities and individuals participate and stay viable in the tourism economy. Sustainable cultural and heritage tourism should strive to give local stakeholders more control over their product mix and their story, and instill an ethic of inclusiveness and sense of participation in a larger global enterprise.

A Position Paper on Cultural & Heritage Tourism

PUBLIC POLICY & SUPPORT

Cultural and heritage tourism is a major industry, and an instrument of federal, state, tribal and local policy (rural and urban; community and regional development; transportation; recreation; public education). Arts, humanities and heritage resources and their creative workers, together with the travel industry, are a key to healthy and vibrant communities, increasing their competitiveness as places to live, work and visit.

There is a public interest and role for supporting and sustaining these resources in collaboration with the travel industry and the private sector at large. The nation's and local communities' stake in improving, enhancing and sustaining the quality of life for Americans, and the contributions of the cultural and heritage tourism industry in this effort, need to be taken into account by decision makers and responsible planning and management authorities. As a global power and a nation of immigrants, the U.S. has a vital national interest in cultural and heritage tourism for increasing understanding of other cultures and peoples, as well as using the arts and humanities to transmit our confidence in the free exchange of ideas to strengthen our economic, cultural and diplomatic relationships.

Partnership Framework

Legal, financial and policy barriers, both real and imagined, to effective cultural and heritage tourism programs exist at all levels of government. Business and the not-for-profit sector should work together to support the development and expansion of cultural and heritage tourism to the maximum extent with appropriate policies, programs and funding. Programs and policies should enhance and support partnerships as strategic, efficient and effective and increase federal inter-agency partnerships, as well as cross-sector state, local, tribal and private sector partnerships in support of cultural and heritage tourism.

Key Values

The cultural and heritage tourism industry should develop alliances and messages that effectively convey the public benefits of its industry, including but not limited to economic value, authentic experiences, and "sense of place." In policy, programs and process, leaders should advocate for and implement policies that also align with public values of diversity, accessibility and sustainability. Public policymakers, the cultural and heritage tourism industry and private leaders should recognize and actively address the needs of preserving, protecting and sustaining the broad array of cultural, natural and historic resources and creative talent that form the backbone of our national identity.

Investment

Public sector development policies and programs often do not acknowledge cultural and heritage tourism strategies as true sustainable development in terms of job creation, tax revenue and leveraged investment. There is therefore a broad lack of understanding of this sector by public agencies, and insufficient community and entrepreneurial assistance available in the form of grants and loans, tax incentives, sales and marketing support, and similar mechanisms to help the travel and tourism economy be competitive and viable. Civic, government and private sector leaders should build on policies at the state, local and federal levels to foster complementary strategies, tools and resources to encourage and leverage private investment in cultural and heritage tourism and support citizen volunteerism.

International

Our nation's cultural, heritage and natural assets play a significant role in attracting international visitors. With the increasingly global reach of our creative industries, public and private sector leaders should cultivate an international approach that puts greater emphasis on cultural and heritage tourism as a way to

illuminate the international roots of our history, language and cultural expressions. At all levels, leaders should expand sponsorship of international scholarly and cultural programs— exhibits, artistic exchanges and collaborations, performances, etc.—tapping into tourism marketing efforts and expertise to raise awareness and access to these offerings.

ACKNOWLEDGEMENTS

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Finally, my thanks to the members of Partners in Tourism and the Cultural & Heritage Tourism Alliance for their contributions to revising this white paper; to the Shop America Alliance for their support of the 2005 Summit and to Cheryl Hargrove, Helen Marano and Barbara Steinfeld for their help in realizing this document. Thanks as well to the National Assembly of State Arts Agencies for editorial assistance.

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PARTNERS IN TOURISM CULTURE AND CONFERENCE

Partners in Tourism is a coalition of national associations and federal agencies building a common agenda for cultural and heritage tourism.

