



# Main Street



shopper considers is the business's window display.

Traditional commercial buildings were designed to help ground-floor merchants sell goods. Large storefront display windows visually open up the front facade of a building, inviting pedestrians to look inside the store and see what's available. Psychologically, storefront windows help blur the distinction between the public space of the sidewalk and the private space inside the store, so people feel comfortable looking in. And, window display spaces are usually elevated a couple feet above the ground, making it easier for people walking by to see the merchandise in the window.

A person walking down a street (or inside a shopping mall) and looking straight ahead generally sees only those objects that fall within eight degrees of his or her line of vision. Therefore, unless a window display attracts attention, pedestrians are likely to overlook it completely—and keep on walking. According to Deanna Harpham, a visual merchandising consultant and contributor to *Visual Merchandising and Store Design* magazine, the decision to enter a store is made quickly, usually in less than three seconds! So, to pull customers inside the store, the window dis-

**The unexpected:** This window display in Ocala, Fla., features spring blazers for men—and a bucket of brightly colored paint pouring down the shoulder of a white jacket to grab the attention of passersby.

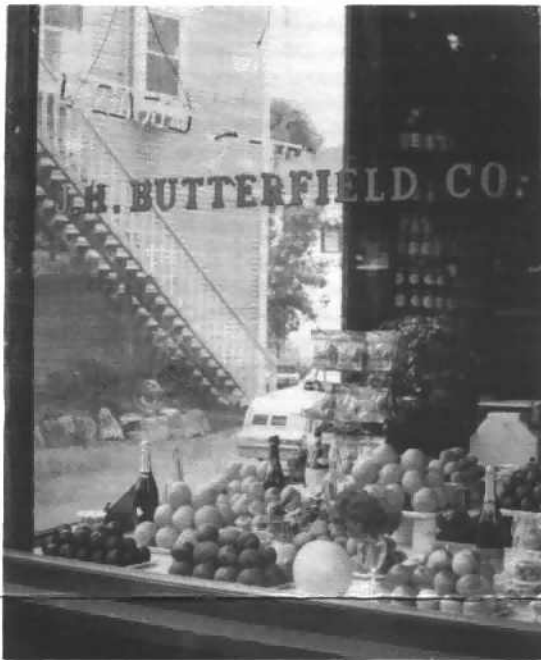
## Helping Merchants Design Effective Window Displays

Kennedy Smith

One of the most obvious goals of a downtown revitalization program is to bring more people downtown to shop. But, once they're there, what makes a person decide to go into a particular store? One of the most important factors a potential

OCALA MAIN STREET PROGRAM





**Color and pattern:** The neatly stacked rows of red apples and yellow lemons pull pedestrians' vision deeply into the store.

play must have strong visual appeal to shoppers.

## What Makes a Store Window Successful?

Many factors contribute to the success of a window display. Some of the most significant ones are:

- **Changing displays frequently.** Displays should be changed at least every other month and, ideally, every month. Downtown shoppers become accustomed to window displays and, after walking past a window once or twice, no longer pay attention to the merchandise shown: A change in appearance signals them that new products are on display.
- **Featuring advertised mer-**

**Simple props:** A jewelry store in Portland, Ore., uses three foam board cutouts of a woman's head and shoulders to display necklaces.



KENNEDY SMITH

chandise. By displaying merchandise shoppers may have seen in a newspaper or on television, merchants can build on an idea or impression already in a shopper's mind.

- **Displaying only a few different items.** Pedestrians usually decide whether or not to go into a store in less than three seconds. They simply can't absorb too much information in that time. Thus, by featuring only a few items in a window display, a merchant helps shoppers understand the visual information and make a decision.

- **Using color.** Color, used creatively, attracts attention. The human eye is drawn naturally to color, regardless of what the object is. Yellow and red draw attention most quickly.

- **Using pattern.** Like color, pattern attracts attention and can be used to draw the eye to certain objects or areas of the display window.

- **Using light to draw attention.** Accent lighting is often more effective than general lighting in a display window. For instance, spotlights can be used to draw attention to featured merchandise.

Encourage merchants to leave window display lights on after closing time, until at least 10:00 or 11:00 p.m. Many stores make sales because a customer has seen something in a window display while strolling downtown after business hours. And, by providing light on the sidewalk, illuminated windows help combat the perception that downtown is an unsafe place at night. Plug-in light timers,

available at hardware stores for under \$10, can be used to automatically turn off window lights at whatever time the merchant wishes.

