

MANSELL, CALLISTA. M.F.A. Designing for Main Street: Analysis of Design Services Provided to the North Carolina Main Street Program by Main Street Fellows at the University of North Carolina at Greensboro's Center for Community-Engaged Design. (2022)
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The intent of this mixed methods study was to examine how Main Street Fellows' design services and the resulting proposals were being used by North Carolina Main Street towns. The first phase quantified the characteristics of towns that have used the services, the types of design assistance requested, and the outcome of the proposed designs. These findings were analyzed to identify patterns of use and rates of implementation of the designs. The second phase of the study was a qualitative investigation, using interviews with a subset of Main Street managers to identify which circumstances contribute to or inhibit the implementation of the proposed designs by building owners.

Of the 79 eligible North Carolina Main Street towns, 62% used the services during the study period, with most requesting from two to five design proposals. A new color scheme was the most requested design recommendation; however, it was the least likely to be implemented as specified in the proposal. Of the 190 design proposals issued, 40% were implemented to some degree. Two independent variables correlated with higher rates of design implementation. Accredited programs experienced significantly higher rates of implementation than Affiliate programs, and programs with longer tenured managers were more likely to see designs implemented than those with shorter tenure.

Main Street Managers commonly noted three factors critical to design enhancements: 1) financial resources, 2) vision and motivation, and 3) conscious design planning. Disengaged building owners and a project's scale were seen as inhibitors to design enhancements.

DESIGNING FOR MAIN STREET: ANALYSIS OF DESIGN SERVICES PROVIDED TO
THE NORTH CAROLINA MAIN STREET PROGRAM BY MAIN STREET FELLOWS
AT THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO'S
CENTER FOR COMMUNITY-ENGAGED DESIGN

by

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Approved by

Travis Hicks
Committee Chair

DEDICATION:

To Mother - my biggest fan

Eric - my soulmate

Chase - my heart

Pop - my sunshine

APPROVAL PAGE

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CHAPTER I: INTRODUCTION

Preserving Main Streets seems natural – in retrospect, inevitable – because they are significant social and economic investments. Their preservation, then, would seem to ensure that we preserve the best of our past, and the best of our historic character as a people.” (Francaviglia, 1996, p. 180)

Once the symbols of American prosperity and progress, America’s downtowns and the buildings that defined them suffered a steady decline throughout the 20th Century. A combination of social, technological, and economic changes led to their abandonment and subsequent deterioration. Attempts at revitalization began in the 1950s and have been as varied as the contributors to their decline (Platt, 2014).

In towns where resources were limited, the revitalization trend toward demolishing old buildings for new development was unable to take hold, preserving in time many early 20th century streetscapes. These historic districts and their landmark structures help define the local community as well as attract tourism. In fact, historic character has been identified as one of the features common to successful downtowns (Filion, et al., 2004).

Recognizing this, the National Trust for Historic Preservation launched a pilot of an innovative new approach to downtown revitalization in 1977, centered around preservation-based economic development. The pilot proved highly successful and Main Street America was launched nationwide three years later (National Main Street Center, 2009). By 2021, there were more than 1,200 Main Street communities. Main Street America is a program of the nonprofit National Main Street Center, Inc., a subsidiary of the National Trust for Historic Preservation (Main Street America, 2021).

In North Carolina, Main Street member towns have several resources available to support their success, one being gratis design services for building owners who are interested in preservation-based facade enhancements. This study will look at the outcomes of those services for a four-year period, from 3/1/2016 to 12/31/2019.

Background

The essence of the Main Street program is to build on each town's existing assets and unique sense of place to attract new residents and businesses and revitalize its economy. Main Street Managers in each town work with the local community to develop a strategic plan that focuses on the Main Street Four-Point approach.

ECONOMIC VITALITY focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

DESIGN supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart.

PROMOTION positions the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics.

ORGANIZATION involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district. (Mainstreet America, 2021, The Approach section)

To support these strategies, Main Street America provides research, training, grants, conferences, and more at the national level. Each participating state has a coordinating program that oversees and further supports its member communities at the local level.

Designation as a Main Street Community is achieved through an application and approval process, which evaluates the planning, reporting, financial, and human resource capacity of the organization that will coordinate the program, factors that are critical to the program's success (see Appendix A). The designation requires annual dues and a review process that includes attainment of ten performance standards and ensures ongoing compliance with Main Street strategies. There are two types of designations at the national level. A community begins as an Affiliate program and advances to Accredited as they demonstrate adherence to the 10 performance standards. (Main Street America, 2021).

The North Carolina Main Street and Rural Planning Center serves as the state's coordinating program and is housed under the Department of Commerce. Five North Carolina towns participated in the original program in 1980 and 113 communities have participated over the past 40 years (NC Main Street and Rural Planning, n.d.). North Carolina's participating towns have seen dramatic increases in private investment, net jobs, and net new businesses in the target areas. For every dollar the state has invested in Main Street communities, local community members have invested another \$7.00 (Rypkema, et al., 2020).

For the 2021 calendar year, North Carolina had 66 designated Main Street America towns. Fifty-two of those were Accredited, having passed a more rigorous set of requirements. In addition to the national program designations, North Carolina has two additional designations, Small Town Main Street and Downtown Associate Community. In 2003, the Small Town Main Street (STMS) program was created to provide support to communities with populations under 5,000 who were unlikely to have the resources needed to qualify for the Accredited program. Thirteen towns remain with the STMS designation however the state is no longer accepting new applicants. In 2015, North Carolina launched the Downtown Associate Community (DAC)

program for communities with populations of less than 50,000. This is meant to be the first step toward becoming a designated North Carolina Main Street town and offers resources and assistance as a town builds capacity to qualify for the national program. For the 2021 calendar year, there were 6 Downtown Associate Communities (NC Main Street and Rural Planning Center, n.d.).

Table 1. North Carolina Main Street Designations

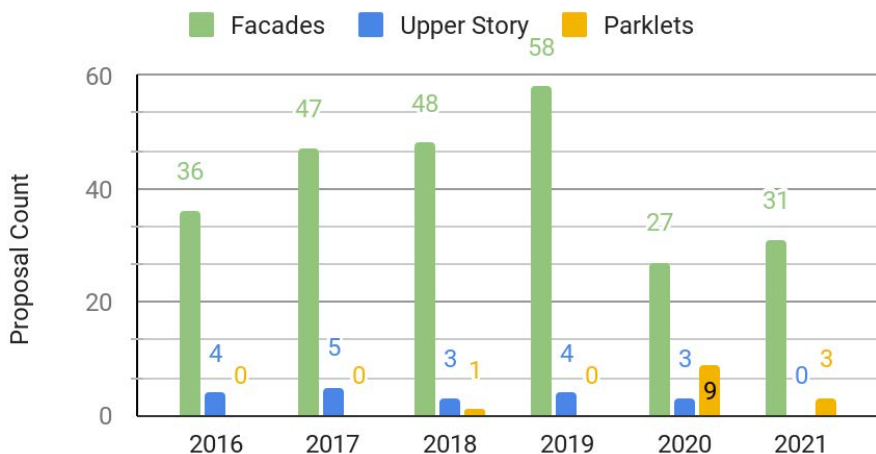
Designation	Accredited	Affiliate	Small Town Main Street	Downtown Associate Community
Number of Programs	52	14	13	6

While there are four points of the Main Street Approach, this research will focus on the design strategy. Main Street America defines design as “improving all physical aspects of downtown while preserving its historic character,” (Main Street America, 2021, The Approach section). For revitalization to occur, a town must have something to attract people to the area and keep them there. One such way is through aesthetics. At CityLab.com, Richard Florida (2019) discusses the beauty premium of a city and the economic benefits that come with it, including increases in employment and tourism. Filion, et.al. (2004) found that aesthetic improvements are one of the key revitalization strategies of successful downtowns. Filion’s study specifically refers to facade enhancements and historic preservation, key components of Main Street’s Design strategy.

In 2016, North Carolina’s Main Street and Rural Planning Center began partnering with the University of North Carolina at Greensboro’s Interior Architecture department to provide design assistance to its member towns. The Main Street Fellows program was formed under the direction of Professor Jo Ramsay Leimenstoll, M. Arch, who acted as the original Main Street Architect for North Carolina from 1981-1983. Professor Leimenstoll led the Main Street Fellows

until May 2020, when Professor Travis Hicks, M. Arch, assumed the role of director. By the end of the 2021 calendar year, Main Street Fellows had completed a total of 276 design proposals to meet a variety of needs.

Figure 1. Proposals by year and type



Each semester, student fellows are selected and trained in how to develop design proposals for building facade enhancements, upper story apartment conversions, and occasionally outdoor public spaces or parklets. Because the Main Street Approach is preservation-based, fellows’ recommendations must comply with the Secretary of Interior’s Standards for Historic Rehabilitation, making the projects eligible for historic rehabilitation tax credits (see Appendix B).

NC Main Street towns desiring services submit a “Design Request” (see Appendix C) to the state office. Staff there review the application and decide whether services will be provided. If so, the request form, photographs, and any additional information provided by the building owner is submitted to the Main Street Fellows Director.

Figure 2. Design application process



For facade enhancement requests, the fellows make specific recommendations for elements of facade rehabilitation such as paint schemes, lighting, awnings, signage, and window restoration. Fellows study the history of the building and search archival records for historic photographs that show the original appearance of the facade. Based on those findings, a new design scheme is developed and brought to life through Photoshop renderings. A detailed design proposal with the renderings, archival research on the building, and descriptions of the recommended work is provided to simplify the implementation of the designs (see Appendix D). For the study period, Main Street Fellows (MSF) completed an average of 48 facade enhancement proposals per calendar year. Prior to 2016, NC Main Street and Rural Planning had a designer on staff who completed around 20 facade proposals per year

For upper story conversion requests, the fellows develop design schematics for apartments. To begin these projects, the fellows and the MSF Director visit the building site to note the existing conditions. They take thorough measurements and photographs to create existing and proposed apartment floor plans. The completed proposal includes archival research, floor plans, renderings, and a description of the suggested work. This takes considerably more time than a facade enhancement project, therefore, MSFs have completed an average of 3.75 upper story conversion designs per calendar year, or roughly one per

semester. Due to the limited number of upper story designs, they will not be included in this study.

The COVID19 pandemic brought about the need for commercial spaces that could accommodate social distancing. For several months, communities were invited to submit requests for these exterior and public spaces and twelve proposals were completed as a result. Due to the limited number and timing of public space designs, they will not be included in this study.

The state coordinator for Main Street expects that facade design proposals will be implemented by the building owner within six months of receipt. While a number of these designs have been implemented, many have not. Because there is currently no formal feedback loop between the building owners, Main Street Managers, and Main Street Fellows, it cannot be easily determined if, when, or how the designs are being implemented. A clear understanding of the outcome of this work and the factors that influence it will help to maximize the success of both the Main Street Fellows and NC Main Street towns.

Study Goals

The intent of this study is to examine how Main Street Fellow design services and the resulting proposals are being used by analyzing the characteristics of towns that use the services, characteristics of the projects for which assistance is requested, and the outcome of the proposed designs. The study also seeks to identify which circumstances contribute to or inhibit implementation of the proposed designs. Due to the limited number of upper story conversions and public spaces, this study will focus on facade enhancements only.

Research Questions

1. How have Main Street Fellow (MSF) Design Services been used by member towns?

Sub Questions:

- a. What are the trends in use of MSF Design Services since it began in 2016?
 - b. Are there common characteristics of towns that use MSF Design Services?
 - c. Are there common characteristics of projects that use MSF Design Services?
2. How are completed MSF Design Proposals being used by building owners?

Sub Questions:

- a. How many design proposals have been implemented?
 - b. When implemented, how closely are the recommendations from the proposal followed?
3. What factors affect the implementation of MSF design proposals?

Sub Questions:

- a. Are there particular characteristics of a town that relate to implementation?
- b. Are there particular characteristics of a project that relate to implementation?
- c. What factors do Main Street Managers perceive as contributing to or inhibiting the implementation of design proposals?
- d. What factors do Main Street Managers perceive as impacting the use of specific design recommendations?

Study Significance

A clearer understanding of MSF clientele will help the fellows target design solutions to meet their needs most effectively. The study explores façade enhancement efforts and experiences, reveal the aids and obstacles, and help explain why some enhancements are more likely to be executed than others. This research ultimately seeks to provide information that can be used to maximize the design efforts of North Carolina Main Street towns.

CHAPTER II: LITERATURE REVIEW

To understand how design contributes to the revival of Main Street towns, we must first understand the context of their decline, possible remedies, and the relevance of preservation and aesthetics to revitalization. This literature review explores the changes to American culture and the built environment over the past century that contributed to the decline of our downtowns, the evolution of revitalization efforts since the middle of the twentieth century, and the importance of downtown aesthetics to economic success. It concludes with the development and role of the Main Street program.

America's Changing Landscape

The 20th Century was a time of enormous growth and change: technological, social, and economic. All aspects of the American lifestyle and its built environment were impacted. Cities were abandoned for suburbs, jobs in rural areas were lost to those in more densely populated areas, and the current landscape of America was molded as a consequence. Aspects of this topic have been addressed across a wide range of mediums and time periods.

The introduction of streetcars and growing ownership of automobiles led to America's first wave of commuter suburbs in the early part of the 20th century. The post-WWII baby boom and emphasis on homeownership led to the next. In the 1950s, a federal highway system was developed to not only manage the volume of automobiles on the road but also as part of the national defense policy at the beginning of the cold war. This government-supported disbursement of industry and communities contributed to both sprawl and the downfall of our cities (Allison and Peters, 2011). In addition, the evolution of zoning laws over the century

resulted in land use and development patterns that are now recognized as contrary to traditional, livable cities (Platt, 2014; Arendt, 2015).

Platt's (2014) work on urban planning covers over 200 years of change in the American landscape and land use. While many governmental policies and social movements are discussed, Platt succinctly describes how urban renewal, the Interstate and Defense Highways Act of 1956, and suburban sprawl all contributed to the exodus from American cities that occurred in the middle of the 20th century. Platt is Professor Emeritus of Geography at the University of Massachusetts Amherst and is also Senior Fellow at the Institute for Sustainable Cities, The University of New York.

While America's cities faced decreasing numbers of residents and businesses, its rural areas lost jobs due to changes in food production. In the late 1800s, half of working Americans worked in agriculture. By 1980 that number had dwindled to four percent (Hirsch, 2019). In addition, as the federal highway system was developed in the mid-century, many small and rural towns were omitted from the routes. Towns that once served as important crossroads were disconnected from the primary transportation arteries.

The rural towns of today are not only more sparsely populated but the demographics have also changed. They are older, poorer, and less healthy than in times past (Hirsch, 2019). Revitalization strategies for larger urban areas don't always apply to these rural towns. This is important to note because Main Street's focus is on towns with populations of 50,000 or less.

Reviving America's Downtowns

Downtown revitalization efforts began at the first signs of decline in the 1950s and focused primarily on retaining downtown's retail market share. Fillion, et al. (2004) studied the progression of these strategies through the second half of the century. Initial efforts worked to

make downtowns more car-friendly and accessible to suburbanites by adding parking and expressways. The next wave of revitalization efforts attempted to compete with suburban shopping by creating a similar experience. Finally, cities began to embrace their unique qualities and recruit activities that were more conducive to them. The authors then surveyed hundreds of urban planners and related professionals to identify small metropolitan areas with thriving downtowns and interviewed a subset of those to identify the factors that contributed to their success. The majority of respondents pointed to qualities associated with the traditional built environment of pre-World War II downtowns: “an active, street-oriented retail scene; cultural activities; concentrations of jobs; and a pedestrian-friendly environment with busy sidewalks” (Fillion, et. al., 2004, p. 331). They concluded that cities should concentrate on niche markets and restore and enhance those physical characteristics that set them apart from suburbia.

Robertson (1995) evaluated commonly used downtown redevelopment strategies at the end of the 20th Century, in the early years of the Main Street movement. Seven strategies were described: (1) pedestrianization, (2) indoor shopping centers, (3) historic preservation, (4) waterfront development, (5) office development, (6) special activity generators, such as convention centers or sports venues, and (7) transportation enhancement. Robertson emphasizes the importance of street-level activity and mixed-use development as well as improving aesthetics and embracing the existing character and identity of the town (i.e., historic preservation). Robertson later conducted a study of the Main Street Program that is described below.

A news article by Palma and Hyett (2003) describes what they refer to as a downtown toolkit for economic success. The toolkit elements include vision, market analysis, and an enhancement strategy. The authors are co-founders of HyettPalma Inc. which operates the “America Downtown” program and were recruiting attendees to the 2003 Congress of Cities in Nashville via this article. The organization was still at work at the date of this writing (2021) and

their current website says they have used this strategy with about 30 downtowns across the US, including Blowing Rock and Davidson, in North Carolina. Initially, it was only available to National League of Cities members but today is open to all American cities (HyettPalma, 2021). It is interesting that Main Street America has a private competitor and that they have worked with towns here in North Carolina.

Filion, et. al. (2004) conducted surveys and interviews to identify commonalities among successful small to mid-sized cities (populations of 100,000-500,000). Noted features include “pedestrian-oriented streets with store facades, historic character, pedestrian malls, and the presence of a university or state capital” (p.332). They then inquired and quantified specific revitalization tactics those towns employed to aid in their recovery. Some of the most common included (1) some type of financial support or incentives, (2) aesthetic improvements, (3) new public buildings or convention centers (4) transportation, parking and pedestrian improvements, (5) restoring or enhancing natural amenities, and (6) marketing and events.

More recently, Filion, et al. (2015) conducted a study similar to Filion’s 2004 research but looked at just two larger cities, Toronto, and Chicago. While many of the 2004 study findings were validated, the authors emphasize that the success of these two cities is a convergence of many decisions and policies over a long period of time, as well as timing and market conditions. While both of Filion’s studies link success to tactics common to Main Street, the cities in the studies were much larger than those served by the Main Street Program.

The Community Entertainment District is a more recently introduced revitalization strategy and focuses on the development of “a bounded area that includes or will include a combination of entertainment, retail, educational, sporting, social, cultural, or arts establishments” (McIntyre and Olberding, 2014, p. 10). It recognizes the demographic and cultural changes that have led to the creative class making up a larger part of the population in cities and the practicality of adapting cities to attract this segment.

A planning journal article by Randall Arendt (2015b) reports on some of the successful downtown revitalization strategies in use in rural and small towns around the U.S. and is adapted from his book, *Rural by Design: Planning for Town and Country* (Arendt, 2015a). Those strategies include maintaining traditional urban form and function, the use of effective metrics, and the value of public space and public art displays, all consistent with Main Street strategies. Randall Arendt is a landscape planner, site designer, author, lecturer, and an advocate of "conservation planning" whose usual audience is fellow planners.

The Importance of Curb Appeal

For revitalization to occur, a town must have something to attract people to the area and keep them there. One such way is through aesthetics. A consumer survey by Morspace found that 95% of survey participants said the external appearance of a store influenced their decisions on where to shop, while another shows that stores located on streets with trees had higher customer perceptions (O'Connor, 2015; Wolf, 2005). More recently, CityLab.com's, Richard Florida (2019) discussed the beauty premium of a city and the economic benefits that come with it, including increases in employment and tourism.

