

RECOMMENDATIONS

FOR COLLABORATION BETWEEN COUNCIL BLUFFS'

HISTORIC PRESERVATION ORGANIZATIONS



"There may have been a time when preservation was about saving an old building here or there, but those days are gone. Preservation is in the business of saving communities and the values they embody."

Richard Moe, Past President, National Trust for Historic Preservation

**Prepared for
Preserve Council Bluffs
Council Bluffs Historic Preservation Commission
Main Street Council Bluffs
Pottawattamie County Development Corporation
Iowa West Foundation**

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INTRODUCTION

Preserve Council Bluffs (PCB) was the sponsor of this project with funding from the Iowa West Foundation (IWF). There were two objectives for the project: The first was to bring together the various historic preservation-oriented organizations in Council Bluffs for discussion and training; and, the second was to meet with the Preserve Council Bluffs Board to determine how it can function most effectively, with emphasis on the future of the Bregant House. This report focuses on the preservation-oriented groups.

HISTORIC PRESERVATION-ORIENTED ORGANIZATIONS IN COUNCIL BLUFFS

Council Bluffs has a wealth of organizations interested in history and/or architecture. In addition to PCB, a partial listing of these includes the city Historic Preservation Commission, the General Grenville Dodge House board, Main Street Council Bluffs, the Western Historic Trails Center, the Union Pacific Railroad Museum, the Rails West Railroad Museum, Pottawattamie County Development Corp and neighborhood associations in the three historic residential districts.

To begin the discussion of historic preservation in Council Bluffs, Preserve Council Bluffs extended an invitation to the three major historic preservation-oriented groups to attend two Saturday sessions at the Council Bluffs Public Library covering basic historic preservation information and to identify the specific role/activities of each organization. The organizations specifically invited to participate were:

Council Bluffs Historic Preservation Commission (HPC)
Main Street Council Bluffs (MSCB)
Pottawattamie County Development Corporation (PCDC)

In addition, other organizations were made aware of the sessions and encouraged to attend if there was an interest in historic preservation. This general invitation brought property owners from two of the historic residential districts, a member of the Historic Dodge House board, a representative from The Architectural Offices in Omaha, a representative from the Iowa West Foundation, and a resident from the town of Macedonia to the group. A total of seventeen people attended one or both of the sessions. However, the majority of the participants represented PCB, HPC and MSCB. A complete list of participants is found on page 15.

The first Saturday session provided an opportunity for the participants to introduce themselves and their organizations to the larger group. As anticipated, though the groups share a mutual interest in historic preservation, each has a different approach to it, and a somewhat different philosophy.

The **Council Bluffs Historic Preservation Commission** (a commission established by city ordinance and appointed by the mayor and council) serves primarily as a regulatory agency. According to the city's web site, "The HPC is a seven member board which works towards the promotion and protection of historic districts, landmarks, and sites within the City of Council Bluffs." It meets on a regular basis and has a city staff liaison from the Planning Department. The HPC reviews and makes recommendations concerning National Register of Historic Places nominations, designates local historic districts and local landmarks, and provides design review for rehabilitation projects involving locally designated resources. The design review guidelines follow the Secretary of the Interior's Standards for the Rehabilitation of Historic Resources. Since Council Bluffs is a Certified Local Government, the HPC is eligible to apply for Certified Local Government and Historic Resource Development Program grants from the State Historical Society of Iowa to assist with local preservation activities. The HPC has not

done so in recent years and is not actively involved with survey and evaluations projects or the preparation of National Register of Historic Places nominations. The city has partnered with Preserve Council Bluffs on some of these activities.