- **Showing merchandise as it will actually be used.** Make it easy for pedestrians to visualize how they can use merchandise. Show dried flowers in an innovative arrangement; yarn being knitted into a sweater; toy blocks built into a castle. A scene with something taking place in it will engage pedestrians and draw them into the action.

- **Surprising pedestrians with the unexpected.** Catch shoppers off guard. For instance, some stores use live mannequins in storefront windows during high-traffic hours (such as lunch time) to interact with shoppers.

## Providing Technical Assistance

There are a number of ways the commercial revitalization program can help merchants design better window displays. Most importantly, the program can provide merchants with current information about who the district's typical shoppers are. The information will help retailers select merchandise and presentation styles that will appeal specifically to those consumers. Other ways the revitalization program can help are listed below.

- **Keep resource materials on file.** There are several resource books, videos and magazines that provide good examples of current window display designs. Keep these on file in the revitalization program's office and invite merchants to browse through them for useful ideas. Many of these resources also list commercial suppliers of foam board, mannequins, lights and other display materials. Also, encourage program members to photograph attractive window displays they see when traveling to other communities, and add these photos to the office's resource files.



PETER HAWLEY

■ **Hold workshops.** Many revitalization programs sponsor workshops to demonstrate use of display materials and to teach fundamental display design principles. Often, professional window display designers from major department stores are willing to conduct training programs on their own time. State extension services and small business development centers sometimes offer visual merchandising seminars. And, there are a number of professional display design consultants available nationally.

■ **Provide a buying co-op for display materials.** Several Main Street Network communities operate buying co-ops for display materials. For instance, some purchase foam board in bulk, reducing the cost per sheet

to individual merchants. Some revitalization programs maintain a collection of display props (mannequins, furniture, boxes and other decorations) from which all merchants can borrow. This eliminates the need for individual merchants to invest in purchasing props they may use only once or twice a year.

## Tying Window Displays into Special Events

When possible, encourage retailers to design window displays that support the theme of a special event taking place downtown. Not only do such window displays draw customers inside stores, they also reinforce the event and make it more

successful for the entire downtown.

Even if a retailer does not have merchandise that relates directly to the theme of the special event, there are always ways to participate. Several years ago the revitalization program in Charlottesville, Va., sponsored a boat show. Even though most downtown businesses had no merchandise that related to boating, retailers used blue and white—recognized nautical colors—to design attractive and effective displays.

Many revitalization programs sponsor window display contests in conjunction with special events, offering cash prizes to the businesses that design the

The 8-degree angle of vision: The painted yellow stripe along the bottom of this window attracts attention quickly.



CLARK SCHOETTLE

most creative window displays.

Whether tied to a special event or not, successful window displays can be easily achieved by following the guidelines presented above. And, remember that the Main Street program office should be a source of assistance for downtown merchants who want to attract their share of the market with well-designed window displays.

Kennedy Smith is program manager for communication and education with the National Main Street Center.

### Resources

Stores magazine  
International Council of Shopping Centers  
665 Fifth Avenue  
New York, NY 10022

Vacant buildings: Community groups in Galesburg, Ill., put exhibits in vacant building display windows to help them look active and to minimize the appearance of the vacancies until the buildings were filled with tenants.

Window displays with too much merchandise arranged haphazardly give the downtown a dull, bargain-basement image.



NATIONAL TRUST

# Network Notes

*Visual Merchandising and Store Design* magazine  
Sign of the Times Publishing Company  
407 Gilbert Avenue  
Cincinnati, OH 45202

Robert Colborne. *Fundamentals of Merchandise Presentation*. Cincinnati: ST Publications, 1984.

Haruhisa Hattori. *How to Understand and Use Display*. Tokyo: Graphic.shu Publishing Co., 1988.

National Retail Merchants Association, *Visual Merchandising: The Best Designs from Leading Designers*. New York: NRMA, 1986.

Martin Pegler, ed. *Store Windows that Sell*. 2 vols. New York: Retail Reporting Corporation, 1982.

"Store Windows that Sizzle and Sell" videotape. Oklahoma State University Extension Service, 1987.