Filion, et.al. (2004) found that aesthetic improvements are one of the key revitalization strategies of successful downtowns. The study specifically refers to facade enhancements and historic preservation, key components of the Main Street Design strategy. Additional studies confirm these results. A study focusing specifically on facade enhancements was undertaken for the state of Wisconsin Extension and looked at the business impacts of storefront improvements across 24 towns. It was shown that even small, inexpensive enhancements help to increase rental income, increase property values, and increase traffic to the store (Ryan, et.al., 2014).

The Main Street Approach

While many downtown revitalization strategies have been tried over the years, a few of them have been consistently credited with success. These include capitalizing on the community's distinct sense of place through the restoration of historic architecture or natural amenities, enhancing aesthetics, a pedestrian-friendly and/or traditional urban streetscape, planning or vision, and marketing. The Main Street America Four Point Approach ascribes to these same ideas.

When leaders at the National Trust for Historic Preservation launched its Main Street pilot program in 1977, they were looking for a way to save endangered historic buildings in deteriorating downtown areas. They came to realize that the real problem was not the buildings themselves but rather the economic decline of the downtown districts in which they sat. In response, a comprehensive strategy for downtown revitalization was developed and that strategy became the Main Street program. A couple of things set this apart from other revitalization strategies in use at that time. From the very beginning, the Main Street program has placed a strong emphasis on preservation and placemaking. What makes it successful is that it recognizes that several activities must occur in tandem to achieve results and provides a systematic approach and support system for its member communities. There is also a level of accountability where towns must show that they're implementing the recommended strategies to remain in the program (National Main Street Center, 2009, Chapter 1).

Donovan Rypkema is a nationally known subject matter expert who has written extensively on the economic benefits of historic preservation and the Main Street program. Rypkema is a preservation specialist, professor, and leader of Place Economics, a real estate and economic development consulting firm. In 1994, Rypkema authored the first edition of *The Economics of Historic Preservation - A Community Leader's Guide* on behalf of the National Trust. The guide's purpose was to increase awareness of the economic impact of preservation

and arm proponents with solid arguments to support their positions when dealing with public officials, developers, etc. Rypkema discusses 100 economic benefits of preservation that are all backed up by research and cited. Since 1994, there has been an explosion of knowledge on this topic and many changes to our cities. As a result, the book is now in its third edition (2014). Rypkema makes direct reference to the Main Street America program and its value for a town's revitalization.

Rypkema has also completed several studies specific to North Carolina Main Street (NCMS), with the latest published March 2020. This publication is a compilation and synthesis of many data points and provides an overview of where the NCMS program stood at that point. It describes the program's organization and structure, reporting requirements, funding available, project examples, and the results achieved. The methodology for this report consisted of mining data from various government reports, census information, databases, and annual reports by Main Street communities. The study shows that NCMS towns have outperformed both the state and national metrics for net new businesses over the past 10 years. Over the past 40 years, these towns have seen over \$3 billion invested in public and private real estate and infrastructure while also performing amazingly well with respect to net jobs gained and volunteer hours logged (Rypkema, et.al., 2020).

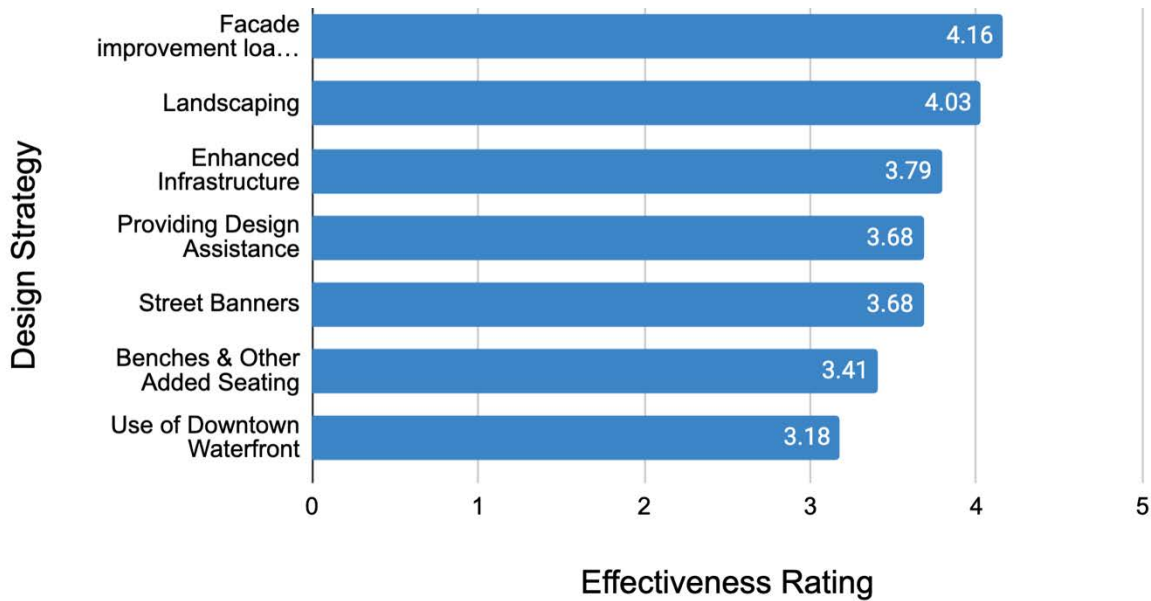
Most published research on the Main Street America program was completed in its early years and is now quite old. Of the 50 or so articles found when searching "Main Street Center" or "Main Street America," relatively few are dated after 2006. With recent academic attention to the Main Street program sparse, the most current and informative reference for Main Street America today is their website, www.mainstreet.org.

One of the earlier studies worth looking at evaluated the four points of the Main Street program and how communities were using each of them. Kent Robertson (2004) first surveyed Main Street managers across the country to determine how each of the points was being used and received responses from 40 managers. Follow-up visits were made to 4 towns to uncover

the reasons behind the results and were selected by characteristics that seemed to represent the “average” Main Street community. While all four points were evaluated, the following summarizes his findings related to Design.

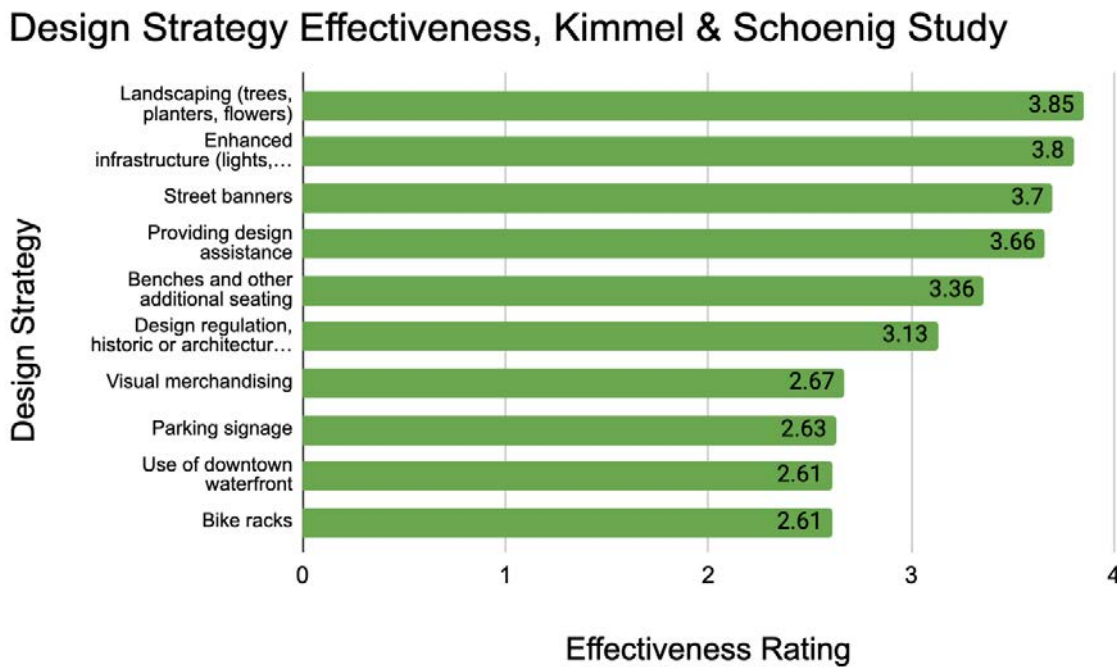
The study found that Design ranked as the second highest of the four points used in terms of the time and effort spent, averaging 22.09%. Regardless of the town's population size, twenty percent of managers said it was their “most frequently used” element. Design was found to be used more in newer programs than established ones. Managers responded that the biggest design challenge for their program related to owners’ resistance to making enhancements and credit that to a lack of understanding of its importance. “Continuing efforts in educating the community of the value of good design is an important component of a successful Main Street program” (Robertson, 2004, p. 66). When asked to rate the effectiveness of seven design strategies on a 1-5 scale, with 5 being the most effective, facade improvement loans or grants were considered the most effective at 4.16. Providing design assistance tied for 4th place with a score of 3.68. North Carolina Main Street continues to employ these two strategies.

Figure 3. Robertson study findings



A separate study sought to identify factors that contribute to the stability and viability of Pennsylvania’s Main Street programs. It evaluated how towns used the Four-Points along with characteristics of both the local community and the surrounding region. Surveys were used to collect the Four-Points data, while community characteristics came from Main Street reports and census data. The managers varied widely in the way they used the Four-points and 45% of managers rated the program as a “very strong” contributor to downtown revitalization. Looking specifically at the design component, managers perceived the most effective strategies were those related to streetscape enhancements. Design assistance ranked 4th out of 10 with an effectiveness rating of 3.66 out of 5 (Kimmel and Schoening, 2011).

Figure 4. Kimmel and Schoening study findings



Overall, the study found that a Main Street manager’s use of the Four-Points along with the existence of a business improvement district were the strongest predictors of a program’s sustainability. In addition, the local community’s commitment to the program and the Main Street Manager’s time in the position were of critical importance. With high turnover of leadership, it is difficult for a program to establish and build much needed community relationships and support.

In a 2014 study, the Wisconsin Extension took an in-depth look at 24 storefront improvement projects completed over a 15-year period across the state. The study shares before and after images and details the specific facade enhancements made, costs, financing, and both the economic and intangible benefits realized as a result. While several of these projects involved the state’s Main Street Design specialist, it is important to note that not all the featured projects involved historic buildings or were compliant with the Secretary of the Interior’s

Standards for Historic Rehabilitation. The study was not limited to Main Street towns and did not address factors that encouraged or inhibited the facade improvements (Ryan, et.al., 2014).

A strong support system for Main Street member towns is embedded into the program in the form of educational and financial resources at the national and state levels. Both online and in-person training is offered on an annual basis by Main Street America and the North Carolina Main Street and Rural Planning Center. The Main Street America Institute provides training in all areas of downtown revitalization and offers 3 levels of professional development certifications. In addition, the Main Street America website houses a rich digital library of research and reference materials for member towns including videos, webinars, handbooks, guides, toolkits, and archived annual meetings and newsletters. Similarly, North Carolina Main Street and Rural Planning Center offers two “Leverage NC” webinar series, archived annual meeting presentations, award profiles, and several design related videos. Annual conferences are held at both the national and local levels where best practices are shared, recognition awards are presented, and opportunities for networking are provided. Financial support for facade enhancements is available to towns and building owners at both the federal and state levels and includes a variety of grants and tax incentives. (Main Street America, 2021, Main Street Resource Center section; NC Main Street and Rural Planning Center, n.d., For Designated Main Street Communities section)

Gaps and Validations

Published research by Robertson (2004) and Kimmel and Schoening (2011) certainly establish the effectiveness of the Main Street Approach and the importance of the design component, but neither specifically explores the barriers towns and owners face when attempting to execute a design enhancement, nor do they assess the types of enhancements building owners are most likely to complete and the reasons behind those decisions. Given the

age and lack of specificity of the related studies updated research in this area is overdue.

Prior research identifies three findings that might be validated through this research. First, design was found to be used more in new programs than old ones. If this proves true, it could lead to a reevaluation of the current NCMS policy of not offering design services to its newest programs, Downtown Associate Communities. Next, the biggest design challenge for programs in the Robertson study was related to owners' resistance to making enhancements. Third, the Robertson study found the top-rated design strategies to be providing facade improvement grants or loans and design assistance. Kimmel and Schoening's study showed different results. In their study, managers perceived the most effective design strategies to be those related to streetscape enhancements. This group ranked design assistance 4th with an effectiveness rating of 3.66 out of 5.

CHAPTER III: METHODOLOGY

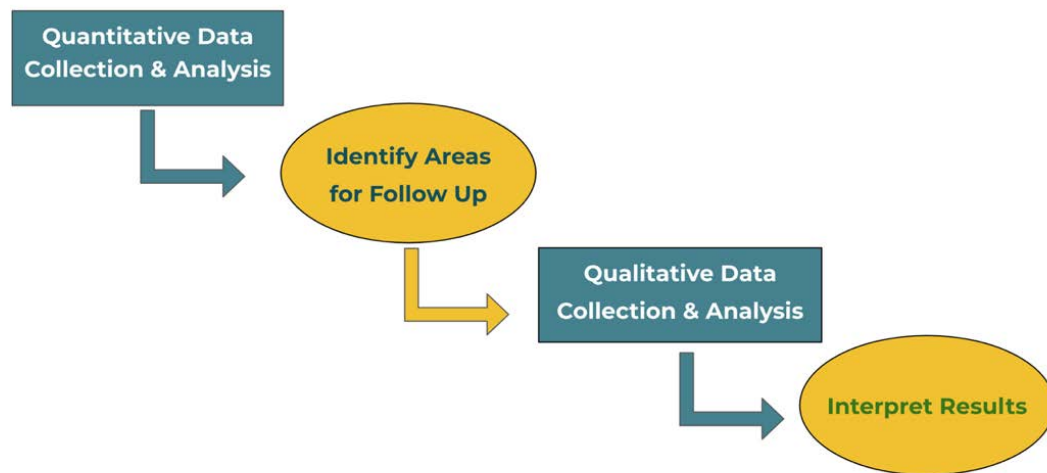
Study Design

This study uses an explanatory sequential design to examine the outcomes of Main Street Fellow (MSF) design services and understand the factors that affect those outcomes. This is a mixed methods approach involving two phases of data collection and analysis and is appropriate when seeking a deeper understanding of the reasons behind the quantitative results. In a sequential design, the phase one, quantitative results determine what data will be collected in the phase two, qualitative collection process. The data from each phase is analyzed separately and the themes identified in the qualitative data are used to interpret the quantitative results. The process of both quantifying the phenomenon and qualitatively evaluating the user experiences provides more insight than either dataset could do on its own (Creswell, 2018).

Phase one involved the generation of three databases to quantify the use and outcomes of MSF design services. This analysis led to the selection of subjects for more in-depth investigation. Phase two required collecting and evaluating qualitative data. This was achieved through one-on-one interviews with several Main Street Managers and used to help explain the reasons behind the phase one results.

Figure 5. Study Design

Explanatory Sequential Design



Phase I: Quantitative Data Collection and Analysis

Three databases were created to quantify the use and outcomes of MSF design services from 3/1/2016 to 12/31/2019. This study period was selected because it represents nearly four calendar years of data, corresponds with the start of the program, and ends prior to the start of the COVID pandemic. The pandemic resulted in a marked decrease in proposal requests and design implementations. By ending the study at 12/31/2019, the impact of this uncontrolled variable is reduced.

Data Sources

Four documentary sources were used to collect town and project attributes: MSF Project Database, MSF project files, the NCMS Annual Data report, and *40 Years of Main Street* (Rypkema, et al., 2020). Visual analysis of “before” and “after” photographs was used to collect

project outcome data. Images were collected from four sources: MSF project files, Google Street View, Manager submissions, and author site visits. All after photographs are dated one year or more from the proposal date, thereby allowing ample time beyond the state coordinator's expected six-month timeframe for implementation.

Town Attributes – Independent Variables

The first dataset contains information on all NC Main Street towns on record as of December 31, 2019. Data points for each town include:

- Population
- Main Street designation (Accredited, Affiliate, or Small Town Main Street)
- Main Street program age
- Main Street Manager tenure
- Presence of a downtown National Historic Register District
- Number of MSF Facade Enhancement proposals completed

This data was used to quantify frequencies and patterns by variable and look for common characteristics among completed or implemented projects.

Project Attributes – Independent Variables

This dataset contains the specific building and design request data for each of the 190 facade proposals completed from 3/1/2016 to 12/31/2019. This information was collected from the MSF online database as well as the physical project files created upon application for design services. Data points for each MSF project include:

- Tenant type
- Building construction date
- Building's National Register status (contributing or noncontributing)
- Grant usage

- Tax credit usage
- Design elements requested (color scheme, awning, lighting, signage, window restoration, storefront restoration)

This data was used to quantify frequencies and patterns by variable and look for common characteristics of completed or implemented projects.

Project Implementation Data – Dependent Variable

This dataset contains implementation data for 167 of the 190, or 87%, of facade proposals completed from 3/1/2016 to 12/31/2019. Visual analysis of projects was used to derive two types of data. First, it revealed whether a project had been implemented. If so, it was further evaluated to determine how the design element recommendations from the proposal were used.

Determining Implementation Status

Visual analysis of “before” and “after” images was performed to determine each project’s implementation status. Implementation does not imply the owner followed the recommendations made in the proposal.

These determinations were added to the town and project attribute spreadsheets. The numbers of implemented projects and total proposals for each of the independent variables were documented and ratios calculated. A Chi-square test of independence was used to determine if there was a significant relationship between any of the independent variables and implementation rates.

Table 2. Implementation criteria

Implementation Category	Determination Criteria
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Implemented

- Visible enhancements to the building could be identified when compared to the “before” image.
- Obvious resources (time, effort, money) had been spent to perform some type of work on the building façade.
- The enhancements may or may not be in line with those recommended in the proposal.
- In some cases, work was still in progress but was far enough along to determine the extent of the changes and whether the proposal was being followed.

Not Implemented

- No obvious changes were made to the building.
- Minimal changes were made as would be expected for a new tenant, such as a new sign or change in door color.
- The building still looked like the “before” image.
- In a few cases, some work had begun but was at such an early stage that the extent of the changes and relationship to the proposal could not be determined.