www.culturalheritagetourism.org

Member Organizations

Americans for the Arts
www.artsusa.org

Alliance of National Heritage Areas
www.nationalheritageareas.com

Cultural & Heritage Tourism Alliance
www.chtalliance.com

Federation of State Humanities Councils
www.statehumanities.com

National Assembly of State Arts Agencies
www.nasaa-arts.org

National Association of Tribal Historic
Preservation Officers
www.nathpo.org

National Conference of State Historic
Preservation Officers
www.ncshpo.org

National Geographic Society
www.ngs.org

National Trust for Historic Preservation
www.nthp.org

Travel Industry Association of America
www.tiaa.org

Governmental Partners

Advisory Council on Historic Preservation
www.achp.gov

National Endowment for the Arts
www.nea.gov

National Endowment for the Humanities
www.neh.gov

Institute of Museum and Library Services
www.imls.gov

President's Committee on the
Arts and the Humanities
www.pcah.gov

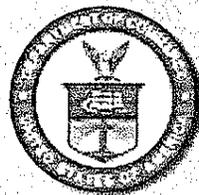
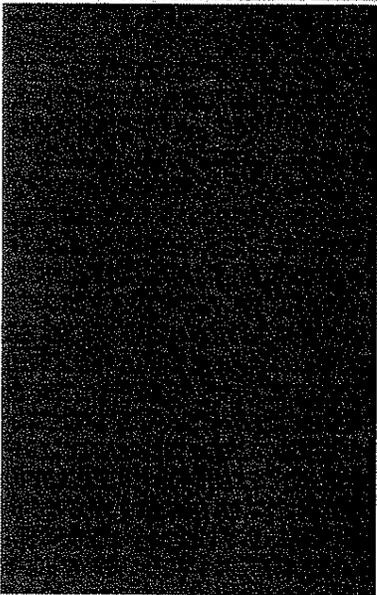
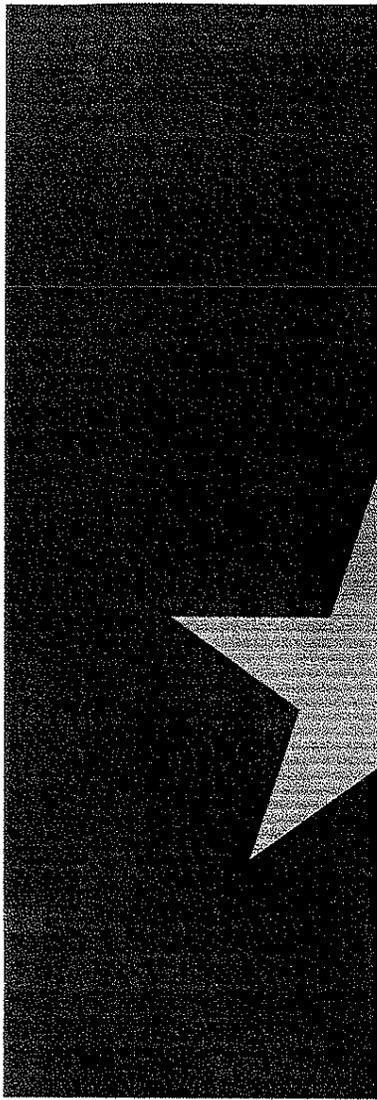
U.S. Department of Agriculture
Natural Resources Conservation Service
www.nrcs.usda.gov

U.S. Forest Service
www.fs.fed.us

U.S. Department of the Interior
National Park Service
www.cr.nps.gov/heritageareas

U.S. Department of Transportation
Federal Highways Administration-National Scenic
Byways Program
www.byways.org

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A coalition of national
associations and federal
agencies building a common
agenda for cultural tourism.
Representing a broad
spectrum of arts, humanities,
tourism and heritage
organizations, as well as
federal agencies, the
partners' purpose is to
advance the role of culture

 **Heritage Travel**SM
Connecting Through Places That MatterSM

**The National Trust for Historic Preservation
Launches National Online Community
for Heritage Travelers and Historic Destinations**

The National Trust for Historic Preservation announces the creation of Heritage Travel, Inc., a comprehensive, online resource for heritage travelers and historic destinations. **Launching in Spring 2009**, Heritage Travel, Inc., provides extensive visibility for historic destinations, enables people to find and share heritage-rich experiences and provides a professional forum where historic destinations can network and share best practices. A sliding scale of discounts is available for destinations joining prior to November 15 and December 31, 2008.

For more information click [here](#) or contact Heritage Travel, Inc., 202-588-6200, 877-588-5511 or Heritage_Travel@nthp.org.

NEW SUCCESS STORIES >>

**Kansas Sampler:
Homegrown "Explorer" Tourism Bolsters Rural Kansas**



In the 1980s, as the rural communities of Kansas struggled with the loss of jobs and population and faced the threat of losing their cultural identity, long-time farmer Mil Penner recognized their fragile uniqueness. He set about photographing and documenting these special places and eventually produced two books.

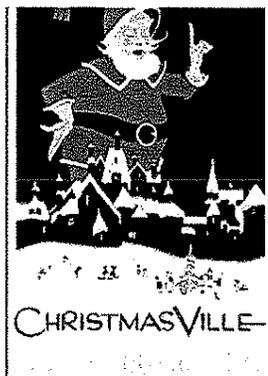
Perhaps even more important, Mil's devotion to his state came to be shared by his daughter, Marci, with results that would help renew community pride in Kansas' small towns, instill devotion to preserving cultural traditions and attract visitors to explore and discover Kansas.

Visit the **Success Stories** section of this website to read the full story, click on Kansas on the [map](#).

**ChristmasVille:
A Successful Cultural Heritage Tourism Event for
Rock Hill and York County, South Carolina**

and heritage in national, state and local travel and tourism policies and practices.

This national coalition, formed in 1996, has been a catalyst for and a leader in culture and heritage tourism. [Click here](#) for more information.