## Wordy Problems

Some towns with large teen populations suffer from chronic graffiti. Lindsay, Calif., is one such town that decided to combat the problem with a graffiti insurance program. Sponsored through the local Main Street office in conjunction with the city, the insurance program promises to eradicate graffiti within 72 hours of placement.

When a downtown building is the victim of a graffiti attack, the owner calls the Main Street office and the program goes into action. First, the merchant buys paint to match the victimized wall from a local supplier at a reduced cost. If the graffiti appears on an unpainted wall, the owner buys a cleaning solution instead.

Wards of the city court, who have been sentenced with community service, supply the labor to repaint or clean the building where the graffiti was applied. The laborers are supervised by city employees. If no city wards are available, high school students from service clubs do the work.

In its first month the insurance program successfully completed 10 graffiti removal projects.—S.D.

## Calling All Cars

City logos are used to help people identify correspondence, employees or projects of the city. A logo can usually be found on letterhead, pins, mugs, trash re-

ceptacles, uniforms and the like. But, in Pittsburg, Tex., the official logo, designed in conjunction with the local Main Street project, can now be spied on all municipal vehicles driving down Main Street.

Conceived by the Main Street advisory board as a way to market the city, the project has made Pittsburg's one of the most recognizable municipal logos in Texas. And the citizens love it. Says City Manager Ned Muse, "I've never worked for a government entity that had something like this for which people are willing to pay money."

Main Street Coordinator Calvin Vanlandingham summarizes, "The logo is a symbol of quality and pride for the city and its citizens, and it has generated a great deal of recognition for our community."—S.D.

## Easy, Profitable Fund-raiser

"We raised \$950 in five hours!"

This amazingly true statement was exclaimed by the Sebring (Fla.) Main Street manager, Shiela Klein, after selling caladium bulbs during the downtown heritage festival last May.

According to Klein, the fundraiser was simple, effortless and extremely profitable. Sebring Main Street spent \$27 on posters advertising the caladium bulb sale. With the *Sebring News* as cosponsor, the event also received three weeks of free pro-

motion in the local paper. The sale was confined to five hours on one day so that time demanded from volunteers who acted as cashiers was minimal.

A local caladium grower arrived at the selected downtown site on the day of the festival with bulbs to sell and lush plants to display. The bulbs were ready to plant, easy to grow, attractively packaged, and a box of bulbs sold for \$5—a good value at below-market rates. Main Street's cost for each box was \$3. From 10:00 a.m. to 3:00 p.m., the profits piled up and in the end, Sebring Main Street made \$950. "People actually stood in line four and five deep and waved money at us," exclaimed Dennis Stockton, Main Street advertising director.

Sheila Klein was so impressed with the runaway success of this fund-raiser that she typed a promotional piece endorsing the caladium grower and circulated it to Sebring's sister towns in the Florida Main Street Program. This year, several of those communities will join Sebring in raising easy money by selling bulbs.—S.D.

## Revitalizing Downtown 1976-1986

Richard Wagner and Ted Miller

*The following is excerpted from Revitalizing Downtown 1976-1986, a major study on commercial revitalization recently published by the National Trust in association with the Urban Institute.*

The revitalization of downtowns in cities across America has been a part of the nation's agenda for 25 years. Sometimes, during the halcyon days of urban renewal and Urban Development Action Grants (UDAGs), for example, the federal government has taken the lead. At other times, state and local governments have led the way, launching specific programs to meet the needs of individual downtowns.

Yet, of the billions of dollars that have been spent to revitalize our central business districts, very little has gone to determine the effectiveness of the strategies used in this effort. Even less has been spent comparing the effectiveness of one strategy with another. *Downtown Revitalization 1976-1986* attempts to fill some of this information gap by using sophisticated statistical techniques and selected case studies to analyze a number of revitalization strategies during the past decade. In doing so, the study not only demonstrates the effectiveness of specific strategies in different cities; it also points toward effective programs for the 1990s.

The information obtained through extensive surveys was used to determine the success of the strategies as well as the components leading to successful downtown revitalization. The study focused on nine major factors that contributed to success.

Those factors included: the length of time that business

incentives had been available; the extensiveness of land use and design controls in the downtown; and the existence of a promotional program. Programs that offered long-term direct incentives to local businesses, for example, were more likely to succeed. Seventy-three percent of the successful towns offered business assistance services, such as loan packaging, business plan development and market analysis, averaging almost five years of availability. Only 46 percent of the unsuccessful towns offered these services, averaging only 2.5 years.