Figure 6. Implementation criteria illustrations

<p>Belhaven, 211 Pamlico</p> <p>Implemented</p> <p>Recommendations: Color partial used Awning used</p>  <p>Before</p>  <p>Proposed</p>  <p>After</p>	<p>Elkin, 223-225 W Main St</p> <p>Not Implemented - awning removed for new tenant. No other work completed.</p>  <p>Before</p>  <p>Proposed</p>  <p>After</p>	<p>Clinton, 108 E Elizabeth St</p> <p>Not Implemented. No work completed.</p>  <p>Before</p>  <p>Proposed</p>  <p>After</p>
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Determining Use of Recommended Design Elements

Two sources were used to determine which design elements would be measured for each project. First, owners specified the design elements for which they would like recommendations on the initial request for services (Appendix C). Six design elements were offered:

- Color Scheme – paint and/or finish colors as well as the detailed application of the color to specified building components such as window sashes, doors, or molding details
- Awning – style, shape, placement, and color
- Lighting – style, placement, and finish
- Signage – style and placement
- Upper Story Window Restoration – window type and muntin pattern
- Storefront Window Restoration – overall configuration and materials

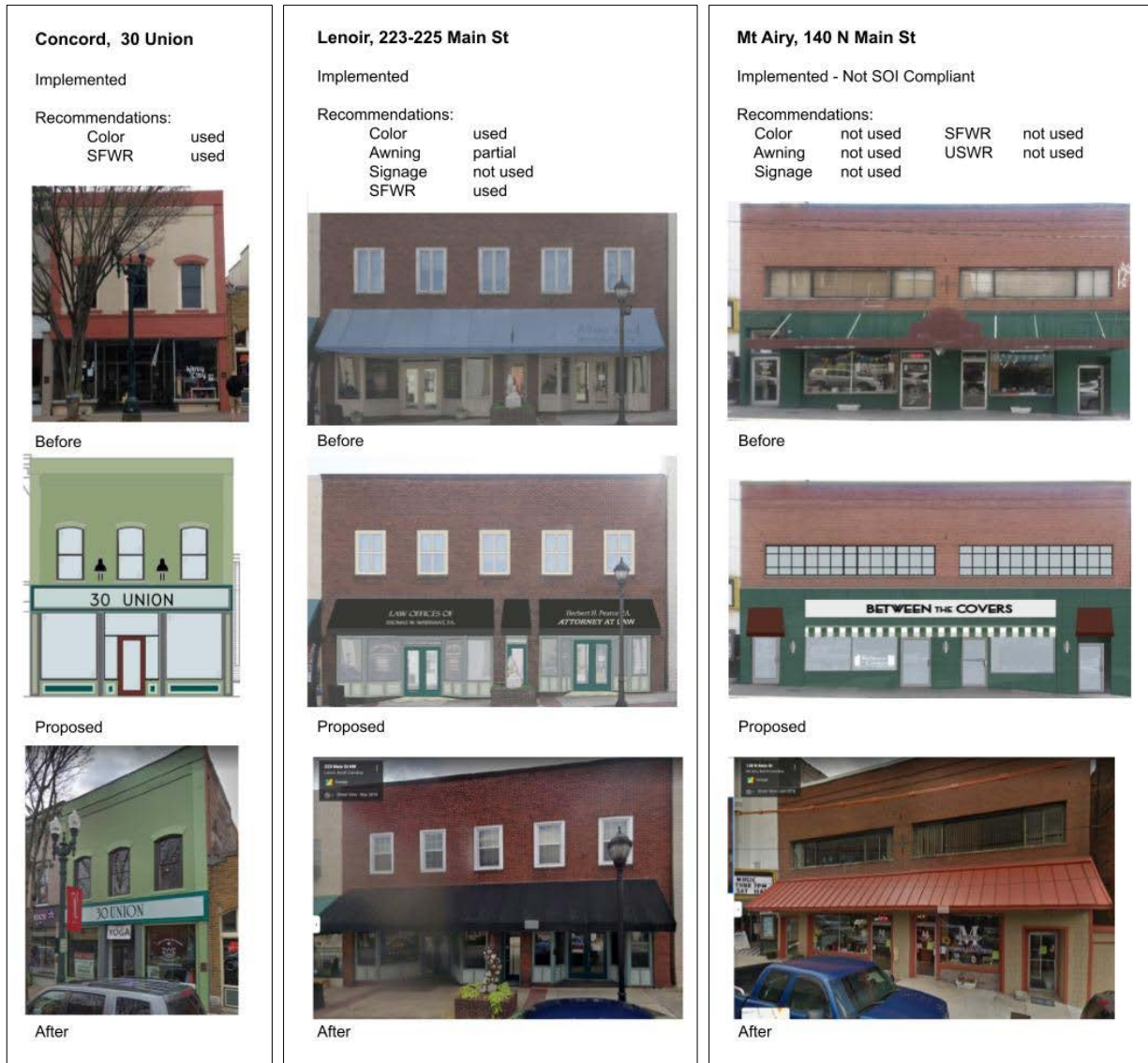
Next, the completed design proposal was referenced to determine if the MSF made a recommendation for the design element. For the element to be included in the evaluation, it must be both requested by the building owner and recommended by the MSF team. The before and after photographs of each facade were compared to determine the level of use of each design element. There were three categories of use:

The count for each element recommended in the proposal along with the level of use for each of the recommended elements was documented and ratios calculated.

Table 3. Use criteria

Use Category	Determination Criteria
Used	The recommendation was implemented in the same manner or very close to the proposed treatment.
Partially used	Part of the recommendation was used but there were obvious modifications in the way it was implemented.
Not used	No change was made to the design element, or changes were made but not at all according to the proposed treatment.

Figure 7. Use illustrations



Identify Areas for Follow up

Phase one data revealed that while not all eligible towns have used MSF services, most of those who did, used them multiple times. Twenty-nine towns received from two to five proposals and nine towns received six or more proposals. Overall, approximately 1/3 of the towns had two or more implementations while roughly 2/3 of towns experienced zero or one

implementation. Among the top users of the services, implementation rates varied from zero to 80%. Among those designs implemented, analysis showed that specific design recommendations were used or partially used 45% of the time. Analysis also revealed only two statistically significant variables among town and project characteristics, underscoring the importance of qualitative analysis to help explain the results.

This information led to the selection of 13 prospective interviewees and included the most frequent users of the service with a variety of implementation success. Collectively, this subgroup was involved in 113 design proposals, 52 successful implementations, and 61 non-implementations. The use or partial use of specific design recommendations by building owners among this group also varied from zero to 70%. In depth discussions with this subset were meant to provide insight into a range of owner experiences across the implementation spectrum.

Phase 2: Qualitative Data Collection and Analysis

Interview Participant Selection

Thirteen prospective Main Street Managers were selected for follow up and represent a non-probabilistic, purposive sample of the highest users of design services for the period. The managers were invited to participate in the interview process through email. Eight prospects replied and completed the interviews.

Semi-structured interviews were conducted and recorded via Zoom. Recordings were transcribed and subsequently deleted. Prior to the interviews, participants were provided with a list of their town's completed design proposals, before and after images, and resulting analysis for each project. This information was provided as a basis for the interview.

Interview Questions

1. What kind of feedback did you receive from building owners regarding the completed design proposals?
2. What factors contributed to the successful implementation of building enhancements by building owners?
3. What factors inhibited or discouraged the implementation of building enhancements?
4. Looking specifically at design recommendations that were not used or not followed, can you provide any insight into why that was the case?
5. What is the biggest design asset or resource in your community?
6. What is the biggest design challenge in your community?
7. What other concerns or comments can you share regarding façade enhancement design and implementation?

Thematic Analysis

Interview transcripts were studied, and initial recurring themes began to be identified. Transcripts were then annotated, assigning open codes to relevant words and phrases. The phrases were compiled and collated by code. Finally, the codes were grouped under a set of broader themes.

Interpret Results

With broad themes from the interviews identified, they were then evaluated in the context of each research question, the quantitative results, and Main Street practices. The qualitative findings were interwoven as applicable throughout the narrative for each section of the data analysis.

CHAPTER IV: DATA ANALYSIS

Overview

The analysis begins with a synopsis of answers to the three primary research questions and follows with an in-depth analysis of each of the nine sub questions.

The first research question was “how have Main Street Fellow (MSF) Design Services been used by member towns?” Phase one data collection and analysis, particularly the documentary sources, provide the basis for this answer. In brief, MSFs received 190 requests for façade design proposals and experienced a gradual increase each year over the study period. Most towns that used the services did so multiple times, with use concentrated among nine towns. Retail establishments, including food and beverage, were the most likely tenant type to request services, however a significant number of requests came from owners of vacant spaces hoping to attract tenants. The design element most requested was color schemes by 65% of applicants.

The second research question explores how completed MSF Design Proposals were used by building owners. Implementation data collected during phase one revealed that 40% of the designs were implemented to some degree. When implemented, specific design elements were used as recommended or with modifications about half the time.

The final question, “what factors affect the implementation of MSF design proposals?” was answered through further analysis of phase one data, as well as phase two data, collected via interviews with eight Main Street Managers. Town and project data was compared to implementation data to evaluate relationships between town and project characteristics (independent variables) and implementation rates (dependent variable). Two of the 10 independent variables showed a statistically significant relationship to implementations.

Accredited programs outperformed Affiliate programs and longer Main Street Manager tenure correlated with higher implementation rates.

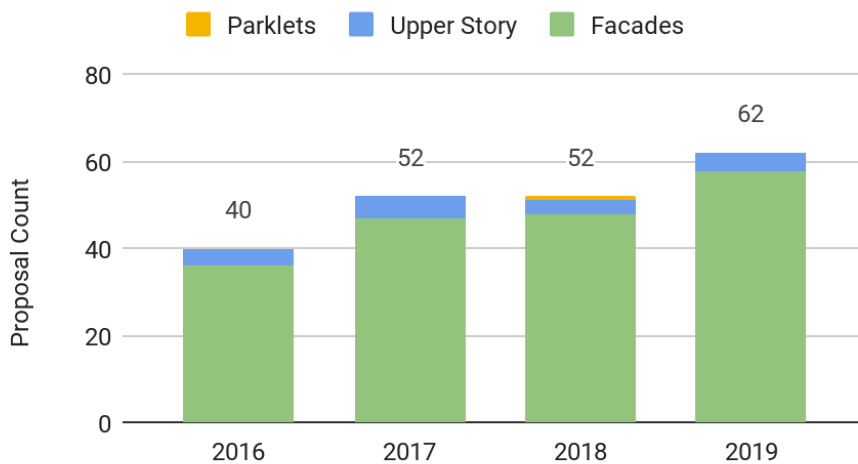
Interview data revealed three primary themes behind implementation outcomes: financial and economic conditions, vision and motivation, and conscious design planning. These themes were applicable to both public and private sectors. Secondary reasons included the scale of a project, the availability of human and material resources, and the existing architecture and infrastructure. Three themes were seen as impacting the use of specific design recommendations by building owners. These included personal taste, cost, and unforeseen complications.

Research Question One

Findings Sub-question 1a

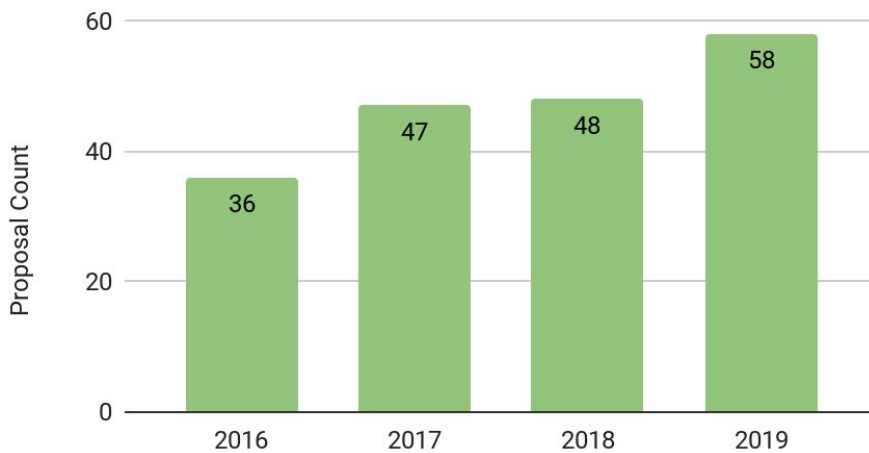
1a - What are the trends and patterns of use since the program began in 2016?

Figure 8. Total proposals by year



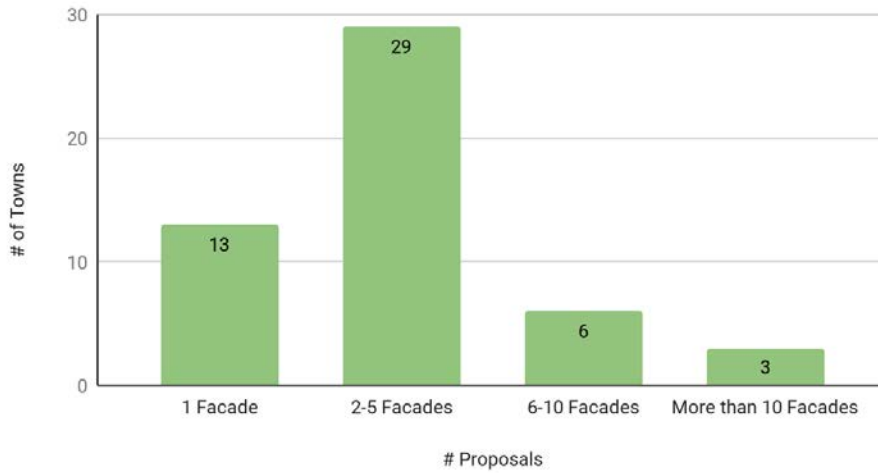
Overall, MSFs completed 206 designs over the four-year period, including upper story apartment conversions, parklets, and front, side, and rear facade enhancements. There was a steady increase in the number of facades requested each year during the period, while upper story requests remained flat. One special request for a parklet was completed in 2018.

Figure 9. Facade proposals by year



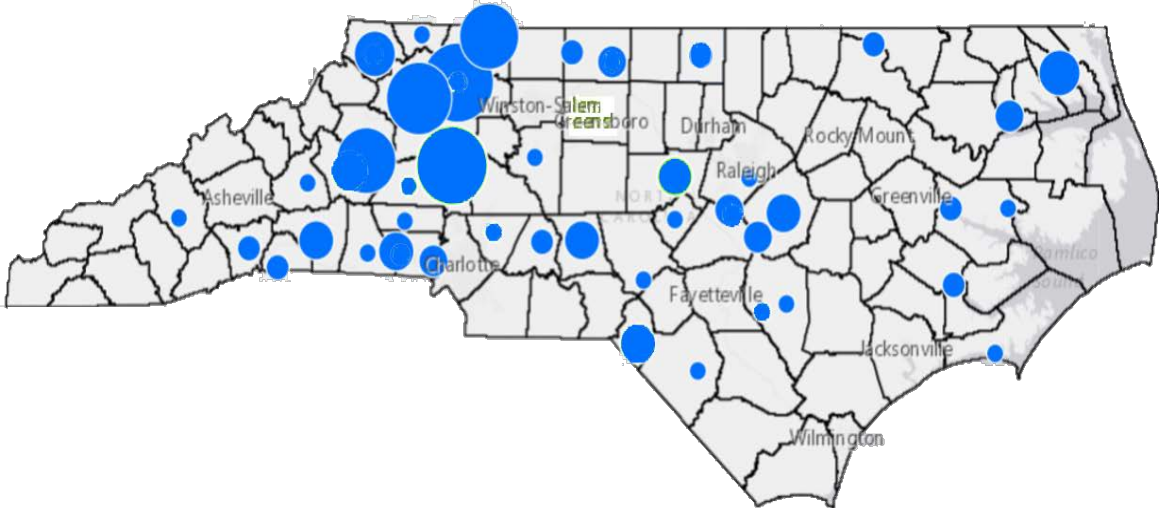
Looking at only facade designs, which were the focus of this study, there was a steady increase in the number of requests each year with a total increase of 62% from the beginning to the end of the four-year period. A total of 190 facade designs were completed.

Figure 10. Proposal frequency by town



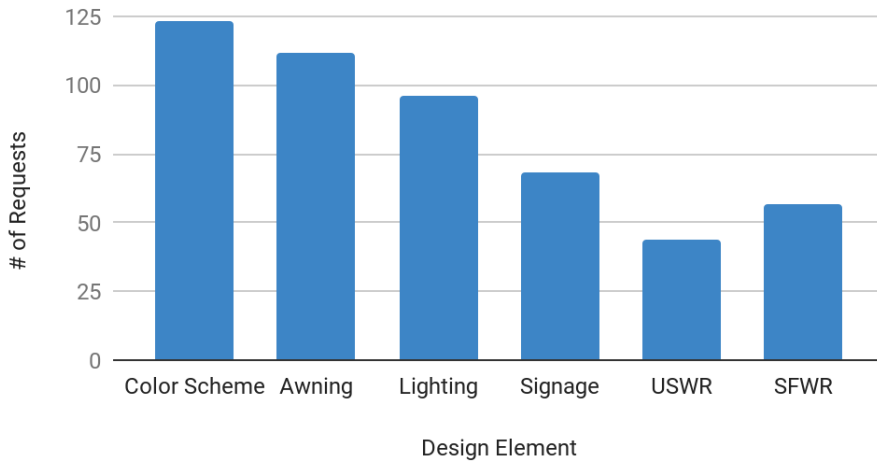
Thirteen towns requested a single proposal, however, most towns that used MSF services did so multiple times. Most commonly, towns received between two and five proposals. Six towns received six to 10 proposals, and three towns really took advantage of the service, each receiving over 10 facade proposals. Those towns were Laurinburg and Statesville at 11 proposals each, and Elkin, with 22 proposals.

Figure 11. Geographic distribution of proposals



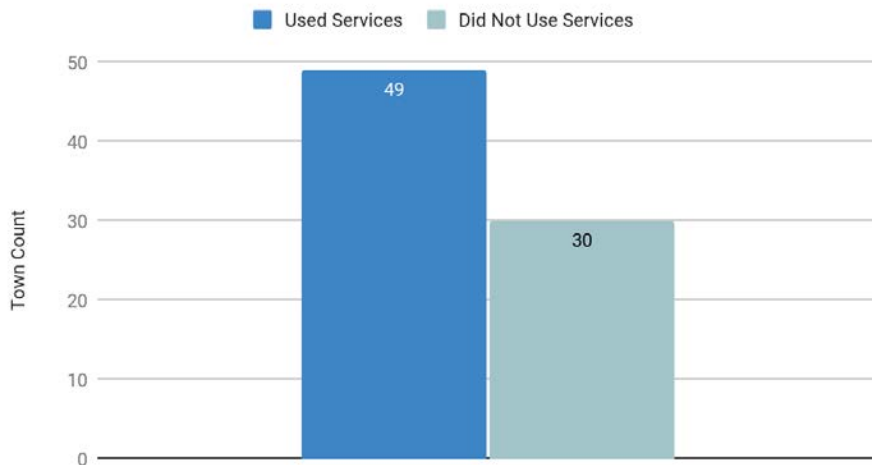
This map from the North Carolina Main Street (NCMS) website shows how the use of design services were distributed geographically across the state for the period. The towns with the highest use were clustered in the Western Piedmont and foothills of the Appalachian Mountains.

Figure 12. Design elements requested



MSFs may provide recommendations for six design elements, depending on the client's needs. The most frequently requested element was color schemes, followed closely by awnings. Storefront window restorations (SFWR) and upper story window restorations (USWR) were requested about half as frequently. Lighting and signage requests fell in between.

Figure 13. Member towns use of services



Forty-nine of 79, or 62%, of NCMS member towns used MSF design services. Those 49 towns received a total of 190 Facade Proposals. Thirty towns, or 38% of eligible towns had not used the service as of 12/31/2019.