Main Street Council Bluffs is a relatively new non-profit organization that is applying for official Main Street designation from the Main Street Iowa office. Their web site says, "MSCB, Inc. recognizes downtown Council Bluffs as the heart and soul of our community. We join other communities in Iowa that have developed similar private-public partnerships, in revitalizing our central business district to improve our social and economic well-being of our entire community. Our goal is economic restructuring within the context of Historic Preservation while celebrating the rich history of Council Bluffs, to creating a unique, vibrant well-connected village within the community of Council Bluffs." It has a volunteer board and has recently hired a full-time program director. Since Main Street focuses on the central business district (which includes two historic districts) it has a more narrowly defined geographic base than the other organizations. Although historic preservation is one of the four points (design) in the Main Street approach, the organization also focuses on the other three points (organization, business improvement and promotions) to encourage the revitalization of the central business district.

The **Pottawattamie County Development Corporation (PCDC)** is a non-profit organization that has been actively involved in the rehabilitation of a number of historic buildings both in the Haymarket Historic District and the 100 Block West Broadway Historic District. PCDC follows "Traditional Downtown Design Guidelines" that were developed for them by Camiros. These rehabs have been funded through a variety of sources, with PCDC putting together financial packages to help the property owners complete projects which would have been impossible on their own. Financial tools used for these projects have included : Rehabilitation Tax Credits; Low Income Housing Tax Credits; New Markets Tax Credits; Brownfield/Grayfield Tax Credits; Community Development Block Grants; Tax Increment Financing; Enterprise Zone; and, Downtown Revitalization Fund. PCDC works with developers as well as individual building owners. While focusing on commercial development, PCDC has also worked with local organizations on several endangered residential properties. Not all of the PCDC projects involve historic buildings. PCDC has a full-time director and a volunteer board.

Preserve Council Bluffs is a non-profit corporation formed in 2003 as the Council Bluffs Historic Preservation Alliance. According to their bylaws:

The purpose of the Alliance is to promote and preserve significant historical and cultural assets of Council Bluffs for community enhancement by:

Supporting, broadening, and strengthening the constituency for historic preservation in Council Bluffs;

Educating public and private policymakers who affect historic preservation issues at the national, state, and local levels;

Developing and implementing strategies for ensuring the preservation of individual and collective sites and structures of cultural significance to Council Bluffs; and,

Working in partnership with national, state, and local agencies and organizations whose activities impact historic resources.

PCB has sponsored several popular programs including: the Trolley Tours, Walking Tour Maps & Brochures, the Homes for the Holiday Tours, Dining in Historic Homes, and has initiated at least three historic district nominations with financial assistance for the city and IWF. Mostly recently, assisted by an anonymous donor, PCB was able to purchase the historic Bregant House. A nomination to the National Register of Historic Places has been submitted to the State Historic Preservation Office and it is

anticipated that the Bregant House will be listed on the National Register by the end of the year. A rehabilitation plan is being developed for the house, following the Secretary of the Interior's Guidelines. At the present, no final determination has been made on the use of the house following rehabilitation.

The **Iowa West Foundation** has been involved with many of the above preservation activities by providing funding assistance. The Foundation realizes that proper preservation and promotion of historic resources can play a major role in economic development.

HISTORIC PRESERVATION IN COUNCIL BLUFFS

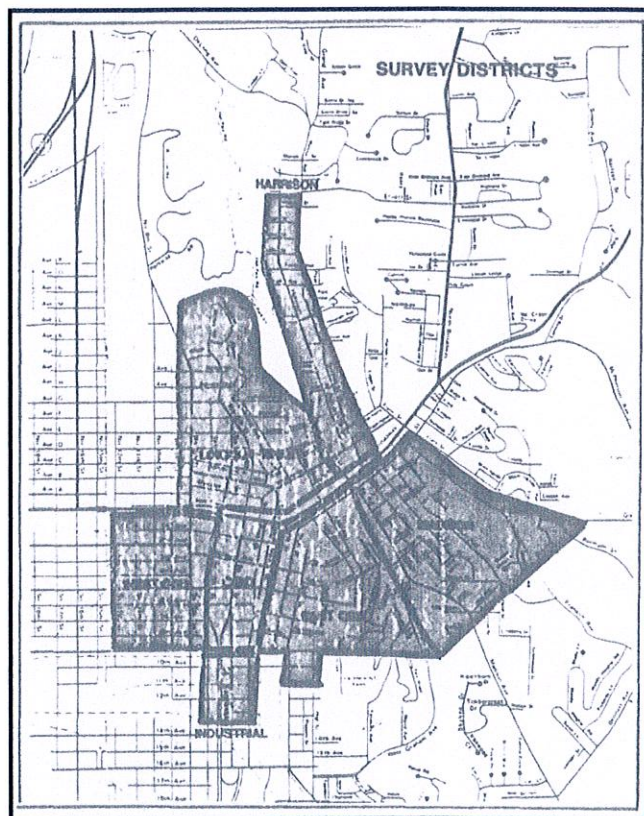
The General Grenville Dodge House in Council was designated a National Historic Landmark in 1961. Only one Iowa NHL was designated earlier, the Sergeant Floyd Monument in Sioux City. Today the Dodge House is the first historic site that most people see if they are entering the city from the south. It looks out from the hillside, encouraging people to head toward the historic center of the community.