Revitalization efforts in communities that regulated the uses of the central business district tended to be more successful than towns that did not. Zoning, building code enforcement, design controls and historic district ordinances proved to be powerful tools for improving the character and economic mix of a central business district. Eighty-three percent of the successful cities used these tools, compared with 65 percent of the unsuccessful communities.

Cities that conducted comprehensive promotional programs—public relations campaigns, retail sales events and special events—as part of their commercial revitalization programs also tended to be more successful. Fifty-seven percent of towns that used all three types of promotional activities succeeded. In contrast, the success rates were 37 percent among cities that used two types and 19 percent among communities that undertook only one type or no promotional events.

Other factors influencing the success of a community's downtown revitalization program were: the economic base of the community; the type of board running the program; the size of the operating budget; the primary source of funding for the program; the continuing presence of obstacles to the program; and the objectives and activities of the program.

### Main Street Trivia

Do you know which Main Street town . . .

1. is the hometown of Vivian Vance, Lucille Ball's sidekick?
2. is the boyhood home of George Washington?
3. is where Stetson hats were invented?
4. is the site of the American School of Paperhanging Arts, the first and only one of its kind in the world?
5. are the sites of the only Confederate victories in Union territory?
6. was the home of the Rough Riders?

Answers: 1. Independence, Kans. 2. Frederickburg, Va. 3. Deland, Fla. 4. Commerce, Ga. 5. Corydon and Newburgh, Ind. 6. Las Vegas, N.M.

## Successful Strategies

The study demonstrates that two different types of downtown revitalization strategies have been successful in a broad range of towns and cities during the past decade. The first successful strategy—termed the *incremental strategy*—is characterized by the following: a partnership be-

The downtown revitalization program in Athens, Ga., evolved from a privately directed effort to a public-private partnership involved in design, finance, public improvements and business recruitment as well as promotion.



NATIONAL TRUST

tween the public and private sectors; equal emphasis on economic development, quality design and public relations; small-scale projects building incrementally on each other; and attention to the needs of small businesses. The most coherent articulation of this type of strategy is the National Main Street Center's four-point approach to downtown and neighborhood business district revitalization and management.

The second successful approach, described by the study as the *catalyst strategy*, is characterized by an emphasis on public-sector subsidies for development, large-scale projects to create new downtowns and attention to securing major new employment bases for downtown. The most familiar manifestation of this strategy is the convention center/hotel/festival marketplace development which has occurred in many medium-sized to large cities over the past decade.

The case studies included in

*Downtown Revitalization 1976–1986* show how the strategies have been used separately or in combination in 18 communities. Ranging from Corydon, Ind., (pop. 2,700) to Shreveport, La., (pop. 215,000), the case studies explain how these cities developed and implemented their downtown revitalization programs. The following account describes the downtown re-

1732 by a community of Quakers and later served as an army outpost for General George Washington during the French and Indian War. Early in its history, the community's economy was based on agriculture, especially apple growing. These industries continued to be the staples of the area's economy until after World War II when manufacturing became a major employer.

From 1945 to 1976, Winchester's population doubled, sparking a construction boom that expanded the size of the city significantly. Many new industrial and office buildings were built. Winchester's new residents also demanded more housing and increased services from the city and county governments. Growth in the private sector in turn stimulated growth in local government offices. Much of this growth focused on downtown Winchester: Many 18th- and 19th-century commercial buildings were torn down to make way for larger, more efficient buildings and parking lots. This expansion alarmed a number of the city's longtime residents.

In 1964, they formed a new organization, Preservation of Historic Winchester, Inc., (PHW) to make a record of Winchester's architectural heritage and educate the community about what it was losing. At the same time, a loosely organized group of civic leaders, merchants and property owners lobbied the city to develop a response to the growth question and guide the future of downtown Winchester.

By 1974, downtown's role as Winchester's central business district and as the regional trade center for Frederick County had begun to give way to commercial development outside the city center. Alarmed by the loss of retailing downtown, the city and civic and business leaders sought ways to create a business district that could compete with suburban stores. To do this, the city turned the downtown's main street into a pedestrian mall using funds generated by

vitalization program in Winchester, Va.