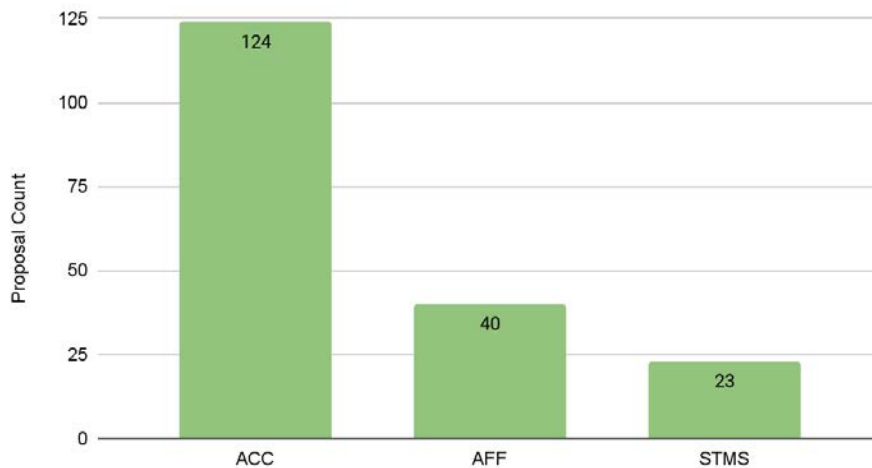
Discussion Sub-question 1a

Overall, the data showed that the services were well utilized and trended up significantly over the study period. Nearly 2/3 of eligible NCMS towns used the service with most submitting multiple requests. Requests came from towns across the state with a cluster of more frequent users in the Western Piedmont and foothills of the Appalachian Mountains.

Findings Sub-question 1b

1b – What are the characteristics of towns that use MSF Design Services?

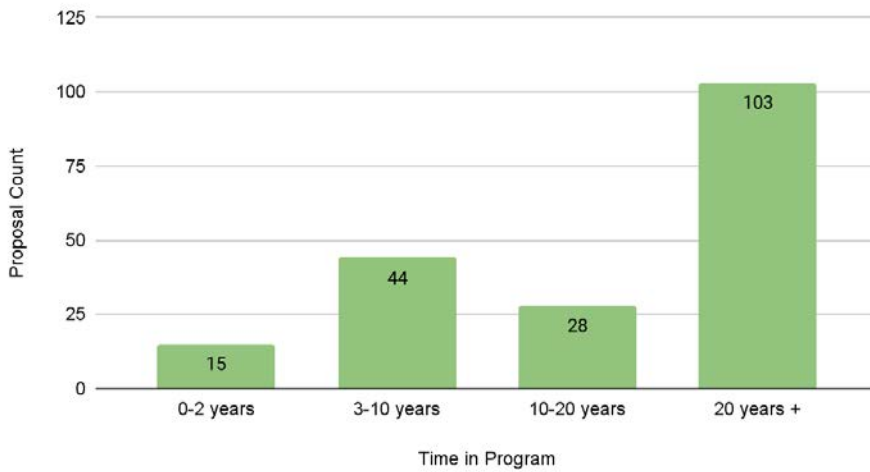
Figure 14. Proposals by Main Street designation



Three types of Main Street designations are eligible to use the services: Accredited, Affiliate, and Small Town Main Street. Accredited programs received three times as many

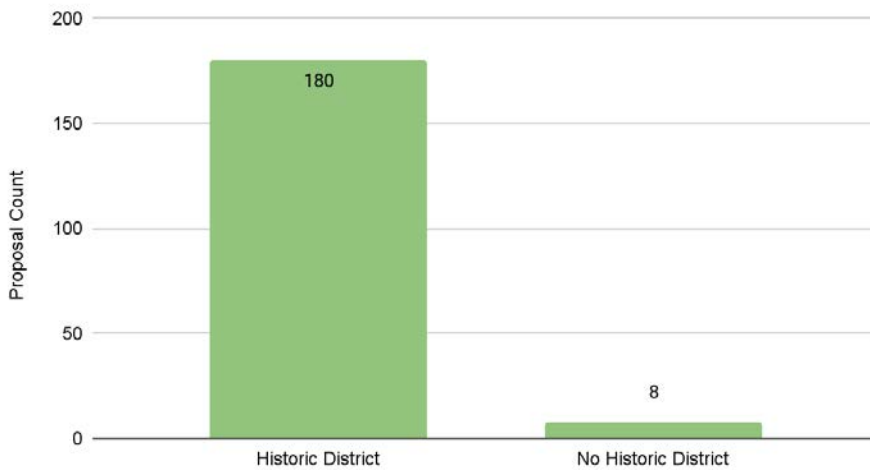
proposals as the other designation types, however, NCMS has two to three times the number of Accredited towns compared to the other types.

Figure 15. Proposals by program age



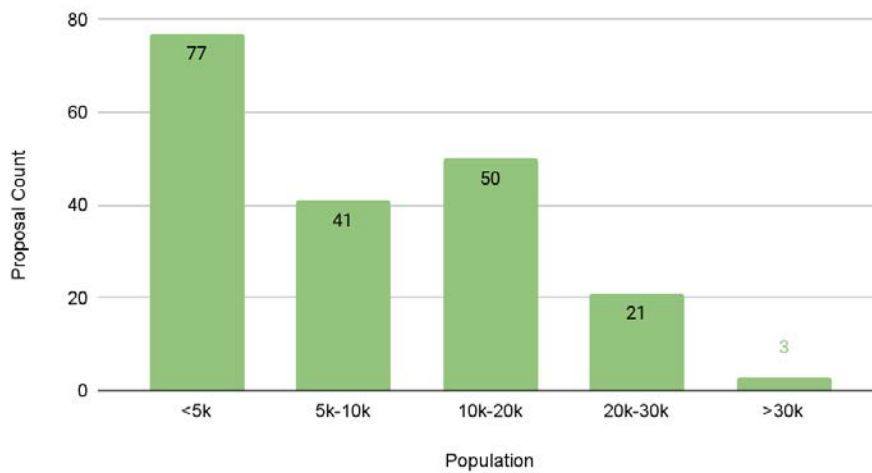
Over half of the design requests came from programs over 20 years old, however, those older programs also made up roughly 50% of NCMS's programs. Four out of five of the newest programs used MSF services, obtaining a total of 20 proposals. Roughly 65% of programs in each of the other age ranges used the services.

Figure 16. Proposals by existence of a National Historic District



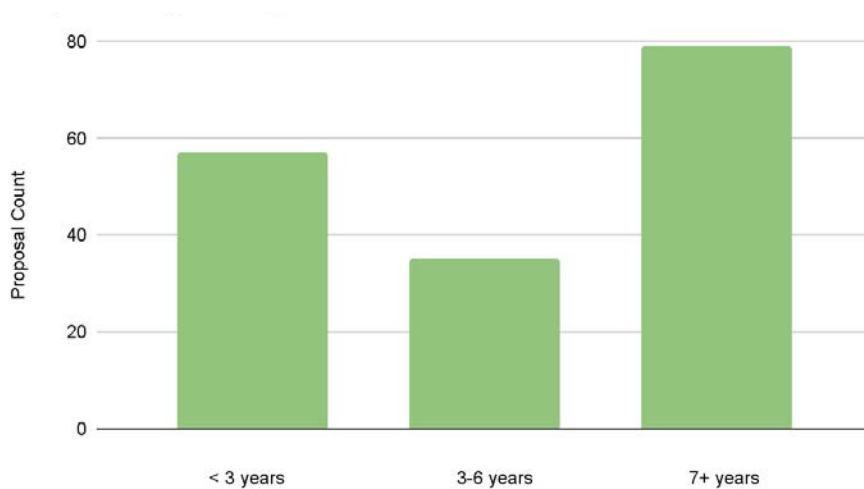
Having a commercial historic district in a downtown is not a requirement of Main Street but most Main Street towns do have them and it can help motivate owners to complete renovations to reap the tax benefits that come with the designation. Nearly all MSF proposals, 96%, were completed for towns that have a commercial historic district and likely reflects the fact that 89% of NCMS towns have commercial historic districts.

Figure 17. Proposals by population size of town



Almost 90% of the façade designs were completed for towns with populations of less than 20,000 and is consistent with the fact that 81% of NCMS towns have populations of this size. Overall, the proportion of proposal requests by each population size roughly parallels the proportion of NCMS towns of each population size.

Figure 18. Proposals by manager job tenure



Close to half of façade design requests came from towns where the Main Street Manager had been on the job for seven years or more and was consistent with the proportion of managers in that tenure group. The numbers of facade design requests from each job tenure group were in very close proportion to the number of towns in each of job tenure group.

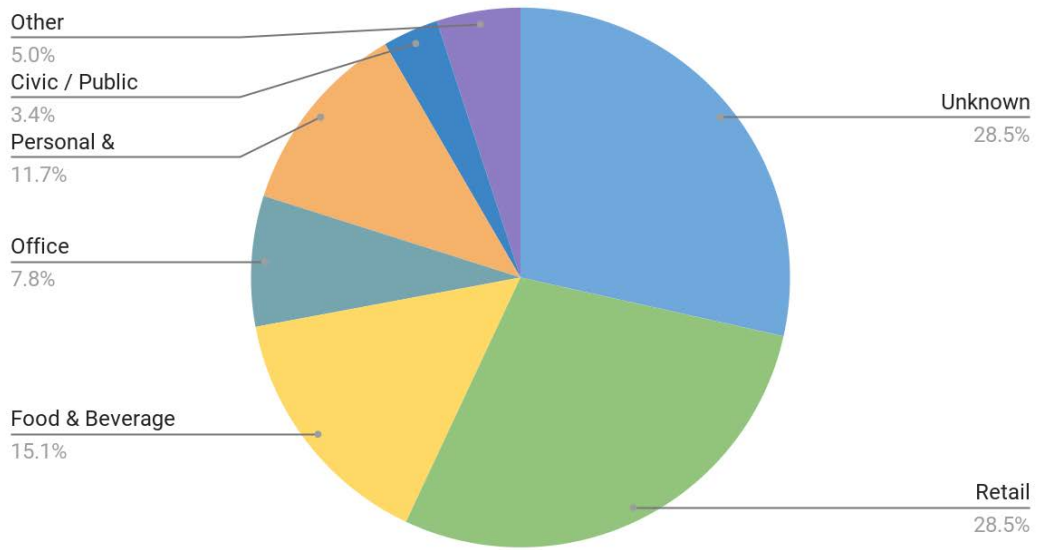
Discussion Sub-question 1b

Overall, the distribution of proposals for each of the independent variables reflects the composition of NCMS towns, which is largely comprised of Accredited programs over 20 years old with managers who have been in the position for seven or more years. Nearly all the towns have a national historic district and populations of less than 20,000.

Findings Sub-question 1c

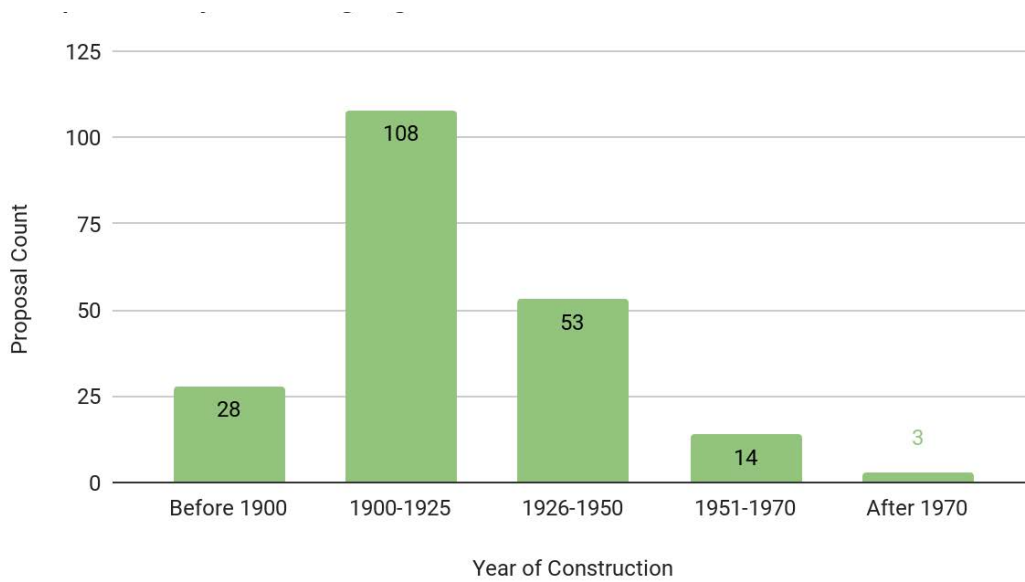
1c – What are the characteristics of projects that use MSF Design Services?

Figure 19. Proposals by tenant type



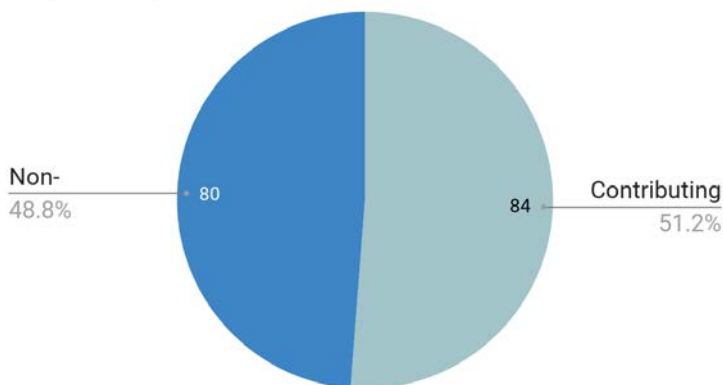
Designs were completed for a variety of tenants. Requests for retail and unknown tenants each made up 29% of the total. A tenant is classified as unknown when the storefront is vacant. Roughly 15% of designs were for food and beverage establishments. Personal and professional services made up around 12% and offices were 8%. Other tenant types were each less than 5% of the total.

Figure 20. Proposals by building age



Over half of the proposals were for buildings constructed between 1900 and 1925. Buildings from 1926 to 1950 made up just over a quarter of the proposals while buildings constructed prior to 1900 made up 15%. Newer buildings accounted for less than 10%.

Figure 21. Proposals by the building's Historic Register status



Proposals were essentially split evenly between contributing and non-contributing buildings at 51% and 49%, respectively.

Figure 22. Proposals by use of grants

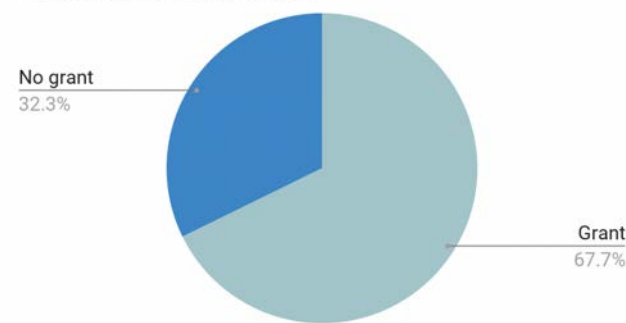
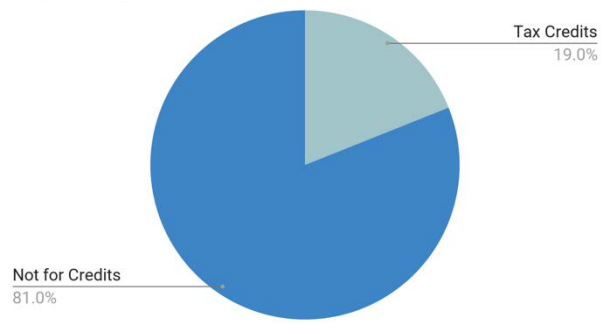


Figure 23. Proposals by use of Historic Tax Credits



Sixty-eight percent of the requests indicated they were using grant money, while less than 20% were pursuing historic tax credits. Grant amounts ranged from \$500 to \$15,000 with an average size of \$3,000. Just eight of the 113 grants were for \$10,000 or more. The most common grant amounts were \$2,000 and \$2,500, with counts of 20 and 15 respectively.

Discussion Sub-question 1c

Retail establishments, including food and beverage made up nearly half of the tenants who requested services. A significant number were also completed for vacant storefronts, which suggests that owners are hoping to attract new tenants with the enhancements.

Most of the subject buildings, 72%, were constructed prior to 1925 yet only half were contributing historic structures. This suggests that up to half of the buildings could have been subject to prior renovations that compromised their historic integrity.

Roughly 80% of building owners indicated they were using financial incentives, with grants outnumbering historic tax credits four to one. Tax credit projects are typically much more costly and intensive than projects covered by façade improvement grants. Due to their complexity, these projects often require the expertise of an architect or consultant and may be more likely to bypass the use of MSF design services. In addition, since only half of the design

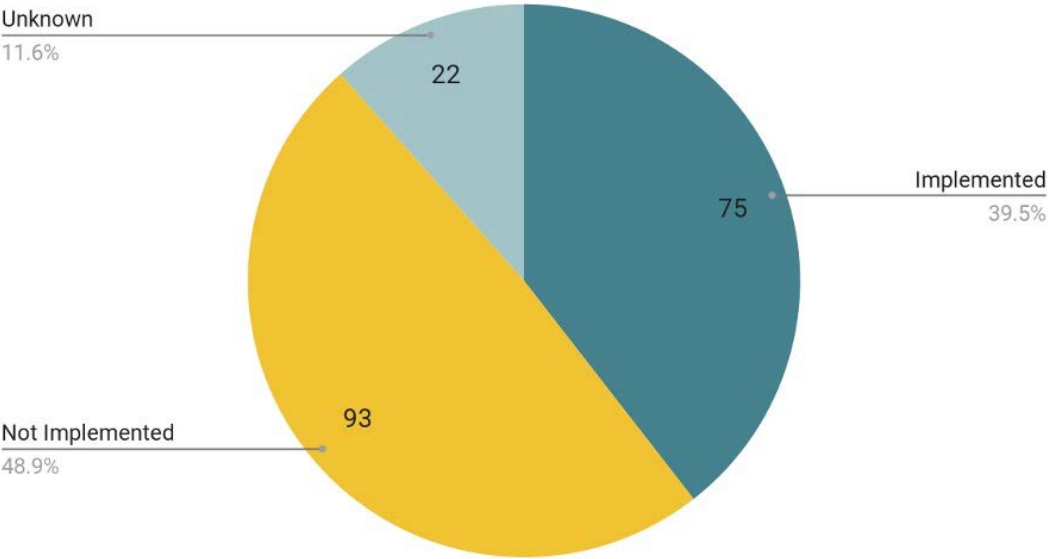
requests were for contributing structures, only half were eligible to apply for tax credits. This variance in the type of financial incentive used could suggest that MSF design services meet a niche for those focusing only on the façade, and not so much for those completing a more extensive rehabilitation.

Research Question Two

Findings Sub-question 2a

2a - How many design proposals have been implemented?

Figure 22. Visual analysis results



Visual analysis of each “before” and “after” image was used to determine a project’s implementation status. All after images were taken at least one year past the proposal date to allow building owners ample time to perform the work. Implementation criteria and examples of how it was applied may be found in Chapter III: Methodology.