Council Bluffs embarked upon its historic preservation path over thirty years ago. A 1982 report prepared by Jennings, Gottfried, Cheek/Preservationists, Council Bluffs: A Plan for Historic Preservation outlined a four year comprehensive preservation program with suggested roles for both public agencies and private organizations. Historic preservation begins with the identification of the cultural resources within a community. This is done through historic surveys and evaluations. There are two types of surveys, reconnaissance and intensive. A reconnaissance survey is often called a windshield survey because it can be done by driving or walking areas of a community, making notes on the location of potentially significant properties. When individual resources or clusters of resources are located, an intensive survey may then be done of the area. Research is done to identify historic contexts that explain the history and development of a community or neighborhood, then each of the identified properties is evaluated in terms of these contexts.

Jennings, et al conducted reconnaissance surveys of seven areas (neighborhoods) and based on these surveys made recommendations for several historic districts. The seven areas surveyed were: Central Business District; East Central Business District; West Central Business District; Lincoln, Tinley district; Harrison; Industrial; and, Madison.

Map of the Seven Areas Surveyed by
Jennings, Gottfried, Cheek in 1982
(Council Bluffs: A Plan for Historic
Preservation, between pages 70 & 71)

The desired outcome of surveys is the determination of individual resources or districts that are eligible for listing on the National Register of Historic Places. When the owners of eligible resources are in agreement, a nomination to the National Register can be prepared. It appears that the 1982 Plan led to the nomination and listing of the Haymarket Historic District 1985





Haymarket Commercial Historic District (1985)
525-527 South Main

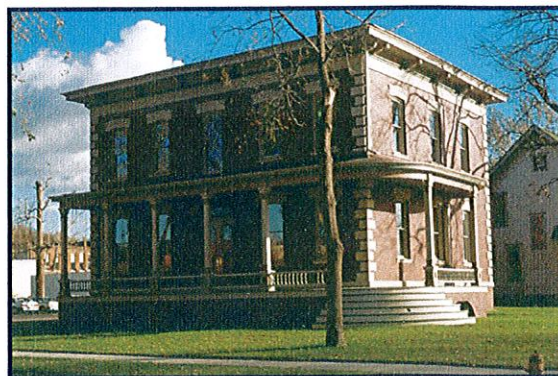
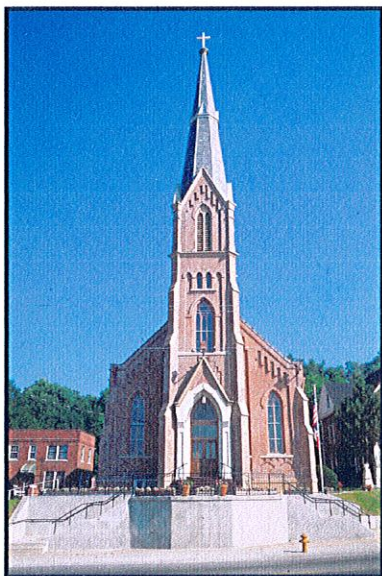
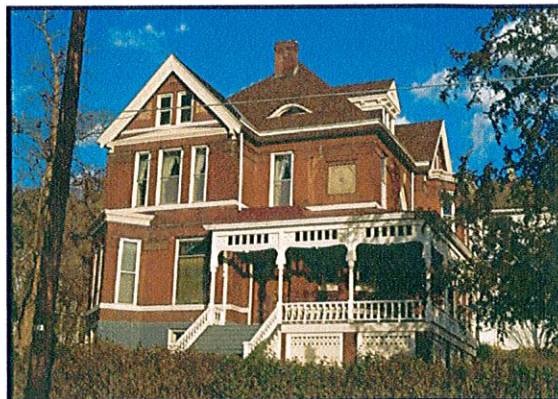
Nine individual properties were listed on the National Register in the twenty years between 1982 and 2002.