## Winchester, Virginia

Located 72 miles from Washington, D.C., Winchester (pop. 20,660) is the seat of Virginia's Frederick County and serves as the northern entrance to the Shenandoah Valley. Downtown Winchester was the center of commerce for Frederick County until the mid-1960s when the federal government extended its highway system into the Shenandoah Valley. The construction of Interstate 81 put Winchester within a short two-hour drive of the nation's capital and opened the county to growth. Today, Winchester is becoming an exurban residential community as well as experiencing growth in its manufacturing base.

Winchester is the oldest city west of the Blue Ridge Mountains. The city was settled in

Winchester's local bonding authority. As part of the plan, the city also created a parking authority to construct and manage two facilities. Although the pedestrian mall changed the character of the downtown, the city center continued to lose businesses for the next few years.

In the late seventies and early eighties, Winchester's economy suffered along with most of the

ated a downtown development board (DDB) and passed a local ordinance to set up a tax assessment district downtown. Under Virginia's legislation, a tax assessment district can use its income for the improvement, maintenance, development, planning and promotion of the central business district. Thus, unlike many states that only allow special assessments for

pressed to concentrate on business development instead of promotions and physical improvements. It became increasingly clear that Winchester needed a revitalization plan that would stress business recruitment and economic development as a means of reviving the downtown so it could compete with the suburban shopping centers. It was also increasingly



Although Winchester, Va., lost most of its traditional retail anchors to a nearby regional mall, the downtown is attracting upscale specialty shops such as this clothing store.

nation. In downtown Winchester, the pedestrian mall failed to revive the business district to the degree expected. The downtown's problems were further exacerbated by the announcement in 1980 that a regional mall would be constructed a few miles outside of town. The best way to help the downtown compete with the proposed mall, the city decided, was to create a tax assessment district, a mechanism used in a number of other states to fund downtown development. At the time, however, Virginia did not have legislation suitable for this purpose; thus, a local resident and state legislator lobbied for passage of a law permitting local jurisdictions to form tax assessment districts.

After the law was passed in 1982, Winchester formally cre-

ated "bricks and mortar" projects, Winchester was able to use the tax revenue to hire a part-time downtown manager to run the new organization and promote the downtown.

With an initial budget of \$50,000, the downtown development board concentrated its efforts on promotions in order to attract customers and merchants back downtown. The DDB also continued to focus on public improvements and streetscape amenities, partly to improve the appearance of the eight-year-old pedestrian mall and partly to support the activities of PHW, which was promoting downtown architecture through walking tours, historical lectures and technical assistance.

By 1986, the DDB was being

obvious that traditional retailing downtown was a thing of the past. However, with the growth in tourism and with new upper-income residents moving into the area, downtown seemed to have a future as a specialty retail center.

## **A**dopting a Revitalization Strategy

To help achieve this aim, the DDB applied to the Virginia Main Street Program, which offered a comprehensive revitalization process encompassing not only physical improvements, historic preservation and promotions, but also business retention and recruitment.

SUZANNE G. DANE

As a requirement to join the state Main Street program, the DDB had to hire its first full-time staff. During Winchester's first year as a Main Street city, the DDB focused its efforts on organizing various financial institutions, city agencies and community organizations into one effective body and combining their programs into an overall strategy to position downtown as a specialty retail center. For example, Preservation of Historic Winchester was already



RICHARD WAGNER

In Ypsilanti, Mich., the revitalization program offers a commercial loan and an incentive grant program to stimulate building improvements such as this facade rehab of the city's board of realtors.

sponsoring two successful annual events, Holiday House Walking Tour and the October Fest, to raise money for its revolving fund. The new Main Street effort expanded the house tour, conducted in Winchester's neighborhoods, to include historic buildings in the central business district. The program also worked with downtown property owners to apply for PHW's loan funds.

In 1987, the Main Street program focused on improving downtown's appearance. The DDB convinced the city to pass a three-year capital improvements program that allocated \$120,000 annually for physical improvements downtown.

The DDB also instituted loan and grant programs early in the

revitalization program. These programs were designed to complement the work of PHW, which had already restored 10 of the downtown's buildings over the previous eight years. In addition to stressing preservation and design, the DDB's financial programs offer business improvement loans and grants to help small business owners.

The loan program makes money available for facade improvements, business development and upper-story renovations. Amounts range from \$5,000 to \$25,000, with an extra \$5,000 available if the building owner is planning an upper-story renovation. The maximum loan period is 10 years at two points below prime. Four major financial institutions each set aside \$60,000 for the program. All loans are administered by the individual institutions, each of which makes its own credit decisions and dispenses funds. No loans are made, however, without design approval by both the city's board of architectural review and the DDB's design committee.