Analysis revealed that 75 of the 190, or approximately 40% of the projects, were implemented to some degree, while 93, or 49%, were confirmed as not implemented. After images were not obtained for 22 of the projects and their implementation status is unknown. The visual analysis represents 168, or 88% of the completed MSF design proposals. Prior to 2016, a designer on staff with NCMS completed around 20 façade proposals per year. The implementation rate for prior year proposals is unknown.

Analysis also found that for 11 of the implemented projects, the after image looked nearly identical to the proposed rendering. In contrast, for 16 of the implemented projects not a single recommendation from the design proposal was followed. In eight of the implemented projects, work was completed that violated SOI standards and was clearly not part of the design proposal. There were 58 projects that appeared to be in the same physical state before and after, not having completed any work at all on the buildings.

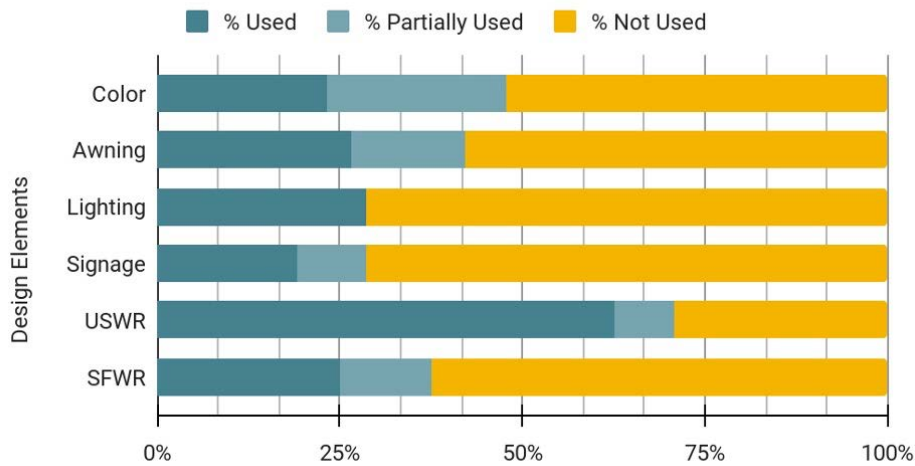
Discussion Sub-question 2a

With design being a core tenet of the Main Street Approach, a 40% implementation rate of the proposed enhancements is less than optimal. The reasons behind these results are explored and discussed in depth as part of question 3.

Findings Sub-question 2b

2b – When implemented, how closely are the recommendations from the proposal followed?

Figure 23. Use of recommended design elements



With the exception of upper story window restorations (USWR), specified design elements were “not used” as recommended more often than they were “used” as recommended. Upper story window restorations (USWR) were used as recommended the most, at 62%, while all other specified design elements were used as recommended around 25% of the time. Expanding the definition of “used” to include partial use or used with modifications, the rates improve some. Color scheme usage benefits the most from this expanded definition, but still falls below 50%. Illustrations of how use criteria were applied may be found in Chapter III: Methodology.

Discussion Sub-question 2b

The discrepancy between design elements requested and their subsequent use by owners indicates that either the building owner did not appreciate the historically based design choices or the recommendations did not match up to the needs or preferences of the building owner. Another possibility is that half of the design requests were for non-contributing structures and those building owners may feel less pressure to comply with the Secretary of the Interior’s Standards for Historic Rehabilitation, on which the MSF recommendations are based.

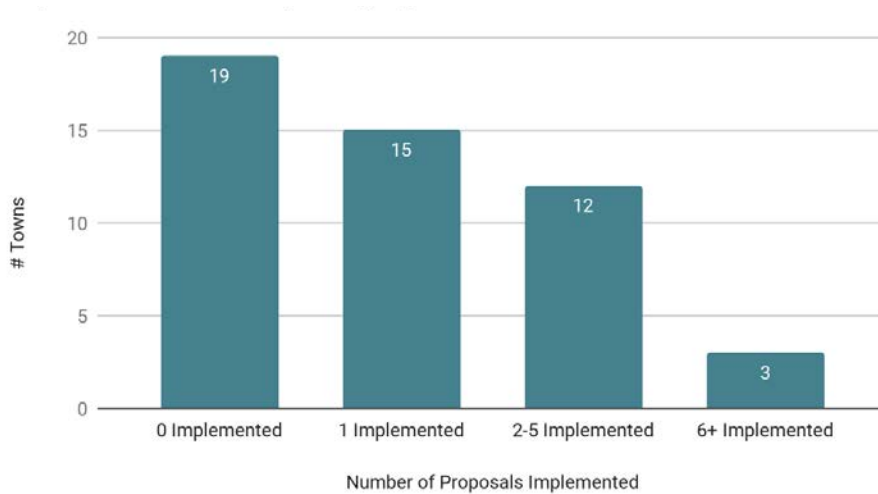
Quantitative data showed that many of the buildings are quite old but not contributing structures to the district, suggesting they may have been subject to earlier renovations that compromised their historic integrity and prevented them from qualifying. In those cases, it could take more resources to implement and hinder restoration of the façade as proposed. This phenomenon is further explored under question 3d.

Research Question Three

Findings Sub-question 3a

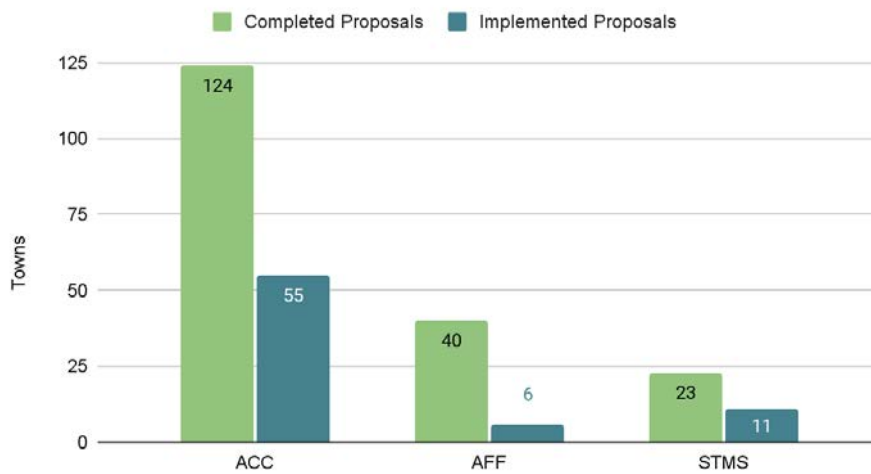
3a - Are there particular characteristics of a town that relate to implementation?

Figure 24. Implementation frequency by town



Sixty-one percent of the towns that received MSF design proposals experienced design implementations. Fifteen towns had a single implementation, 11 towns had two to five implementations and three towns had an impressive six or more implementations each. Those towns were Elkin with six, and Mount Airy and Statesville with seven each. Analysis of a town's implementation rate in relation to each of the four town characteristics follows.

Figure 25. Implementation by Main Street designation

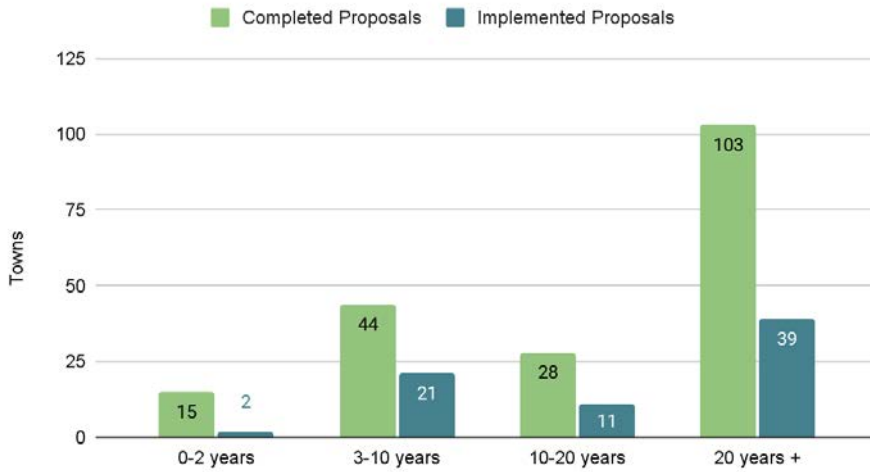


A town's Main Street designation was found to affect implementation outcomes.

Accredited programs had a statistically higher implementation rate of 44%, compared to Affiliate programs at 15% [χ^2 (df) = 11.969, and $p = .022517$].

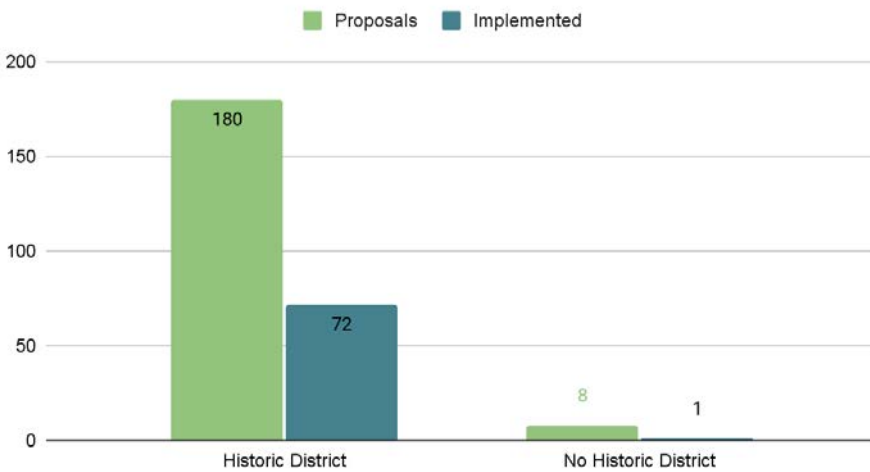
Small Town Main Streets (STMS) experienced a 48% implementation rate; however, the sample size is too small for statistical comparison to other designations. This designation is unique to North Carolina Main Street and while it is still in place it is no longer an option for new applicants.

Figure 26. Implementation by age of program



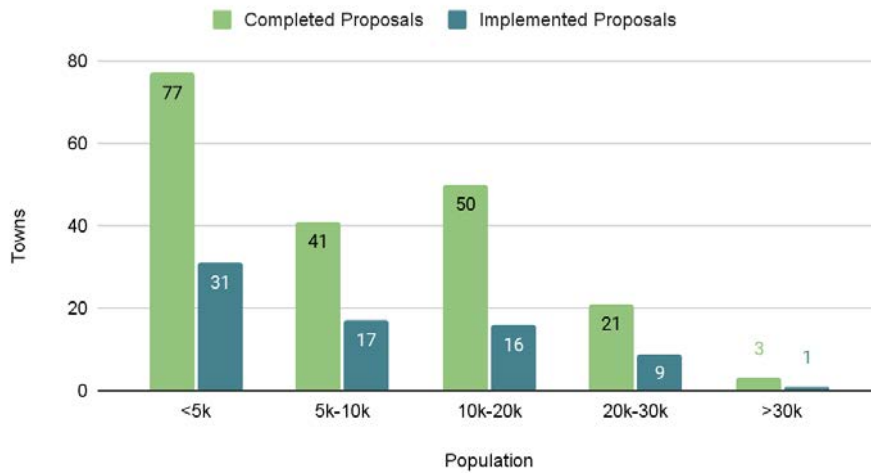
The youngest MS programs, those two years old or less, had a much lower implementation rate compared to the older program ranges, however, the sample size of younger programs was too small to make statistical comparisons. Older programs had some variation but were all in the range of 38% to 47%.

Figure 27. Implementation by existence of National Historic District



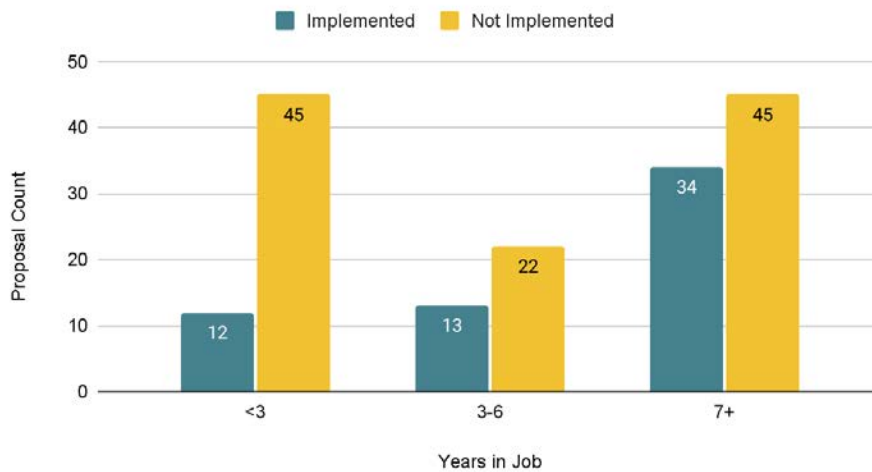
In downtowns that have a national historic district, 40% of proposals were implemented, compared to just 12% of proposals from towns without a historic district. However, the sample size for towns with no historic district is too small to make statistical comparisons.

Figure 28. Implementation by population size



The population size of a town had a nominal effect on implementation rates. Facade proposals in towns of all population levels were implemented in the range of 32% to 43%. Sample sizes for some population categories were too small to make statistical comparisons.

Figure 29. Implementations by manager job tenure



There was a positive correlation between a MS Managers' time in the position and the rate of implemented proposals. Programs where managers had seven or more years tenure were found to have a statistically higher implementation rate of 43%, compared to 37% for three to six years tenure, and 21% for less than three years tenure [χ^2 (df) = 7.217648, and $p = .027084$].

Discussion Sub-question 3a

The implementation data showed that nearly two thirds of towns that received proposals experienced implementations with just three towns accounting for 27% of the total.

In evaluating the relationship of implementation data with town characteristic data, two of the five town characteristics were found to impact implementation outcomes: Main Street designation and Main Street Manager tenure.

Towns with Accredited programs were found to have a statistically higher implementation rate than towns with Affiliate programs. Accreditation is the highest level of designation and is reserved for programs that have demonstrated successful execution of all

components of the MS Approach. To maintain the designation, programs are evaluated annually based on the attainment of ten key performance standards (Appendix A).

In contrast, Affiliate programs have joined Main Street America and begun to implement the strategies and build a network of partners in the community. As they build momentum and show the ability to achieve the ten performance standards, they can become eligible for accreditation. In addition, the Affiliate designation is appropriate for:

programs, districts, or communities that are interested in learning more about the Main Street model and would like to tap into the national network's strategies and resources, as well as for those who do not have the capacity, or who are not eligible for higher levels of Main Street America designation. (MainStreet.org)

Given these differences in experience and/or capacity, it is expected that the more established, Accredited programs would achieve higher rates.

The sample size for Small Town Main Street (STMS) implementations was too small for statistical comparison to the other designations. However, all STMS programs have been in existence since at least 2013 and have had some time to develop their programs. Accordingly, their implementation rate of 48% aligns more closely with that of Accredited programs.

Consistent with Kimmel and Schoening's 2011 study, the Main Street Manager's tenure was found to be an important factor. Longer times in the position correlated with higher rates of implementation, suggesting that consistent leadership is key to developing the community support and expertise required for a successful program.

Similarly, the oldest programs had higher rates of implementation compared to the youngest, however the sample size of younger MS programs was too small to make statistical comparisons. While these results show that projects from new programs may be less likely to be implemented, a prior study found that new MS programs used "Design" more frequently than the other three Main Street points (Robertson, K., 2004). Consistent with this, four of the five

newest NCMS programs used the services, obtaining a total of 20 proposals and experiencing three implementations. Working with building owners to obtain a proposal is a valuable experience for a new manager. Getting the first building transformation on the street could spur more enhancements. For these reasons, NCMS may wish to reconsider its policy of not offering design services to its newest programs, Downtown Associate Communities.

With preservation a key focus of the MS program it is no surprise that there are very few towns without a national historic district. Those towns may be in the process of applying for national register status. In either case, MS Managers are expected to work with community officials and building owners to encourage compliance with best practices for the treatment of historic buildings. While the sample size for towns without a historic district is too small to make statistical comparisons, their implementation rates were much lower than those with a district.

Together, the findings of relationships between implementation rates and town characteristics seem to reinforce the importance of MS's multi-faceted approach and suggests that it takes time and expertise to reap the rewards of the strategy. Consistency of effort, as demonstrated through continued compliance with the annual performance standards as required of Accredited programs, along with consistency of leadership, as demonstrated by longer MS Manager tenure, is critical to developing relationships in both the public and private sectors. Those relationships lead to increased financial and emotional investment by the community which in turn leads to design enhancements and economic vitality.

Table 4. Top towns for proposal implementation

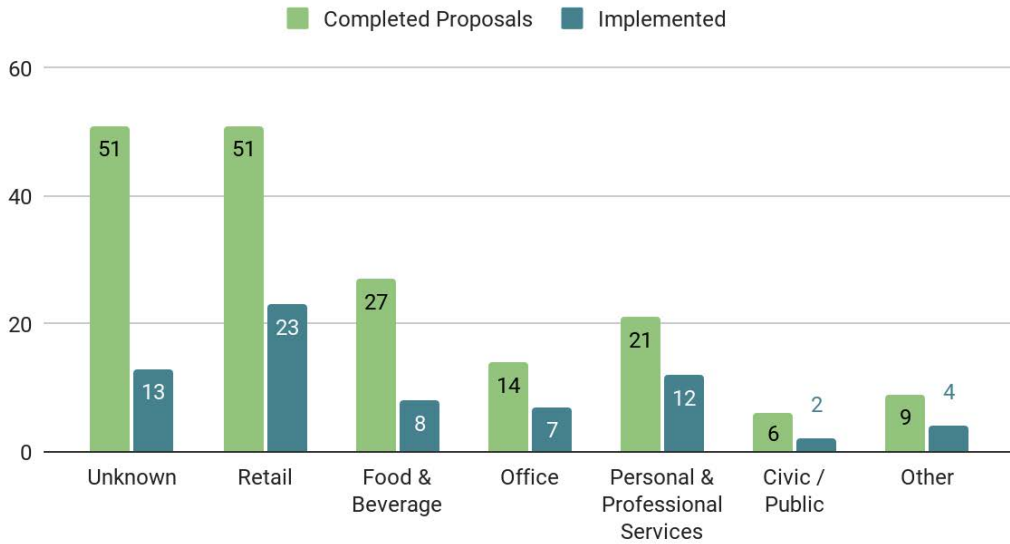
Town	Implementations	Designation	Program Age	Historic District	Population	Manager Tenure as of 12/31/19
Statesville	7	ACC	1982	Y	27,000	14
Mt Airy	7	ACC	1988	Y	10,000	6
Elkin	6	ACC	1998	Y	4,000	7
Pittsboro	5	STMS	2011	Y	4,300	5
Smithfield	4	ACC	1986	Y	12,500	6
Cherryville	4	ACC	2015	Y	6,000	8
Valdese	4	ACC	2015	Y	4,500	4
Benson	4	AFF	2015	Y	3,400	.75

Profiles of the top eight towns for proposal implementation are largely consistent with the previous observations. Only one of these towns has the lesser experienced Affiliate designation and more than half the programs were at least five years old when the study period began. All eight towns have National Historic Districts. At the end of the study period, the median tenure of the managers of these towns was six years and only one program experienced a change in leadership during the period. Like the overall findings, population sizes varied widely and did not seem to impact outcomes.