Three of the individual properties are (clockwise from top right):

Martin Hughes House, 903 3rd Street
(NRHP 1984)

Reverend Little's Young Ladies' Seminary'
541 6th Avenue (NRHP 1982)

St. Peter's Church & Rectory, 1 Bluff Street
(NRHP 1992)



It appears that the Preservation Plan may have been forgotten until about 2002. In 2002, probably as a result of the Jennings et al plan, a National Register nomination was prepared for the 100 Block of West Broadway Historic District (part of the Central Business District).



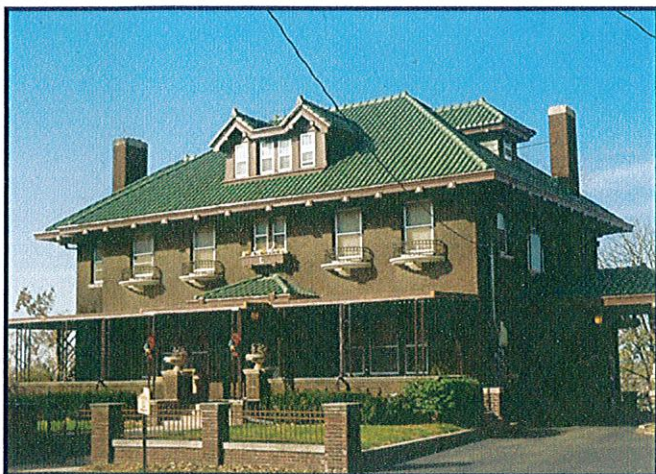
100 Block West Broadway Historic District (2002)
136-140 West Broadway

That same year, a survey was initiated in the “East Central Business District” now commonly known as the Willow/Bluff/3rd Historic District. A partial list of surveys undertaken in Council Bluffs in the last decade includes:

- 2003 Survey of Willow-Bluff -3rd Neighborhood by Jan Nash of Tallgrass Historians for the city's Community Development Program
- 2005 Survey of Broadway Street Viaduct Improvement Project by Leah Rogers of Tallgrass for CH2M Hill, Inc
- 2008 Survey of Park-Glen Neighborhood by Jan Nash of Tallgrass for the City and PCB
- 2012 Property Study of Broadway Street Viaduct by Leah Rogers of Tallgrass for Iowa Department of Transportation
- 2012 Cultural Resources Reconnaissance Survey, and Historical & Architectural Reconnaissance Survey for 2011 Flood Projects by Marlys Svendsen for the Iowa Homeland Security & Emergency Management Division

No one in attendance at the 2012 sessions was aware of the 1982 Jennings, et al document. It is unknown if the activities listed above were undertaken because of the 1982 report or because these are easily identified areas with a concentration of historic properties. Some were done because of federal funding for projects within the city. When federal funding is involved with a project (sewers, bridges, housing, etc.), a survey must be completed in the area to identify any resources more than 50 years of age, and to determine whether or not these resources are historically significant. When potentially significant properties are identified, more intensive research is required.