The DDB also launched a Streetfront Incentive Matching Program, which provides financial incentives for facade improvements to buildings within the special tax assessment district. Grants are available for up to 50 percent of the total cost of the improvement project. The maximum grant is \$500, and all plans must be approved by the DDB's design review committee. Money for the program comes from the district's tax assessment revenues. In conjunction with the program, the DDB coordinates a free design service through the Virginia Main Street Program, which provides a design professional's services to downtown building owners and/or tenants in the officially designated Main Street communities.

Today, the emphasis of the revitalization program is on business recruitment and retention. The rivalry between the downtown shopping district and the regional mall, which fueled the development of the down-

town revitalization program, has evolved into a recognition that each center targets a different type of merchant and customer. While the mall continues to attract mass merchandisers and their customers, the central business district is positioning itself to attract the upscale retail consumer. Downtown Winchester is helped in this effort because it continues to be the region's financial center and still contains city and county offices and nearly all the city's professional services. This creates an economic diversity that is key to the downtown's long-term viability. New business recruitment efforts reflect and capitalize on this base. In addition, PHW is increasing its emphasis on tourism, which in conjunction with its preservation efforts over the past 15 years, may bring a new market to downtown Winchester.

The new, upscale population that has been attracted to Winchester during the past 20 years has chosen the city primarily because of its historic character. The preservation of that character, reflected in the city's residential areas as well as its commercial structures, has served as the foundation for Winchester's downtown revitalization strategy. The appeal of historic buildings to residents and tourists also formed the basis of the city's decision to recruit upscale and specialty businesses for the downtown. In addition, historic preservation is strongly linked to the financial incentives available to investors in downtown property and is visible in the building rehabilitations carried out by PHW.

Downtown Winchester also illustrates the problems of many towns that attempted to stop the construction of a suburban shopping center by creating a pedestrian mall downtown. The mall failed to achieve its goal: The shopping center was built anyway and downtown's traditional retail anchors left for the suburbs.

The pedestrian mall approach to maintaining downtown's position in the marketplace at



# Jobs

best only addresses problems of traffic and pedestrian circulation. It does not address critical issues, such as the types of stores customers want; the quality of goods and services; the marketing of the district as a retail destination; recruitment of businesses; the development of financial incentives to help private property owners and businesses; and a host of other needs addressed by an effective revitalization program. Thus, by itself, the construction of a pedestrian mall did not maintain the vitality of downtown Winchester. The mall had to be augmented by the programs described in this case study, starting with the creation of a public-private organization, the tax-supported downtown development board which directs the revitalization strategy.

*The complete study, Downtown Revitalization 1976-1986, is available from the National Main Street Center. The 188-page softbound book sells for \$30 (\$22.50 for Network members).*

## Director of Community Development

The Caldwell (Idaho) Economic Development Project Board is seeking a Director of Community Development. Duties include developing and supervising plans for rebuilding the downtown business area; contacting representatives of retail businesses to present the advantages of locating in downtown Caldwell; writing literature to promote Caldwell; receiving inquiries pertaining to business development and personally following up; developing a personal rapport with business and governmental leaders, as well as key public administrators, in order to facilitate community pride; and developing an annual budget for the board and preparing and maintaining reports concerning finances for the project. Salary range is \$22,000-\$29,000 depending on qualifications. Inquiries and applications should be directed to:

Teri Brandt  
City of Caldwell  
621 Cleveland  
Caldwell, ID 83605  
(208) 455-3009

## Executive Director

A privately funded, nonprofit corporation in Salem, N.J., (pop. 7,000) invites resumes for the new position of Executive Director, responsible for initiating and coordinating a downtown revitalization program with an annual operating budget of \$120,000. Public-private partnership potential excellent, with support of major corporations assured. Candidates must demonstrate excellent verbal and written communication skills, administrative experience and an education and/or professional experience in planning, public administration, economic development, commercial revitalization, redevelopment or marketing. Salary commensurate with experience. Candidates should reply with resume by January 7, 1989 to:

D. Smartt  
The Downtown Managers  
50 Church Street  
Montclair, NJ 07042  
(201) 783-7090

## Main Street Program Managers

The communities of Cedar Falls, Iowa (pop. 36,000) and Centerville, Iowa (pop. 6,500) are seeking managers for their downtown revitalization programs.