Findings Sub-question 3b

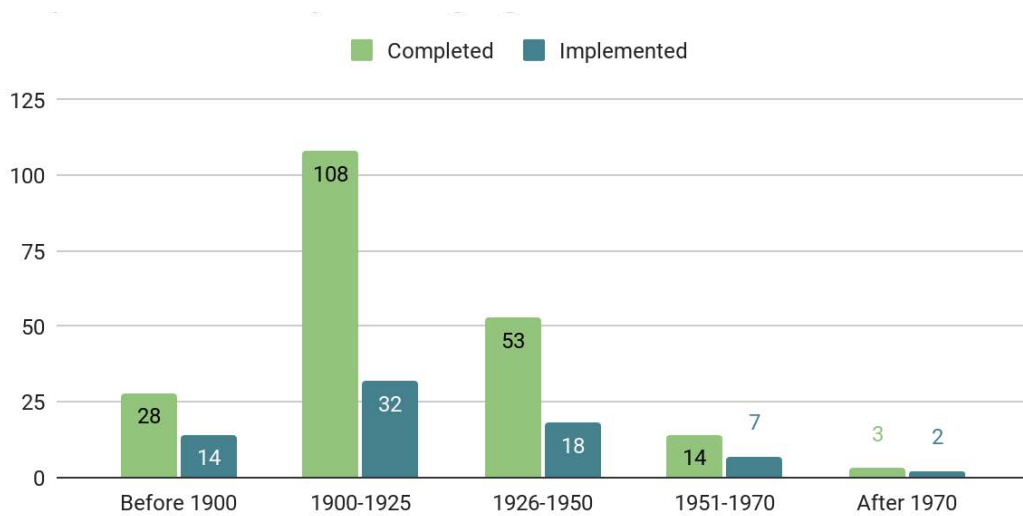
3b - Are there particular characteristics of a project that relate to the rate of implementation?

Figure 30. Implementations by tenant type



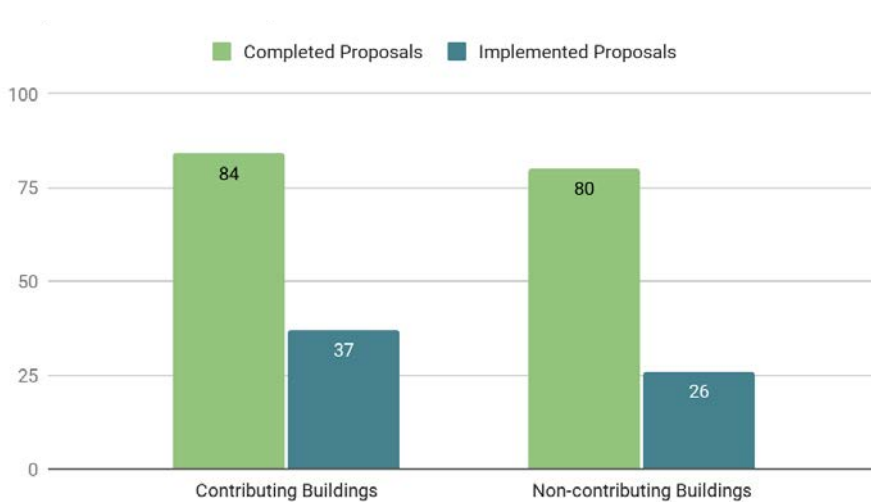
While unknown tenants represent one of the highest categories to request design proposals, they were among the least likely to be implemented. Enhancements for retail, offices, and personal and professional services were all implemented around 50% of the time, while food and beverage and civic/public space designs experienced implementations of just over 25%. Designs for unknown tenants were implemented just under 25% of the time.

Figure 31. Implementations by building age



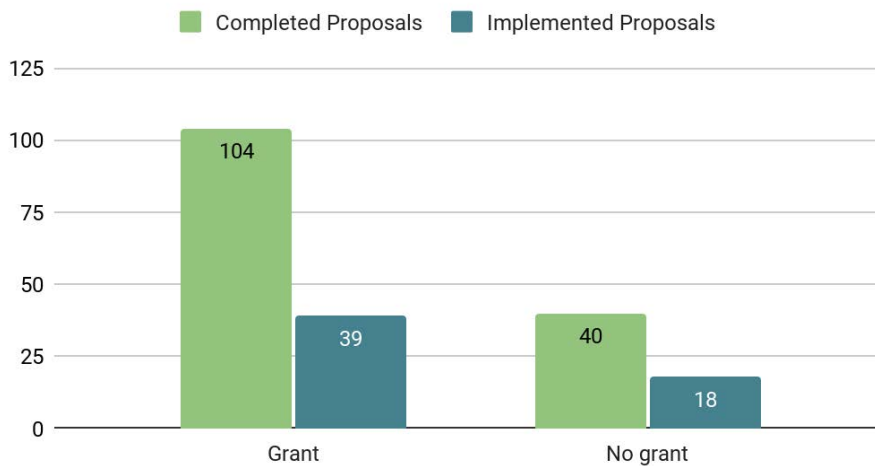
The building age may have some impact on whether a proposal was implemented, however sample sizes for some of these categories were too small to make statistical comparisons. Buildings constructed prior to 1900, had an implementation rate of 50%, while all others were 35% or lower.

Figure 32. Implementations by National Register status



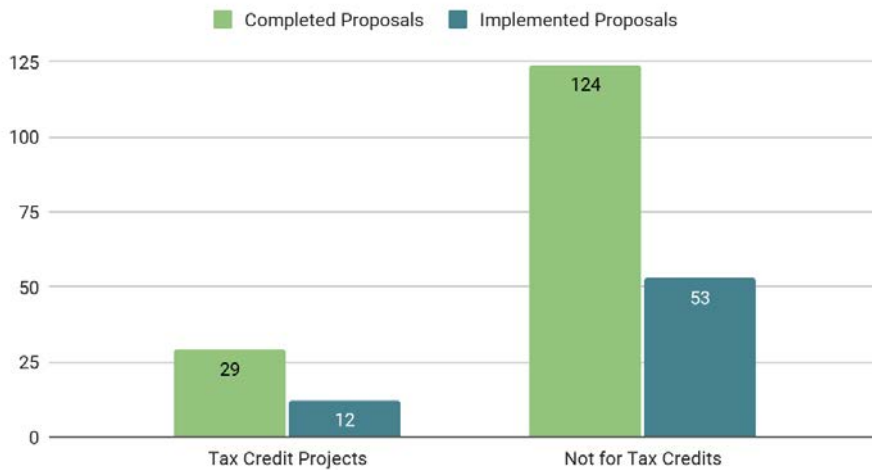
The historic register status of a building had a nominal effect on a project's implementation. Projects for contributing buildings were implemented 44% of the time, compared to 32% of non-contributing building projects. This result was not statistically significant.

Figure 33. Implementations by grant usage



The use of grants does not appear to impact a project's implementation. Proposals using grants were implemented at a slightly lower rate of 35%, while 43% of projects without grants were implemented. This result was not statistically significant. Comparing grant amounts with implementations, towns with the largest grant offerings (over \$10,000) experienced only one implementation out of eight proposals. In contrast, a town with no grant offerings experienced seven implementations, and two towns with the smallest grants (\$1,500 or less) implemented nine out of 17 proposals.

Figure 34. Implementation by Historic Tax Credit usage



The use of historic tax credits did not impact implementation rates. Tax credit projects were implemented in 41% of cases compared to non-tax credit projects at 43%.

Discussion Sub-question 3b

None of the five project factors evaluated were found to significantly correlate with design implementation. The most common tenant types to implement were retail, offices, and personal and professional services. Unknown tenants were among the highest requestors yet only one in four designs for these vacant storefronts was implemented. While these designs may have been intended to attract tenants, interviews with managers suggest that this kind of speculative tactic may not always be effective. Business owners who seek out design services on their own and are already planning to transform their façades are much more likely to complete the enhancements. On the other hand, a few managers attested that design proposals which sat unused by the requestor were used later as marketing tools to sell the building. Managers stated that this has worked very well, not only to sell the building, but also to bridge the relationship between the new owner and the Main Street organization. Several managers

mentioned that new owners are typically excited about their purchase and more open to ideas on how to make the most out of their building's character through façade enhancements.

Although sample sizes for some of the building age categories were too small for statistical comparison, projects for buildings constructed prior to 1900 tended to experience higher implementation rates. This could be related to the architectural interest of buildings from the period. At that time, many commercial buildings in North Carolina featured intricate brick detailing, cornices, and storefronts that are associated with the classic "main street" style. They were often smaller than later buildings which could make them more affordable and accessible to smaller investors.

While the existence of financial incentives did not seem to correlate with higher implementations, it is important to note that 52% of the implemented projects did use grants and shows that the grant programs in place serve a valuable purpose. Surprisingly, higher grant offerings did not equate to higher implementation rates, nor did the absence of grants equate to lower implementation rates.

Findings Sub-question 3c

3c - What factors do Main Street Managers perceive as contributing to or inhibiting the implementation of façade design proposals?

Interviews were conducted with eight Main Street Managers (MSM) who collectively received 72 design proposals and experienced 33 implementations over the period. Two lines of questioning were used to discover factors that affect façade enhancements. First, managers were asked to share their thoughts on what contributed to or inhibited an owner's ability to perform the enhancements. This question was meant to get at the aids and obstacles encountered by specific owners who wanted to make improvements to their buildings. Next, managers were asked to share what they saw as the biggest design assets and challenges in

their town. This question was intended to reveal the broader issues at play when a Main Street program focuses on the design strategy. Three primary themes emerged during the interviews.

1. The financial resources available for the project (both public and private) and the economic well-being of the community was mentioned by all eight MSMs.
2. The vision and motivation of the individuals involved in a project as well as the vision and engagement of the community was mentioned by all eight MSMs.
3. Conscious design planning, initiated by the Main Street program or local municipality was mentioned by six MSMs.

Figure 35. Main Street Manager Comments

Financial and Economic Factors	
Contributors	Inhibitors
<p>“One thing (that encourages rehabs) has been the opportunity to utilize façade grant funds that are specific to businesses located in downtown.” MSM 7</p>	<p>“Most [businesses] are entrepreneurs with not much to invest [in the building], at least not when they start out.” MSM 3</p>
<p>“We have a few types of micro-grants for things like outdoor seating, new awnings or painting the front door.” MM 4</p>	<p>“We get a lot of startups that aren’t successful, so we end up with more turnover.” MSM 5</p>
<p>“We rarely have vacancies, and when we do they go fast.” MSM 5</p>	<p>“... personal budgets just can’t support it [rehab expenses].” MSM 6</p>
<p>“We have a lot of professional services downtown and it’s continued to be a hub, so I guess we don’t have the same kind of problems with getting people down here.” MSM 6</p>	
<p>“We’ve had a couple of big tax credit projects and those have really helped to create some interest.” MSM 3</p>	

Vision & Motivation (or Lack Thereof)

Contributors	Inhibitors
<p>“The owners who approach us [MS committee] will [implement] but the ones that council encouraged us to get designs just don’t follow through.” MSM 5</p>	<p>“Some [owners] don’t seem to care about how their building impacts the rest of the street.” MSM 1</p>
<p>“When I think about it, all of ours [implemented designs] might have been new building owners.” MSM 8</p>	<p>[out of town owners] “just don’t think about the building beyond damage control.” MSM 4</p>
<p>“... bought and renovated three buildings. They have a good relationship with people in town and have been really helpful to other owners who want to work on their buildings.” MSM 4</p>	<p>“They use the building for storage so don’t care what it looks like.” MSM 1</p>
<p>“One [investor] has bought several buildings and is working with an architect who is on our architectural review board. They have a clear vision of what they want to do.” MSM1</p>	
<p>“New owners seem more motivated to do improvements.” MSM 6</p>	

Conscious Design Planning

Contributors	Inhibitors
<p>“... we are grateful for the proposals UNCG has provided and have truly utilized them to influence future and proper changes to our historic buildings downtown.” MSM 7</p>	<p>“You have to have the commissioners’ buy-in [for the Main Street work plan] or you’re in trouble.” MSM 3</p>
<p>“We’ve had five successful projects with our tax credit mentor program.” an owner who “completed one [tax credit project] helped to guide the next one through and now that owner is helping guide another through the process.” MSM 8</p>	<p>“There’s a new city master plan in process, so I hope to get some good design guidelines from that.” MSM 2</p>
<p>“New building owners love it [MSF design services] and really see the value.” MSM 5</p>	

Secondary themes were also identified and include the scale of a project, the availability of resources such as goods, vendors, and individuals with expertise in various aspects of preservation, and the town's existing architecture and infrastructure.

Financial Resources and Economic Wellbeing

Funding for façade projects comes from both public and private sources. All managers interviewed saw their grant programs as very important factors in supporting facade enhancements. The types offered vary by community and come from local municipalities, state or federal programs, and private entities such as Duke Energy. Façade improvement grants with matching components are very common and require recipients to comply with the Secretary of Interior's Standards for Historic Rehabilitation (SOI standards) and reinforce the importance of historically appropriate changes. In addition to general façade improvement grants, some managers mentioned the use of both micro grants, which pay for minor things such as door paint, outdoor seating, storefront lighting timers, or signage, and specific grants for larger expenditures, such as upper story window replacements, roofing, awnings, or murals.

A local municipality's investment in downtown revitalization and aesthetics, such as streetscape improvements, was also seen as positive and can spur demand for downtown space and help owners justify the expense of their own improvements. The availability of free design services via Main Street Fellows is another type of public investment that was credited with enabling owners, who otherwise could not afford it, to obtain historically appropriate building enhancement plans.

An individual building owners' financial position is obviously critical and was mentioned by five participants. In many cases when designs were not implemented the owners simply didn't have the budget to pay for enhancements and experienced "sticker shock" when quotes were returned for a job. Contractors or craftspeople with historic expertise were sometimes perceived as too expensive. Even with grants, owners can run out of funding to implement the

entirety of a proposal or simply become overwhelmed with the cost of extensive improvements. In one case, when an owner realized the scale of a proposed storefront restoration, they realized that they would not be able to operate their store during construction. They couldn't afford to shut down and didn't have anywhere to temporarily relocate the existing business so have put a hold on their plans until a solution can be worked out. In other cases, tenants requested proposals but were reluctant to pay for the enhancements since they didn't own the building.

Meanwhile, individuals and developers who do have the funding are making an impact. Where large building rehabilitations and new residential developments have taken place, demand for property has risen and spurred additional projects. This can not only create general interest in the downtown area but can also motivate nearby owners to make improvements. Seeing the transformation of another building makes it easier to envision their own. Even modest investments by neighboring property owners can encourage others to make similar changes. Six of the managers interviewed attested to this phenomenon.

Three managers credited the economic wellbeing of their community, such as the existing stability of downtown businesses and high demand for property as contributors to enhancements. Economic fear and uncertainty due to natural disasters, or more recently, the pandemic, were seen as having a negative impact on façade enhancements.

This theme from the data underscores the importance of MS's Four-Point approach and fostering economic development in conjunction with design.

Vision and Motivation

The vision and motivation of the downtown community, or lack thereof, was also seen as an important factor. Downtown visionaries come in the form of individual building owners, developers, council members, city employees, and Main Street board members. Several managers mentioned the important role of local developers in their town who not only had the

budget to do the work but also purchased multiple buildings with the intent of having a real impact on the downtown. A couple of these individuals have shared their expertise and assisted other owners to get projects off the ground. All eight managers agreed that new building owners were more likely to perform enhancements than long-time building owners. The new building owners are seen as having a vision for the new use of the building and purchase it with the intent of improving it. They have pride in their new purchase and a desire to present an attractive facade.

As important as the positive impact of those with vision is the negative impact of owners without vision. Seven of the interviewees expressed frustration with the lack of engagement of some building owners and see it as an inhibitor to enhancing downtown aesthetics. These owners were described as apathetic, resistant to change, unwilling to either fix or sell their buildings, or simply procrastinators. In some cases, the owners reside out of town or have aged and are no longer actively involved with the management of the building. Others have owned the building for decades and don't appreciate the progress happening in the area or how their building's ill appearance is affecting the aesthetic of the block. This is especially troubling when the building holds a prominent position in the downtown. This feedback was consistent with Robertson's 2004 study which found that MS manager's biggest challenges were related to existing building owners.

Conscious Design and the Main Street Program

The third theme was that of conscious design. This comes in the form of design planning and programs initiated either through the local municipality or the Main Street organization. MSF design services were specifically cited for the quality and accessibility of the design proposals. The convenience of having a ready-made document to hand over to a contractor and get bids for the work was appreciated. In some cases where a design proposal

was not implemented by the recipient, the proposed rendering served as a valuable selling tool for the building.

One Main Street organization is offering a mentorship program for owners interested in pursuing historic tax credits. Owners with expertise in historic tax credit projects are paired with building owners embarking on the process to help guide them through the steps and assist with making referrals to subcontractors who have done similar work. Having someone to guide them through the process can indeed be helpful as one of the obstacles noted was feeling overwhelmed and not knowing where to start. Another successful approach described is to make acquaintance as soon as possible when a building changes ownership and to explain the façade design services and financial resources available to the new owner. This proactive measure works in conjunction with a previously mentioned contributor, that new owners are more likely to be enthusiastic about a rehabilitation and more willing to follow recommendations in the proposal.

Conscious design efforts by municipalities include having a city master plan that includes preservation-based revitalization efforts, streetscape improvements, and downtown design guidelines. Establishing a local historic district and architectural review board are also effective in supporting design. Conversely, lack of sufficient attention to design planning, design guidelines, or good repair ordinances were mentioned as detrimental to enhancements.

Secondary Themes

A lesser mentioned theme was the scarcity of local resources, from materials and vendors to laborers and individuals with expertise in preservation practices and trades.

The scale of a project can also discourage owners from performing enhancements. Owners are often surprised by or unprepared for the time and effort a project requires and don't know where to start. They can become easily overwhelmed by the amount of work to be done, particularly when additional issues are discovered after a project has begun. This situation

might be alleviated through a mentorship program as mentioned in the previous section. At least one manager said that smaller scale, uncomplicated projects contribute to successful enhancements.

Existing architecture and infrastructure were mentioned as both a positive and a negative force relating to enhancements. Concerns with the size constraints of the existing infrastructure such as limited road and sidewalk space or the relatively small size of the district were seen as inhibitors. Yet, where towns have made improvements to infrastructure and streetscapes respondents felt this encouraged further enhancements.

Lack of consistent architecture, atypical buildings, or insensitive prior renovations were cited as a discouraging factor. The quantitative results showed that most (72%) of the proposals were for buildings constructed prior to 1925 yet only half were contributing historic structures. This suggests that up to half of the proposals could have been for buildings with compromised historic integrity and corroborates the managers' frustration with the visual character of some of their buildings. In contrast, in towns where there are unbroken stretches of historic buildings with character and visual interest still intact, the identity and charm of the town is reinforced and seems to motivate owners to make improvements.

Discussion Sub-question 3c

The themes from the interviews relate back to Main Street strategies and validate their effectiveness. While Main Street's Four Points may be executed differently for different communities, they are strongly interrelated and should be executed in unison. The Four Points are: Economic Vitality, Design, Promotion, and Organization.