Three historic residential districts have been listed on the National Register in the past ten years: the Willow-Bluff-3rd Street District in 2005; the Lincoln Fairview District in 2007; and, the Park/Glen Historic District in 2010. Both the Willow/Bluff and Park/Glen nominations were preceded by intensive level surveys of the neighborhood. These three nomination projects appear to have been joint efforts involving the City and Preserve Council Bluffs with some funding for the Iowa West Foundation. In at least two cases, PCB served as the project director.



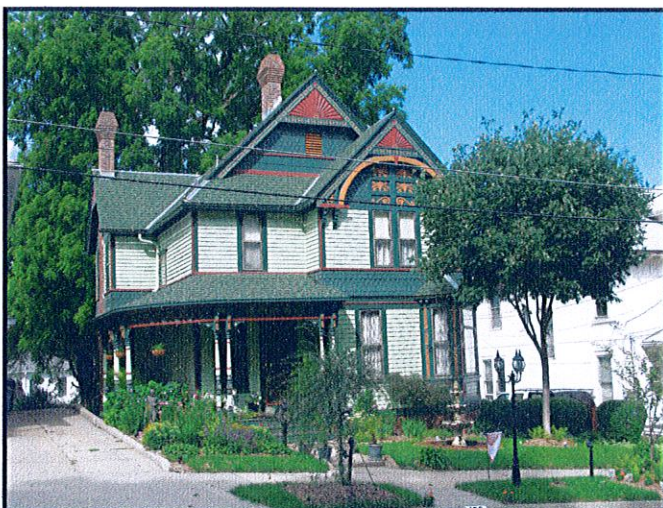
Willow/Bluff/3rd Street
Historic District (2005)

Fred R. Davis House
526 3rd Street



Lincoln/Fairview
Historic District (2007)

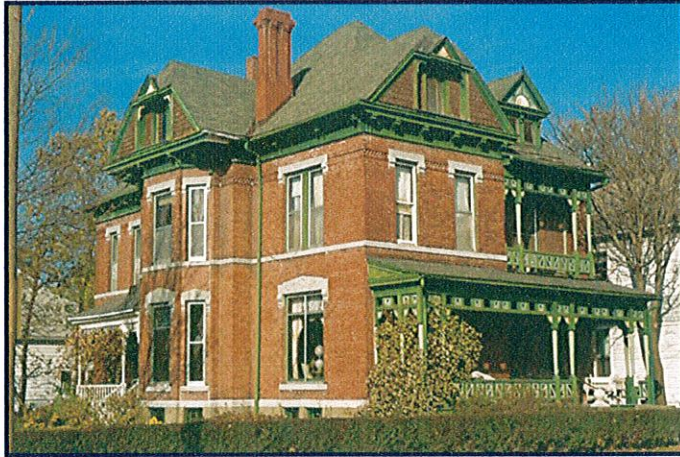
Finley Burke House
510 Oakland



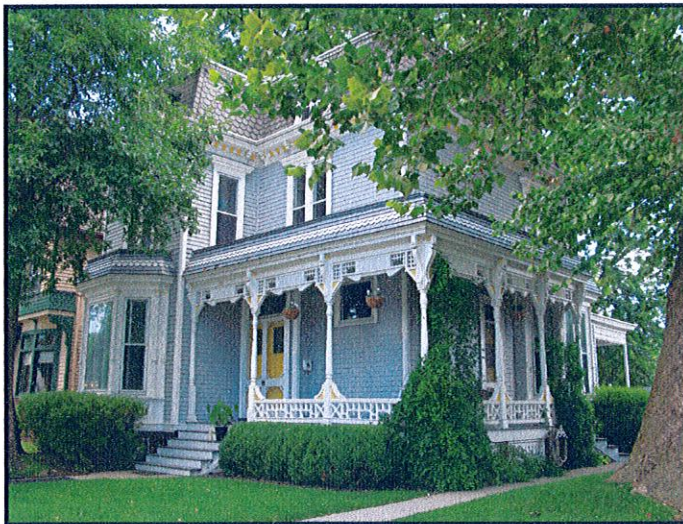
Park/Glen
Historic District (2010)