Cedar Falls is home to the University of Northern Iowa and is located in a metro area of 110,000 people. The program manager is employed by Community Main Street, Inc., and is responsible for the daily operation of the program. The program manager works closely with the chamber of commerce, the downtown merchants association and the city of Cedar Falls.

Centerville is the county seat of Appanoose County, which is home to one of the largest recreational lakes in Iowa and is located in South Central Iowa near the Missouri border. The program manager is employed by Main Street Centerville, Inc., and is responsible for the daily operation of the program. The program manager works closely with the city of Centerville and the chamber of commerce in this community, which annually hosts a "Croatian Fest" in honor of its heritage.

The program managers must be imaginative, well organized and able to work independently. The successful candidates will have a background in historic preservation, real estate, marketing and/or prior Main Street experience. Excellent communication skills a must.

Send resumes to:  
Thom Guzman, State  
Coordinator  
Main Street Iowa  
200 E. Grand Avenue  
Des Moines, IA 50315  
(515) 281-7245

## Downtown Project Manager

Gilroy Downtown Development Corporation (GDDC) is accepting resumes for the position of Downtown Project Manager. Under the direction of the GDDC, the candidate selected will be responsible for coordinating Gilroy's downtown revitalization program.

Individuals interested in this position should have education and/or experience in one or more of the following areas: architecture, design, historic preservation, economics, finance, public relations, journalism, planning, business, retailing or the equivalent. The project manager must understand the issues confronting business people, property owners, public agencies and community organizations. The manager must be entrepreneurial, energetic, imaginative, well organized and capable of functioning effectively in a very independent situation. Excellent communication skills are essential.

The salary for this first year of the program is from \$20,000 to \$25,000 depending on education and experience. Send resume and three references to:  
Project Manager Position  
c/o Gilroy Chamber of Commerce  
80 W. Fifty Street  
Gilroy, CA 95020

## Main Street Program Manager

Walla Walla (Wash.) Main Street Foundation is accepting resumes for the position of Program Manager.

Walla Walla is located in southeastern Washington at the foot of the Blue Mountains. The Main Street program is a private-public cooperative effort that has successfully operated for three years.

Duties include directing a revitalization program for downtown Walla Walla, concentrating on economic restructuring, promotion, design and organization. Applicants must demonstrate initiative, high motiva-

tion, organization and communication skills and the ability to function effectively in an independent situation.

Qualifications include an undergraduate degree plus two years' experience with a similar program. Compensation package depends on qualifications.

Please send resume and cover letter to:

John Gifford, Search  
Committee Chairman  
Main Street Foundation  
P.O. Box 1358  
Walla Walla, WA 99362

## Design Specialist

Main Street West Virginia is seeking a design specialist to provide design assistance to the state's Main Street cities. Qualifications include: graduate degree in architecture with knowledge of preservation practice in building rehab. Prefer two years' experience preparing drawings for rehab projects and/or one year's experience working with contractors on rehab projects. Salary negotiable. Deadline: March 1, 1989.

Send resume to:  
Main Street West Virginia  
Building 6 B-531  
Capitol Complex  
1900 Washington Street, East  
Charleston, WV 25305

## Program Associate

The National Main Street Center has an opening for a program associate. The program associate is responsible for delivering services to states and communities based on the NMSC's approach to downtown revitalization, generating income for the program, working with high-level contacts and providing direction to the management of the NMSC and to external programs dealing with commercial activities.

Applicants should have three years of professional experience in preservation-based downtown revitalization; at least one year's experience teaching or training others; excellent communication skills; an entrepreneurial outlook and strong

human relations skills; willingness to travel extensively and routinely work evenings and weekends. Fund-raising experience is desirable. Send resumes to:

National Main Street Center  
1785 Massachusetts Avenue,  
N.W.  
Washington, D.C. 20036

## Main Street

*Main Street News* is published by the National Main Street Network, a membership program of the National Main Street Center, National Trust for Historic Preservation, 1785 Massachusetts Avenue, N.W., Washington, D.C. 20036 (202) 673-4219.