The purpose of the Arts Council of Rock Hill and York County, South Carolina, is to promote the arts as a crucial factor in the quality of life through education and performing arts. The arts council is known for hosting events that unite tourism, economic development, downtown revitalization, and the arts. One such event is known as ChristmasVille, an annual holiday festival in downtown Rock Hill, South Carolina, from November 30th through December 31st.

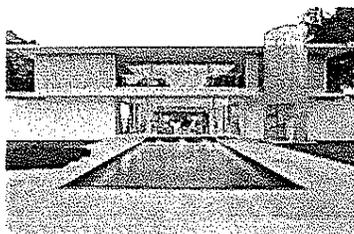
To find out how this event was developed and how organizers achieved success, visit the **Success Stories** section of this website, click on South Carolina on the [map](#).

**National Trust for Historic Preservation
Issues Call for Nominations
for the
2009 National Preservation Awards**

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National Preservation Awards 2009

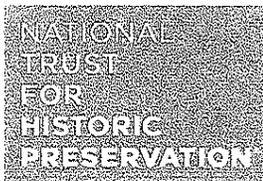


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Each year the National Trust for Historic Preservation celebrates the best of preservation by presenting **National Preservation Awards** to individuals and organizations whose contributions demonstrate outstanding excellence in historic preservation.

**Nominations for 2009 are due by
March 2, 2009**

[Click here](#) for more information.



The **National Trust Historic Sites Weblog** is a resource for National Trust Historic Sites that is available *free* to anyone who works at an historic site (both paid or volunteer). It provides news and information on managing collections, improving building preservation, enhancing historical interpretation, conducting visitor research, funding sources, incorporating new technologies and more.

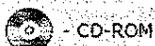
NEW

Preservation at Work for the NEBRASKA Economy

A report based on the study Economic Impacts of Historic Preservation in Nebraska by the Center for Urban Policy Research at Rutgers University and the Bureau of Business Research, University of Nebraska-Lincoln.

Includes statistics and an entire section on the economic impacts of **Heritage Tourism** and visitation to historic sites and museums.

[Click here](#) for a short summary and visit the [Resources](#) section of this website for the full report.

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Michigan's Great Outdoors Culture Tour



A Niche in the Northwoods: Michigan's Great Outdoors Culture Tour

Summary

The Setting

Michigan's upper Great Lakes region has long attracted visitors to enjoy outdoor activities like hiking, canoeing and camping. What they didn't find out about was the region's culture and heritage. Travel industry studies revealed a strong connection between culture and outdoor adventures and found that visiting state and national parks ranked as high priorities with cultural heritage travelers. The opportunity was waiting to be developed.

What Happened Next

In 1997, the Michigan Humanities Council decided to take cultural programming to the people. In the summer of 1998, the first Great Outdoors Culture Tour was produced. Action steps included:

- A pilot program determined the success of the project
- The Michigan Council for Arts and Cultural Affairs joined the project as a financial sponsor
- Local hosts at state parks, forests and campgrounds identified programs suited to their sites
- Local hosts promoted the program locally to visitors and residents

Results

- 18 storytellers, musicians, historical role-players, dancers and cultural interpreters presented programs
- The program grew from 85 performances in 1998 to 94 in 2000
- Programs were held in state parks, national parks and forests, historical museums, community parks and children's summer camps
- A Culture Tour logo was designed and collateral materials created to promote the program
- In 2000, the programs attracted 8,500 people, a 42 percent increase from the first year
- The program received the 2000 "Windows on the Past" national heritage award for excellence from the Chief of the U.S. Forest Service

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Shaping Craft Heritage Trails in Western North Carolina



Shaping Craft Heritage Trails in Western North Carolina: Handmade in America

Summary

The Setting

The mountains of western North Carolina, besides providing breathtaking scenery, are home to equally breathtaking displays of artistic talent. Artists and craftspersons work in every media: pottery, blown glass, woodworking, weaving and more – some following traditions handed down for generations and some recently relocated here for the inspiration the area provides. But could these artists and craftspersons help improve the area's severely distressed economy?

What Happened Next

Handmade in America, a nonprofit formed in 1993, designed the concept of a heritage trail which guided visitors to the studios of the artists and craftspeople. The organizations many action steps included:

- Researched the profile of heritage travelers in the region
- Received a three-year organizational development grant and engaged hundreds of citizens in the planning process
- Developed a system of trails and published a guidebook, The Craft Heritage Trails of Western North Carolina
- Developed selection criteria for inclusion on the trails, focusing on high quality
- Provided training to increase business entrepreneurial thinking

Results

- More than 500 sites are included in the guidebook. • Several editions of the guidebook have been printed, with new listings added each time.
- Response cards shows that 94 percent of trail visitors purchase crafts.
- 78 percent of businesses on the trail report increased sales.
- New trails have been created including trails focused on tours of gardens and the countryside.
- Handmade in America has become a national model for innovative cultural heritage tourism development.

[Click here to get the full story.](#)