H.H. Field House
126 Park

Two areas that have not received intensive survey and evaluation were noted in both the 1982 report and in the 2012 meetings. One is the area that Jennings et al identified as the West Central Business District that is basically South 7th and 8th Streets between 1st Avenue and South 12th Street. There is interest in creating a historic residential district along portions of 8th Street, but much of 7th has been negatively impacted by commercial expansion. Two houses in this area are already individually listed on the National Register: the O.P. Wickham House at 616 South 7th, and the John & Agnes Shea House at 309 South 8th.

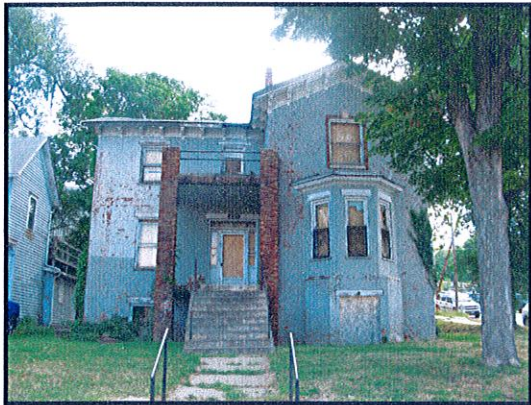


O.P. Wickham House
616 South 7th Street
(NRHP 1979)



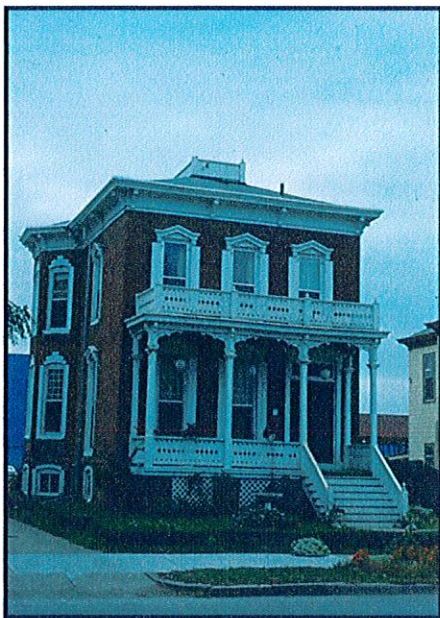
Potential 8th Street Historic District
Charles McDonald House
413 South 8th Street

In 1982 Jennings et al discussed the “fragile condition” of South 4th (page 40) and noted that it was being impacted by an expanding commercial district. This condition has only worsened in the past thirty years and continues to be a point of discussion in 2012. The most recent loss occurred during the current project when the Italianate brick Snow House was demolished in late 2012. A few blocks to the south on 9th Avenue, another Italianate brick house is endangered due to industrial expansion. And, on South 7th Street a Second Empire house is being demolished for a parking lot.



Snow Residence
South 4th Street

Demolished 2012



Robin's Nest B&B
South 9th Avenue

Endangered



Second Empire Residence
7th and Willow

Demolished 2013

FINANCIAL INCENTIVES FOR HISTORIC PRESERVATION

Property owners, both residential and income-producing, always want to know "Is there any money to help me save this house/building?" Although there is one state program, the Historic Resource Development Program (HRDP) that provides dollars for actual brick-and-mortar projects, it is highly competitive with limited funding. The most successful programs involve investment tax credits. In order to be eligible for these tax programs, a property must either be listed individually on the National Register of Historic Places or be a contributing structure in a NR historic district. To qualify for the tax credits, the project must be a substantial rehabilitation, and all work must be in compliance with the Secretary of the Interior's Standards for Rehabilitation. The 20% federal tax credits are only available for income-producing buildings, but the 25% state tax credits are available for use on owner occupied residences as well. Each of the preservation-oriented groups in Council Bluffs should have information available for the public concerning the tax credit programs, and should be ready to refer property owners to a source for more specific information concerning both programs. Although the State Historic Preservation Offices in both Iowa and Nebraska can provide this information, it would be helpful to be able to refer them to local resources as well. A list of local resources who have worked with the tax credit programs should be compiled. This list would include property owners, architects, attorneys and CPAs who have successfully worked with tax projects and who have been involved with the paperwork necessary for such projects. While MSCB and PCDC are the groups most likely to be involved with tax credit projects, home owners in the three historic residential districts should also be made aware of the credits and technical assistance offered.