J. Jackson Walter, President, National Trust for Historic Preservation  
Sally Oldham, Vice President of Programs and Services  
Bill Parrish, Director, National Main Street Center  
Kennedy Smith, Program Manager for Communication and Education  
Linda Glisson, Editor  
Suzanne Dane, Associate Editor

The National Trust is the only national, private nonprofit organization chartered by Congress to encourage public participation in the preservation of sites, buildings and objects significant in American history and culture. Support for the National Trust is provided by membership dues, endowment funds, contributions and matching grants from federal agencies, including the U.S. Department of the Interior, National Park Service, under provisions of the National Historic Preservation Act of 1966. The opinions expressed in this publication do not necessarily reflect the views or policies of the Interior Department.

# SHOWCASE



**Building location:**  
Hutchinson, Kansas

**Owners:**  
Greg and Paula Payton of Payton Optical

**History:**  
1928–1948 Jones Shoe Store;  
1948–1985 Jones O'Neal Shoes;  
1988 purchased by Payton Optical

**Dates of Rehab:**  
July 4–September 1, 1988

**Scope of Rehab:**  
Outside: cedar shingles and aluminum siding removed; missing cornice replaced; brickwork pointed, tucked and washed; upper-story windows replaced; transoms replaced and new awning added

*Inside:* new electrical and air conditioning systems installed, plumbing on first floor updated

**Financing:**  
The facade rehab was financed with Hutchinson's 7 percent, five-year loan program, which allows \$10,000 per 25 linear feet of storefront.



# Centerpiece

## National Town Meeting Focuses on Future of Downtown Revitalization

Two megasessions on the future of downtown revitalization—"Main Street: From Revitalization to Management" and "The Economic Future of Downtown"—will highlight the **National Town Meeting on Main Street**, scheduled for February 27-March 1, 1989 in Austin, Tex.

During "Main Street: From Revitalization to Management," Robert M. Bass, chairman of the board of directors of the National Trust for Historic Preservation and one of the most successful businessmen in America, will outline the challenges Main Street programs must face and overcome in order to build permanent downtown management programs.

In "The Economic Future of Downtown," Donovan Rypkema, an expert in economic trends affecting historic commercial areas, will look at such issues as the rapid growth of service industries and assess their potential impact on downtown development.

The National Town Meeting will also feature several in-depth technical workshops:

- Roger W. Moss, author of *A Century of Color*, the definitive book on paint colors for Victorian houses, will conduct a workshop on color schemes for Victorian commercial buildings.

Moss will provide hands-on instruction in paint color selection and application.

- For downtown and neighborhood managers who dread meeting the press, Julian Read, an internationally recognized expert in public relations, will hold a workshop offering practical techniques for building a sound, positive public relations campaign.

- During the 6th Street Design Workshop, participants will learn first-hand how to remove paint, repair window sash, re-fabricate missing metal elements, fix broken Carrara glass and much more. All demonstrations will take place on buildings in downtown Austin's 6th Street Historic District.

Other sessions will discuss tourism, graphic design, fundraising, office management and business recruitment.

Registration for the **National Town Meeting on Main Street** is \$215 (\$160 for Network members). A brochure has been mailed to all Network members. For further information, call the National Main Street Center (202) 673-4219.

## New Directions for Urban Main Streets

In 1985, the National Trust for Historic Preservation's National Main Street Center launched an ambitious three-year demon-

stration project. It was designed to test the Main Street approach to downtown revitalization—already implemented in hundreds of small cities and towns—in seven urban neighborhood and downtown commercial districts.

The results of the Urban Demonstration Program have just been published in *New Directions for Urban Main Streets*, a comprehensive report summarizing these seven groundbreaking projects and describing how each of these communities used historic preservation as the foundation for its economic development strategy.

The book contains:

- case studies of the seven sites that took part in the three-year demonstration program
- an in-depth description of the Main Street approach to downtown and neighborhood commercial revitalization
- a city-by-city outline of the more than \$100 million reinvested in the seven project areas during the demonstration
- a detailed summary of the valuable lessons learned about the crucial role of historic preservation in comprehensive commercial revitalization strategies

*New Directions for Urban Main Streets* by Dolores P. Palma and Richard D. Wagner, edited by Suzanne G. Dane, is available from the National Main Street Center. The 103-page softbound book sells for \$30 (\$22.50 for Network members).

**National Main Street Center**  
National Trust for Historic Preservation  
1785 Massachusetts Avenue, N.W.  
Washington, D.C. 20036