To address the first theme, financial resources and economic well-being, the Economic Vitality strategy calls for financial and other supports for local businesses. All managers agreed that grant programs were critical to design enhancements. Main Street also provides financial benefits to businesses by providing free design services (Design strategy) and by marketing the

downtown through promotions and events and generally creating a positive image and increasing activity in the area (Promotion strategy). Organizing stakeholders and cultivating relationships in both the public and private sectors (Organization strategy) is paramount to financial well-being and the Main Street program as a whole. Effective partnerships with municipalities can be demonstrated through enhancements to public spaces and infrastructure as well as regulations and programs that make it easier for entrepreneurs to succeed (Economic Vitality strategy). Effective private sector relationships have brought not only commercial development but also residential, which is crucial to a town's long-term stability.

The second theme mentioned by managers, vision and motivation, relates to another critical piece of the Main Street Approach: Organization. Annual accreditation standards call for mission statements and comprehensive workplans to be updated each year. The private sector is called upon to serve on Main Street's board of directors, a working board responsible for executing elements of the workplan (Organization strategy). These plans are developed by the key stakeholders in the community to ensure all leaders work toward the same goals and don't dilute efforts.

The third theme, conscious design, also relates to components of the Main Street Approach. When required MS work plans are developed in conjunction with city staff, they can more effectively align with the city's master planning process (Organization strategy). The Design strategy calls for education and outreach to encourage the appropriate treatment of historic buildings and offer financial incentives for rehabilitation. Free design services help to ensure owners understand the historically appropriate treatment before embarking on façade work.

Regarding secondary themes, annual program assessments measure each town's preservation commitment by looking at how it embraces and promotes existing architectural features that contribute to the community's unique sense of place. In addition, they require

managers to maintain a resource list of consultants and contractors with preservation experience for use by building owners.

These qualitative findings are consistent with the following results of prior studies:

1. Façade improvement grants and loans were previously rated the most effective design strategy.
2. Towns' biggest design challenges were related to existing businesses or building owners who did not embrace the community's revitalization efforts.
3. Challenges were experienced relating to existing architecture that was derelict or had been subject to insensitive renovations.

Overall, qualitative findings indicate that communities who come together with a vision for the future and then allocate the time and resources to execute that vision have higher rates of design success. In other words, adherence to the Main Street Approach works.

Findings Sub-question 3d

3d - What factors do Main Street Managers perceive as impacting the use of specific design recommendations?

Among the eight managers interviewed, use or partial use of recommended design elements for their town's projects ranged from nine percent to 100%. Two lines of questioning were used to uncover factors that affect a building owner's use of specific design recommendations. First, participants were asked to share the type of feedback they had received from the owners regarding design proposals. Next, they were asked to share insight on specific projects where the owners did not follow a proposed recommendation.

Managers identified three primary themes that impact the use of specific design recommendations: personal taste, cost, and unforeseen complications.

Personal Taste

The most cited reason for not using a specific recommendation was personal taste. Some owners preferred a different look, color, or material to the one presented. This was particularly true for color choices, although there was no common link to owners' opinions on color. Color selections were described as too conservative, too bright, too close to or clashing with a neighboring building, or not suited to the existing streetscape. Some expressed the wish for additional color options in the proposal. It is important to note that SOI standards don't address color schemes and SHPO staff don't usually review colors on tax credit projects (unless there is a proposal to paint unpainted masonry) because they see color as a personal choice and totally reversible.

Canvas awnings were sometimes described as high maintenance or having a short life. In other cases, owners were attached to the style of an existing element, such as a façade cladding or inappropriate awning and were resistant to changing it. This occurred more with long time building owners.

Cost

Another repeating theme was that of cost. A specific selection may be seen as too expensive or the recommended work may uncover damage that needs to be repaired first, driving up the cost beyond what the owner had expected. This issue relates to the theme of unforeseen complications below. Often, owners will not install awnings in the recommended configuration because they want to reuse the existing awning hardware to save money.

Unforeseen Complications

Complications can arise after a proposal has been issued to the owner which interfere with execution of the work. This includes things such as relocating electrical lines, uncovering structural problems, and unavailable or unresponsive contractors. The scale of a project can expand and inhibit completion of the full proposal. This might occur when the removal of boarded transoms or façade cladding exposes a more serious problem. This issue relates to the secondary theme from 3b where owners can become overwhelmed by the cost and coordination required to fully execute a proposal.

Secondary Themes

Less frequently mentioned but worthy of note are issues with functionality or regulations. ADA or other requirements needed to accommodate a building's new use have caused unexpected alterations to some of the proposed designs. In other cases, owners may be displeased with requirements of the Secretary of Interior's (SOI) Standards for Rehabilitation and chose to follow a treatment different from what was recommended. SOI standard number four interfered with at least one of the projects discussed during the interviews. It states, "most properties change over time; those changes that have acquired historic significance in their own right shall be retained and preserved" (National Park Service, Rehabilitation Standards and Guidelines section). For that project, the standards prohibited the replacement of an element added mid 20th century, but the owner preferred to take it back to the early 1900's design. In another case, a building owner made additional, non-SOI compliant changes to the façade after the initial agreed upon work was completed and the façade improvement grant funds were paid out. This experience left the sponsoring manager reluctant to offer services to non-Historic Tax Credit projects. Another manager stated that some owners are determined to paint their brick buildings, even after explaining why they shouldn't.

Discussion Sub-question 3d

The themes identified by Main Street Managers regarding the use of specific recommendations suggest a few possibilities for why recommendations were not followed. One could be that not all building owners appreciate the importance of historic preservation and the role aesthetics plays in revitalization. It could be a manifestation of the notion that existing building owners are less likely to follow the designs. Prior research found that a community's lack of understanding of the link between visual enhancements and revitalization was a challenge, and it was felt at the time this could be addressed through community education (Robertson, K., 2004). This noncompliance could also mean that the recommendations are not meeting some of the owners' needs or expectations. In any case, the findings point to the need to further evaluate the disconnect between the content currently offered in the proposals and the clients' use of the content. Can we better assess what a particular client will implement before fully developing the proposal? Needs that might be addressed include expected rehab costs and funding sources, small inexpensive enhancement options, aesthetic preferences, additional color schemes and material options, a phased approach to the work, and greater accessibility to preservation contractors and crafts people. With knowledge of the typical MSF client, their needs, and obstacles, what might be done differently by the MSF team or the local Main Street organization to help close the gap?

CHAPTER V: CONCLUSIONS

Design is a key component of Main Street America's Four Point Approach and contributes to economic revitalization by improving aesthetics and helping to attract people and commerce. This study set out to understand the outcomes of design services provided to Main Street towns in North Carolina and investigate factors that encouraged or discouraged design enhancements. Ideally, patterns would be identified that help us maximize the design results for NCMS.

Both quantitative and qualitative findings show that the program is a valuable service to NCMS towns. Prior to the start of the MSF program, NCMS towns were provided with approximately 20 design proposals annually. By the end of the study period, that number increased to an average of 48 proposals annually, a 240% increase. Five of the eight MSMs interviewed specifically mentioned MSF design services as contributing to the design goals of their community. The renderings illustrate appropriate historic rehabilitations, and the work descriptions provide comprehensive plans for achieving them.

The study found that design services were well utilized and well liked; however, the resulting proposals were not always used as recommended. With project implementation rates of 40%, and use of specific recommendations at less than 50%, there is room for improvement. Why are some projects implemented while others are not? Why are some recommendations used while others are not?

Ten quantitative factors were evaluated and two were shown to significantly impact the implementation outcomes of design services. These factors, the program's Main Street designation and the program manager's time on the job, both support the idea that consistent execution of Main Street strategies along with continuity of leadership leads to greater design success.

With only two quantitative factors significantly impacting outcomes, the findings of the qualitative investigation became even more important. The qualitative findings pointed to several factors that encouraged enhancements, including grant programs, public and private investment in architectural and streetscape improvements, vision and motivation of the community, and conscious design efforts by the municipality and the Main Street organization. These themes are consistent with Main Street strategies and reinforce that adherence to all four points of the Main Street Approach can lead to success.

The findings raised a couple of policy issues that deserve further consideration. The first is to permit renderings to be developed as sales tools and not strictly for existing owners' use. New owners were felt to be more open to fresh ideas so helping to facilitate the sale could be good for the whole street's aesthetic. Prospective buyers may see potential and have an interest in buying but don't really know what to do with the building. Renderings can provide them with the motivation and plans for a successful façade enhancement. As MSM 3 stated, "... [the prospective buyers] were teetering on whether they wanted to buy and it [the design proposal] helped give them a vision for the building."

The current expectation is that designs will be implemented within six months of receipt of the MSF proposal. The reality is that some of these projects can be quite complex and take much longer than the expected six-month time frame, particularly when they involve Historic Tax Credits. This expectation could be re-evaluated and adjusted depending on the complexity of each project.

The qualitative findings regarding the use of specific design recommendations made in the proposals point to the need to ensure that proposals adequately address the preferences and needs of the recipients. Managers cited a few reasons for clients' divergence from proposals which can be used as a basis for discussion and evaluation. The first, personal taste, is not something that can be predicted. It can, however, be accommodated to some degree by inquiring about the client's color affinities or aversions on the application for services and/or

offering a variety of appropriate color schemes in the proposal. In the past, requests for alternative color schemes have been accommodated however not all clients are comfortable asking for them. A portfolio of color schemes used in prior projects might be shared with new applicants up front to initiate the direction of the design.

The financial hurdles described by MS Managers should not be too surprising, given the typical MSF client profile. MSFs provide gratis design services, with 65% of clients intending to use grants to finance the enhancements. Many of the tenants are local entrepreneurs and small businesses. Given that many of these clients don't have a wealth of resources, are there lower cost, simple, and quick to implement solutions that can be offered? To that end, MSFs may consider including a section in the proposal that addresses the importance of curb appeal. Keeping a storefront clean and free of clutter or adding plants and outdoor seating are inexpensive steps that can make a big difference to potential customers. Another consideration is to offer a phased approach to design proposals, allowing those with limited resources the option to make incremental improvements as their budgets allow. While making cost estimates is beyond the scope of MSFs, a list of approximate costs for commonly recommended enhancements would help clients to budget and prioritize the order of the work. This might also be used to create realistic expectations of the enhancements that can be completed based on the typical client's grant award.

Managers noted the issue of unforeseen complications and the client's feeling of being overwhelmed. This might be addressed through a local or statewide Main Street mentor program, resource referral lists, phased approaches to enhancements, or other creative solutions.

Study Limitations

The Four Points of the Main Street Approach work in combination to achieve results, with each point reliant on execution of the other three. The multifaceted nature of the program

makes it difficult to isolate and control for the various strategies in use. This became more apparent in the qualitative phase, as managers began to attribute the success of design projects with organization or economic vitality strategies. While this crossover of strategies and results poses a challenge to research, it does speak positively to the synergy realized through the use of all four points of the Main Street Approach.

Data collected in the interviews represents the perceptions of a subset of Main Street Managers and is not necessarily representative of others in the state or national programs.

At the beginning of the study, there was concern about collection of the qualitative data, since the proposals could be up to five years old and Main Street Managers may no longer be accessible, responsive, or remember details accurately. The managers interviewed were confident in their recollections of projects, and turnover of leadership occurred with just one of the managers interviewed. Although the participant had not worked directly with all the clients, they had been involved with the MS program before becoming manager and had some knowledge of the projects in question.

Future Research

During this study, six areas were identified as opportunities for further research.

1. This study confirmed earlier research which found that individual building owners can be a big hindrance to enhancing the physical aspects of our Main Streets. It would be useful to investigate what other state Main Street programs are doing to overcome this challenge.
2. Anecdotally at least, it seems most of the implementations have been for new building owners. To verify this, one could look at the implemented projects and compare purchase dates of the properties to see if there is any validity to this notion.

3. We know that 62% of eligible NCMS towns have used MSF services. What resources are building owners in other NCMS towns using for design services? What is included in those design proposals? How do implementation rates and the use of recommendations compare? What do other state Main Street organizations offer in terms of design services? How do those services compare to those offered through NCMS and the MSF program?
4. Color schemes were the most requested design service, yet they were used as recommended in less than half the projects. A more in-depth color study might compare the colors recommended with the colors used to identify whether there are patterns relating to the color schemes used or rejected.
5. Close to two-thirds of applicants indicated that they were using grants, however the study found that proposals with grants were implemented at a rate of just 35%. In addition, higher grant amounts did not correlate with higher implementations, nor did the absence of grants correlate with lower implementations. Given the financial need of the clientele and the perceived value of grant programs by MSMs, why isn't the rate of implementation for grant projects higher? Further investigation into this discrepancy is warranted.
6. One of the factors this study evaluated was whether the town had a National Historic Register District. National districts do not hold the same clout as local historic districts, which include design guidelines and architectural review boards. It would be interesting to compare overall measures of Main Street success between towns that have local historic districts to those without them.

The Main Street America movement was born out of a desire to save historic commercial properties and streetscapes, and the success of that goal is intertwined with the economic recovery of these historic downtown areas. The results of this study show that investments in Main Street Design made by the state of North Carolina are critical not only to the physical enhancement of our downtowns but also to their economic revival. This premise, identified during the original pilot program, still rings true and has served as the basis for the program's 40-plus years of success.

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Main Street America Designation



Being a Main Street America™ community is a special mark of distinction, and represents a commitment to continual improvement, community engagement, and rigorous outcome measurement. It offers national recognition and sends a strong message to local stakeholders, as well as city, state, and national funders. It signifies that you are part of a greater movement that has a 40-year proven track record of generating impressive economic returns, preserving community character, and celebrating local history.

Getting Started

To get started, [become a member](#) of the National Main Street Center. Membership gives you access to a wide range of tools, training materials, discounts, funding opportunities, and an invaluable network that will help you develop your revitalization effort and put you on the path to recognition as a Main Street America™ community.

Once you are a member, you are eligible to become a designated Main Street America™ community! If you are currently working with your state, county, or city Coordinating Program, your Coordinator will work with you to determine the right tier and meet the necessary requirements. Not part of a Coordinating Program yet? Find your program [here](#). This network of partner institutions provides invaluable support and training to Main Street America Communities across the country. In areas where this is no Coordinating Program, you may be able to be designated by NMSC directly. [Contact us to get started](#).

Main Street America™ designation is available at two tiers: Affiliate and Accredited.

Affiliate

Affiliate status is our introductory tier. Main Street America Affiliates™ are programs or organizations that have demonstrated a commitment to comprehensive community revitalization and are on the pathway to achieving meaningful economic, social, physical and organizational improvements in their downtown or commercial districts. Main Street America Affiliates commit to:

- Broadly engaging community stakeholders in the revitalization process;
- Working with stakeholders to identify a unified vision for success for community or district and appropriate success indicators;
- Developing diversified and sustainable funding sources to support your efforts;
- Participating in available training, professional development, and networking opportunities to strengthen leadership capacity and deepen knowledge of the Main Street Approach and community revitalization field;
- Maintaining membership with the National Main Street Center.



This tier consists of programs, districts, or communities interested in learning more about the Main Street model tapping into the national network's strategies and resources. These programs are eligible to become Accredited when they meet the necessary performance standards. They may also remain Affiliates if they do not have the capacity or are otherwise ineligible for higher tiers.

How to become an Affiliate:

In states or regions that have existing [Coordinating Programs](#), communities work with their Coordinating Program to learn the Main Street Approach, build capacity, and reach Affiliate status. Coordinating Programs select and recommend Affiliates to the National Main Street Center annually. NMSC may also independently designate Affiliates in areas where there is no Coordinating Program – [learn more here](#).

Accredited

Accredited status is our top tier of recognition. This exclusive designation signifies a commitment to comprehensive revitalization, community engagement, and rigorous outcome measurement. Main Street America Accredited™ programs have a proven track record of planning, implementing, and measuring results that align with the Main Street Approach. National Accreditation is a powerful advocacy tool that highlights a program's work and showcases their achievements. All Accredited programs have demonstrated their success by meeting a series of rigorous accreditation standards:

1. Has broad-based community support for the commercial district revitalization process, with strong support from both the public and private sectors
2. Has developed vision and mission statements relevant to community conditions and to the local Main Street program's organizational stage
3. Has a comprehensive Main Street work plan
4. Possesses an historic preservation ethic
5. Has an active board of directors and committees
6. Has an adequate operating budget
7. Has a paid professional program manager
8. Conducts a program of ongoing training for staff and volunteers
9. Reports key statistics
10. Is a current member of the Main Street America™ Network

[Learn more here](#)

How to become Accredited:

In states or regions that have existing [Coordinating Programs](#), communities work with their Coordinating Program to grow their revitalization effort and meet the performance standards above. Coordinating Programs evaluate, select, and recommend Accredited programs to the National Main Street Center annually. In areas where there is no Coordinating Program, NMSC may accredit communities that have retained the necessary training and evaluation services needed to meet accreditation standards – [contact us to learn more](#).

APPENDIX B: THE SECRETARY OF THE INTERIOR'S STANDARDS FOR REHABILITATION

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

APPENDIX C: REQUEST FOR DESIGN SERVICES



Request for NC Main Street Design Services

NC Department of Commerce
NC Main Street & Rural Planning Center
Contact & Return Form to: [Sherry Adams sadams@nccommerce.com](mailto:Sherry.Adams@nccommerce.com)
Mobile Phone: 828-747-8218

This document is a fillable word document. Please use your computer to key in the information.

The NC Main Street staff reserves the right to decline any request, particularly for rear or side renderings of buildings. Unless the rear/side facades are a primary focus of the building or have a higher impact than the front façade these drawings are not the most efficient use of our resources.

Please note: The value of this service from UNCG Main Street Fellows is minimum \$2,000.

Before completing this form please be advised of the following:

- When UNC-G reaches out to you be considerate and **respond in a timely way**. We ask that you **respond within a week and if you fail to do so you could lose your place in the queue**.
- When you receive a draft of the rendering, you may ask for **one revision before it is finalized**. They cannot continue making revisions as doing so takes time from other projects in the design queue and we at the NC Main Street & Rural Planning Center must be cognizant of serving all our NC Main Street and Small Town Main Street programs.
- UNC-G Main Street Fellows are doing conceptual renderings. Most façade renderings can be used as is depending on the request, but these exceptional students **are not licensed architects**. They are working hard to provide these renderings which may be used as a starting point for engaging local design firms who are licensed if the project is on the scale that needs additional architectural assistance such as for a tax credit project. Please be cognizant of this when working with UNC-G. Again, this service is estimated at a \$2,000 value per rendering.
- **The NC Main Street staff reserves the right to decline any request**

Date: [Click or tap to enter a date.](#)

Town Name: [Click or tap here to enter text.](#) **County:** [Click or tap here to enter text.](#)

Name of Main Street Program Requesting Services: [Click or tap here to enter text.](#)

Name & Position/Title: [Click or tap here to enter text.](#)

Phone Number: [Click or tap here to enter text.](#) Check if preferred method of contact

Email: [Click or tap here to enter text.](#) Check if preferred method of contact

Name of Property Owner/Tenant's Name for whom services are being requested: [Click or tap here to enter text.](#)

Phone Number: [Click or tap here to enter text.](#) Check if preferred method of contact

Email: [Click or tap here to enter text.](#) Check if preferred method of contact

Property address: [Click or tap here to enter text.](#)

City: [Click or tap here to enter text.](#) Zip Code: [Click or tap here to enter text.](#)

Date structure was built: [Click or tap here to enter text.](#)

Latitude/Longitude for property: [Click or tap here to enter text.](#)



*****You can easily get Latitude and Longitude info in Google Maps. If you right click on a point of interest and select 'What's Here?' the Lat/Long #'s will appear at the bottom of the window.**

Building Orientation i.e. facing N, W, S, E, etc. Click or tap here to enter text.