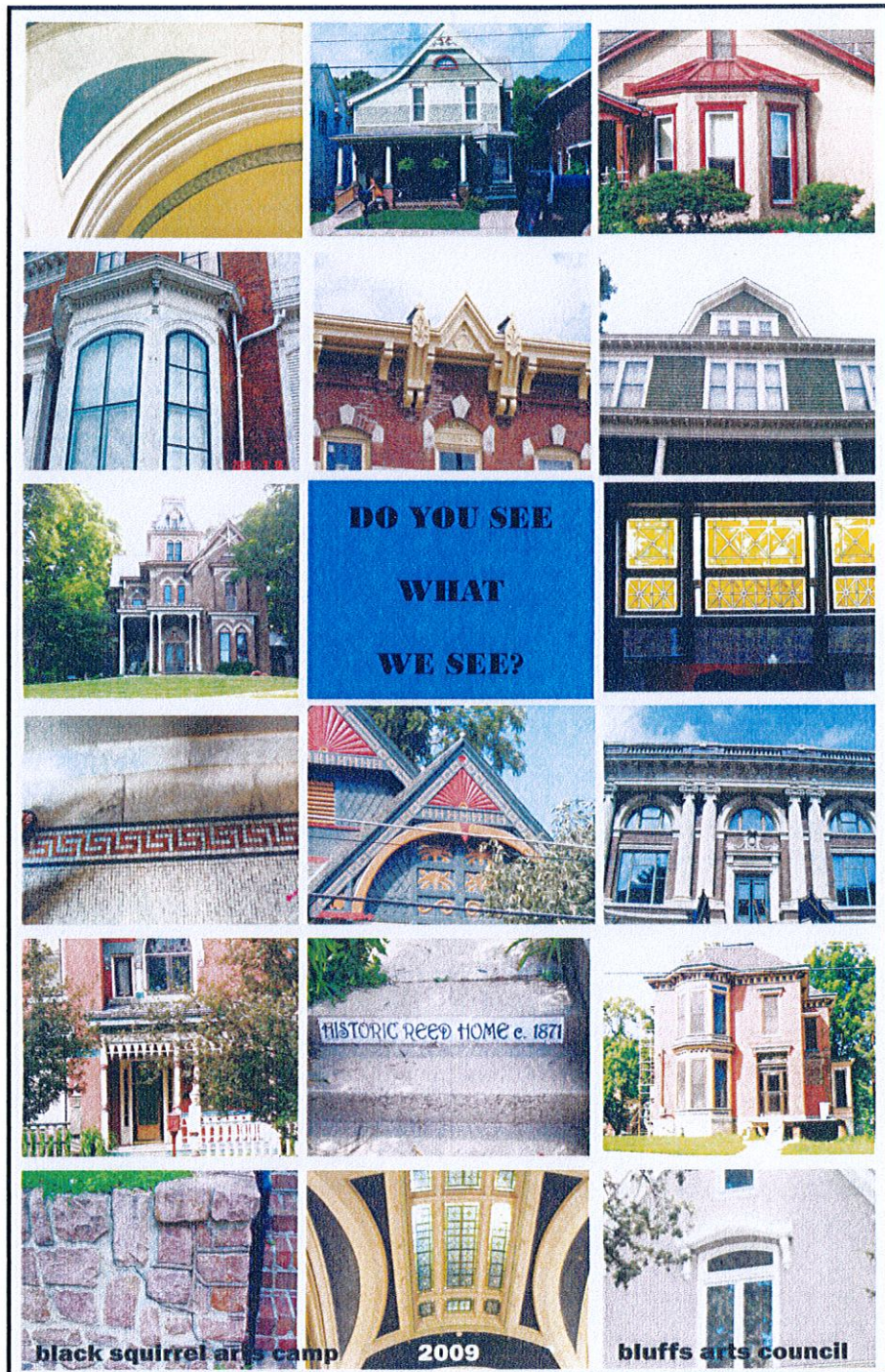
Any discussion of the pros and cons of using the tax credits must stress compliance with the Secretary of the Interior's Standards. It is important to use experienced preservation contractors who understand not only the need to comply with the Secretary's Standards, but who also have the knowledge and ability to physically complete the work according to the Standards. Due to the number of rehabilitation projects that have been done in the area in recent years, it appears that there are experienced contractors/craftsmen in both Council Bluffs and Omaha. Training workshops for contractors (and individual property owners) interested in learning more about the appropriate ways to rehabilitate historic properties would be an invaluable resource. The popularity of cable television shows about rehabbing historic houses has created more interest in this. Unfortunately, many of the demolition techniques used on the shows destroy portions of the houses rather than carefully removing them for either re-use in that particular project or re-use by someone else in a rehab project. For this reason, training workshops in proper demolition techniques might be encouraged. Salvaging architectural details is an important aspect of historic preservation. Storage of architectural salvage can be provided by the city or by a local preservation group. Both Iowa City and Burlington have successful salvage programs and are more than willing to share their experiences (both positive and negative).