1. Is the property located downtown Yes No
2. Is the property located within a National Register Historic District? Yes No
If YES, is the building identified in the inventory as contributing or non-contributing:
 Contributing property within the National Register District
 Non-contributing property within the National Register District
3. Is the property individually listed on the National register? Yes No
If YES to either question 2 or 3 above, please provide a copy of the structure's listing; either its individual or district nomination.
4. If known, please include name of business to occupy property and benefit from rendering:
Click or tap here to enter text.
5. **ALL conceptual plans are designed to meet the Secretary of the Interiors Standards. If not familiar with the standards, please visit this website:**
http://www.nps.gov/hps/tps/standguide/rehab/rehab_standards.htm
6. What Design Services are you requesting? Please check all that apply:
Conceptual Façade Rendering. Check ALL that apply:
 - New Color Scheme
 - New Awning
 - Lighting
 - Signage
 - Do you have an existing brand or logo for your business?
 - Did you provide name of business? Please send business logo if applicable in .jpeg format **at minimum 300 dpi resolution**
 - Rear Façade or Side Entrance Rendering: **PLEASE DO NOT request this service unless the side or rear is a primary entrance or focus. Call or email Sherry Adams if you have questions regarding a rendering for rear or side entrances.**
**** additional photos will need to be provided if including rear or side entrance design.**
 - Side Rendering Rear Rendering
 - Historic Tax Credit project
 - Restore Upper Floor Windows **** if YES to restoration of windows please describe the current materials on the existing windows by checking the boxes that apply below:**
 - vinyl clad wood original metal replacement windows
 - Restore Storefront/Street-front Windows
**** if YES to restoration of windows please describe the current materials on the existing windows by checking the boxes that apply below:**
 - vinyl clad wood original metal replacement windows
 - Restore side/rear windows:
****if YES to restoration of windows please describe the current materials on the existing windows by checking the boxes that apply below:**



vinyl clad wood original metal replacement windows

7. Are the conceptual Façade Improvements for another grant application? (i.e. Façade Incentive Grant from your local Main Street Program, City, Main Street Solutions Funding, etc.)

Yes No

If YES to above, please provide name of grant: [Click or tap here to enter text.](#)

- o **What type of match is provided?** i.e. 50/50, 60/40, etc. [Click or tap here to enter text.](#)
- o **What is the maximum match?** [Click or tap here to enter text.](#)

8. Additional Information:

- o If this is a part of a Façade Incentive Matching Grant program does this grant allow for signage? Yes No
- o Design on the awning?..... Yes No
- o If this is a part of a Façade Incentive Matching Grant program will the grant pay for signage on the building?..... Yes No
- o Do you have an existing brand or logo that you would like incorporated into the conceptual rendering?..... Yes No
- o **If yes, please attach a copy of the logo in a .jpeg format**

9. Is there a budget for the project that you can share? [Click or tap here to enter text.](#)

10. Other information you wish to share about this property, design, etc.: [Click or tap here to enter text.](#)

Digital photographs of the property's façade and architectural details **MUST** be included.

**** MAKE SURE:**

- o **Images are sent as .jpegs at a minimum of 300 dpi.**
- o **PLEASE take photos of the complete façade straight on without cars or any other obstructions in front of the façade**
- o **Include close-up photos of architectural features, windows, doors, bulkheads, etc.**
- o **The more details that you can include the more helpful**
- o **Email photos to sadams@nccommerce.com DO NOT send via drop box or any other method**

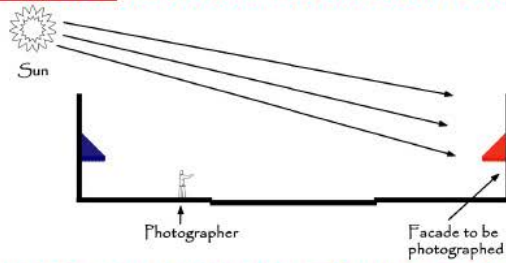
11. **Historic Photos.** If there are existing historic photos/post cards of the buildings, please include copies of those. If the property is a part of a National Register District or Individually listed photos may be obtained through the State Historic Preservation Office <http://www.hpo.ncdcr.gov/NR-PDFs.html>.

Items you **MUST PROVIDE** to complete request. Failure to do so could delay response time to this request.



Please check above to make sure you have completed the following:

- Property address
- Contact Information
- Design work preferences
- If you are asking for a rear and side façade rendering as well, make sure you have included photographs of these facades as well but please see above information to make sure your request for this service qualifies before submitting.
- QUALITY Photos** SEE DIAGRAM BELOW ON HOW TO TAKE QUALITY PHOTOS



- o Make sure to take photos without obstacles in front such as cars
- o **Get straight on shot of the entire building of 300 dpi resolution**
- o If asking for side and rear façade rendering, please include a full straight on shot without obstacles in front
- o Photos of architectural details
- o 300 dpi .jpeg format EMAILED to Sherry Adams, sadams@nccommerce.com - may send in batches but please number and on final email say FINAL in subject line
- o If you have issues with determining the Latitude/Longitude of your property you may email either Sherry Adams at sadams@nccommerce.com or Glen Locascio at glocascio@nccommerce.com; Sherry Adams mobile number: 828-747-8218.

APPENDIX D: DESIGN PROPOSAL



Contents

Facade Enhancement
Archival Information
Facade Renderings

Oct 21, 2019

North Carolina Main Street
301 North Wilmington St.
4346 Mail Service Center
Raleigh, NC 27699-4346
Phone: 919-814-4658

Western Regional Office
48 Grove Street
Asheville, NC 28801
Phone: 828-747-8218

Design prepared by:

Main Street Fellows
UNCG Department of
Interior Architecture
jrleimen@uncg.edu



Center for Community-Engaged Design
The University of North Carolina at Greensboro • Department of Interior Architecture

Design Proposal



Existing Front Facade



Proposed Front Facade

**108-110 North Main Street
Roxboro, NC**

Facade Enhancement Overview

Rookwood Brown
SW 2806

Classical White
SW 2829

Downing Straw
SW 2813

Rookwood Antique Gold
SW 2814

Well-Bred Brown
SW 7027

Ruskin Room Green
SW 0042

108-110 North Main Street is a two-story brick commercial building constructed in 1910 and is a contributing building in the Roxboro Commercial Historic District. The upper facade features a simple stepped parapet with cast stone coping, a recessed sign band, and 3 bays with triple windows (1 over 1 double-hung) with cast stone sills & lintels. The original metal upper cornice has been removed since the designation of the district in 1983. A molded metal mid-cornice with curved ornate brackets spans the width of both storefronts. The original storefront and doors have been altered and the transom area has been covered with wood panels. Each unit has a recessed entry with wood and aluminum framed display windows. The entry at unit 108 has a concrete floor and a recessed panel wood ceiling, while unit 110 has a mosaic tile floor and a painted flat surface ceiling.

A conceptual rendering for the front facade is included. Proposed enhancements include removing the wood panels from the storefront and restoring the transom panels, removing metal panels covering the bulkheads, repainting the windows, doors and painted brick facade, new flooring, new ceilings, new lighting and signage.

All proposed facade enhancements are intended to be consistent with the Secretary of Interior's Standards for Rehabilitation. If interested in pursuing Preservation Tax Credits for the facade rehab, the owner is encouraged to consult with Tim Simmons <tim.simmons@ncdr.gov> in the NC State Historic Preservation Office before beginning any work to discuss all proposed rehabilitation work to ensure that the project will qualify for tax credits.

Work Description

Front Facade

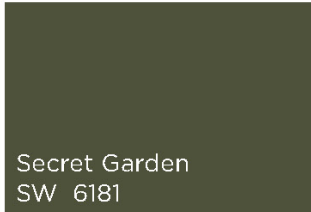
- Remove the existing wood paneling covering the transom area above the storefronts.
- Remove the metal panels facing the storefront bulkheads beneath the display windows on 110 N Main.
- Inspect and assess the condition of the painted masonry facade and prepare for repainting.
- Inspect and assess the condition of the unpainted brick bulkheads on 108 N Main.
- Clean all masonry surfaces of stains and discoloration using the gentlest effective method. Clean with low-pressure water to prepare masonry surfaces for repainting. Water cleaning should start at the bottom of the brick and move toward the top, keeping all surfaces wet below the area being cleaned. Avoid any abrasive cleaning methods such as sandblasting, as it will permanently damage the brick facade.

108-110 North Main Street Roxboro, NC

2



Olive Grove
SW 7734



Secret Garden
SW 6181



Daltile Chocolate
QH27



Daltile Vanilla
QH23



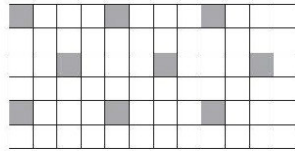
Daltile Cinnamon
QH50

For more information on cleaning masonry, see National Park Service Brief #1: <https://www.nps.gov/tps/how-to-preserve/briefs/1-cleaning-water-repellent.htm>.

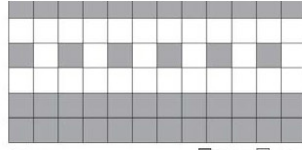
- Repair areas of deteriorated brickwork and repoint masonry mortar joints as necessary to match existing mortar joints in strength, color, and profile. For more information on repairing mortar joints, see National Park Service Brief #2: <http://nps.gov/tps/how-to-preserve/briefs/2-repoint-mortar-joints.htm>
- Inspect and assess the condition of the cast stone coping, lintels and sills. If needed, small “composite” repairs to damaged masonry units can be made with mortar formulated to visually match the original material and may be successfully undertaken by a competent and sensitive mason. For more information on repairing cast stone, see National Park Service brief #42: <https://www.nps.gov/tps/how-to-preserve/briefs/42-cast-stone.htm>
- Upon removal of metal facing on 110 N Main, assess the condition of bulkheads and curb and make repairs as necessary to ensure a smooth surface and level base for tile installation. Face bulkheads with ceramic tiles. Recommended tiles are Daltile Natural Hues 4”x 4” ceramic tiles in colorway QH27 Chocolate. For more information on the recommended Daltile ceramic tiles, see <https://www.daltile.com/Products/Tile/Natural-Hues>
- Inspect and assess the condition of existing one-over-one upper-story wood windows and trim. Repair following best practices for historic window repair. Reglaze and weather-strip as necessary to ensure they are weathertight. (One recommended contractor for this type of historic window repair is Double Hung, LLC in Greensboro.) For more information on repair and maintenance of historic wood windows, please read NPS Brief 09 <https://www.nps.gov/tps/how-to-preserve/briefs/9-wooden-windows.htm>
- Upon removal of wood panels, inspect and assess the condition of the storefront transom area.
- If transom windows are missing or deteriorated beyond repair, replace in kind with new windows to match original windows in dimensions, configuration, and details. Note: all glazing shall be clear with no tint or reflective coating. Ensure that the windows are weathertight and prepare for painting. Alternatively, if windows are missing and transom glazing is not replaced, install plywood panels in place of glass in transom as shown in rendering and prepare for painting.
- Inspect and assess the condition of existing wooden elements on the storefront framing. Repair areas of wood decay or other damage. Repair cracks in wood and any damaged areas with wood putty, or epoxy filler, as appropriate. Prepare for repainting.
- Assess the condition of storefront display windows and aluminum framing to ensure they are weathertight and make repairs or replacements as necessary. Routine maintenance will include replacement of missing screws and fasteners, cleaning and lubricating

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DP3005*
Field Tile Pattern



SB1210
Border Tile Pattern



Elco Recessed Light
#ELM40W



Atwood Wall Light
M7568



Example of Blade Sign

hinges, and caulking masonry surrounds. Repair and replace glazing where necessary using appropriate glazing compound. For more information on rehabilitating historic storefronts, refer to NPS brief #11: <https://www.nps.gov/tps/how-to-preserve/briefs/11-storefronts.htm>

- Clean aluminum storefront framing. Begin cleaning the aluminum with a sponge and soft soap to see if you can remove dirt and stains. For a deeper, more thorough clean, use an aluminum or metal scrubbing pad with a non-scratching powder. Keep the surface wet and work lightly.
- Clean and repair recessed entry mosaic floor tile at unit 110 as necessary. Replace any damaged or missing tile in kind. To clean the mosaic tile floor, begin by sweeping the tile area. Cleaning should always begin with the gentlest means possible, which may be as simple as warm water. All cleaning and stain-removal products should always be tested on a small, inconspicuous area before using. Abrasive cleaners (including powdered cleansers and even “mildly” abrasive creams) and mechanical equipment can damage and wear away the protective surface, as well as the decorative design on the tiles, and should not be used on ceramic tiles. Organic growth, such as mold or mildew, can be eliminated with a dilute solution of household bleach and neutral household detergent, or a dilute (5-10%) solution of trisodium phosphate (TSP). After applying either of these solutions, it may be necessary to scrub the tiles with a natural bristle or nylon brush, and then rinse with clear water.
- At 108 N Main, install new tile flooring in recessed entry to coordinate with unit 110. Where the new tiles meet the sidewalk, protect the lip of the tile edge with a narrow metal edge strip as illustrated. Tile to be 2 x 2 Daltile Natural Hues ceramic tile with abrasive (non-slip) finish.
Field tile pattern to be #DP3005
87% vanilla QH23/ 13% cinnamon QH50
Border tile pattern to be #SP1210
58% cinnamon QH50/ 42% vanilla QH23
- For more information on historic ceramic floor tile repair and replacement, see NPS brief #40: <https://www.nps.gov/tps/how-to-preserve/briefs/40-ceramic-tile-floors.htm#floortypes>
- At 110 N Main, face the bulkheads with a veneer of glazed ceramic tile as illustrated on the rendering. Proposed tile is Daltile 8” x 8” field tile in finish, colorway Chocolate QH27. For more information see: <https://www.daltile.com/product/Natural-Hues?color=Cinnamon&size=4%20X%204&shape=Square&finish=Matte>
- At 110 N Main, replace the recessed entry ceiling material with recessed panels to coordinate with unit 108 and prep for painting or repair existing ceiling and prepare for repainting.
- Inspect & assess the condition of pressed metal mid-cornice and repair as necessary. Clean and prepare for repainting. Clean mechanically using wire brushes and scrapers. While it is necessary to remove all rust before priming, it is not necessary to remove all paint. Once the surface of the metal has been cleaned of all corrosion, grease, and dirt, a rust-inhibiting primer coat should be applied.

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Facade Enhancement Overview

- Replace non-original entrance doors on both units with new 3'-0" wide exterior grade three quarter-light paneled wood doors as per the attached rendering.
- Prepare, prime, and paint wooden windows, trim, doors, metal mid-cornice, and previously painted brick facade. Use a high gloss finish on wooden elements and metal cornice. Use a semi-gloss finish on masonry. Follow manufacturer's recommendations for the application of coatings, including temperature parameters for paint application. Use top-quality coating materials formulated for the surfaces to which they are applied. Generally, paint when the sun is not shining directly onto surfaces to be painted.
- Paint colors to be Sherwin Williams or equal quality exterior paints as follows:

SW 2806 Rookwood Brown	Previously painted brick facade
SW 2829 Classical White	Coping, lintels, sills
SW 2813 Downing Straw	Upper story window sash, Recessed transom panels if transom glass is not replaced
SW 2814 Rookwood Antique Gold	Upper story window mullions Upper story window trim, Transom window trim as illustrated in rendering,
SW 7027 Well-Bred Brown	Transom Framing, Wooden storefront trim
SW 6181 Secret Garden	Mid-cornice details as illustrated in rendering Doors
SW 7734 Olive Grove	Mid-cornice body as illustrated in rendering
SW 0042 Ruskin Room Green	Details on cornice brackets as illustrated in rendering, Recessed panels at storefront 110

Please note that the appearance of recommended colors and samples provided in this proposal will vary depending on the computer screen or printer used so viewing actual paint samples prior to repainting is recommended.

See the enclosed diagram for suggested paint of unit 110 recessed entrance and doorway.

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- At both units, Install exterior lighting fixtures within the recessed storefront ceilings. New fixture to be Elco Metal Stepped Baffle Trim #ELM40W or similar. For more information see: <https://www.lightingdirect.com/elco-elm40-6-metal-stepped-baffle-trim/p1661046?uid=1661049>
 - At 110 N Main, replace the 2 exterior wall-mounted lighting fixtures. New fixtures to be Atwood 11 1/2" Outdoor Wall Light, # M7568 or similar. For more information see: https://www.lampsplus.com/products/atwood-collection-11-and-one-half-inch-high-outdoor-wall-light__m7568.html#productDetailsSection
 - If desired, install adhesive decals on the display windows with the tenant's name and logo as shown in the renderings.
 - If desired, install blade sign on upper facade as illustrated in rendering. Examples of bracket mounted blade signs are included. One source for blade signs is: <https://www.signbracketstore.com/display-signs.html>

Please note that the appearance of recommended colors and samples provided in this proposal will vary depending on computer screen or printer used so viewing actual paint samples prior to repainting is recommended.

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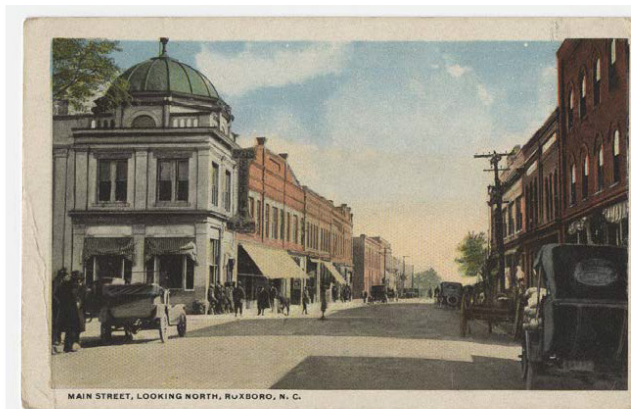
Archival Information

Excerpt from the National Historic Register Nomination

Commercial Building
The Village Gate and Foushee's Men's Store
108-110 N Main Street
c. 1900

Two-story white painted brick commercial building with simple stepped parapet. Sheltering the three large second story shuttered windows is an interesting molded metal cornice with dentils and applied brackets with geometric design. Surmounting the replacement storefronts is another molded metal cornice with graceful curved brackets. Pressed tin ceiling remains in Foushee's clothing store at south (right).

Historical Postcard Collection



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Additional Information

Recessed Entry Details - Unit 110

Recessed Wood Panels
SW0042
Ruskin Room Green

Trim
SW 7027
Well-Bred Brown

Doors
SW 6181
Secret Garden



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Proposed Front Facade With Glass Transoms



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Proposed Front Facade With Wood Transoms



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