One of the problems that home/building owners face when they have completed their rehabilitation project is the increase in property taxes. Several years ago the Iowa Legislature approved a bill allowing counties to make available a property tax abatement for the rehabilitation of historic properties. This is done on a county by county basis, and not all counties have put this in place. This is something that should be considered by Pottawattamie County.

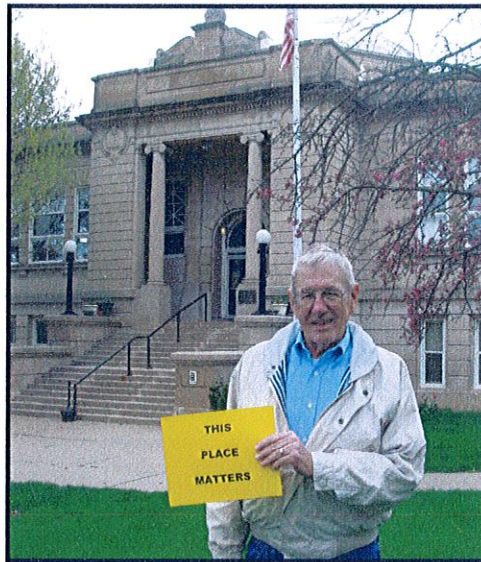
PRESERVATION EDUCATION IN COUNCIL BLUFFS

The perception that historic preservation is elitist exists in many communities. Preservation education is essential to overcome this misrepresentation. The term "preservation education" sounds

rather stuffy, but in truth it can take some fun, exciting forms. "Saving old houses" preserves the history of the neighborhood and community. It tells the stories of the past. PCB has been actively involved with "spreading the word" through the Trolley Tours, Holiday House Tours, the Walking Tour brochures they have created, and the newspaper articles about local historic houses. Several years ago Bluffs Arts Council sponsored a week long summer workshop for 6th through 8th grade students, introducing them to historic architecture in general and the architecture of Council Bluffs specifically. Armed with digital cameras they recorded architectural details of houses and buildings in the Park/Glen and 100 Block West Broadway historic districts the Union Pacific Railroad Museum. Their photos were used to create a brightly colored poster labeled "Do You See What We See?"



An example of more typical preservation education is the presentation that PCB last sponsored last year by Vincent Lintz of Preservation Iowa on the Investment Tax Credits. Every building façade that is rehabbed through the efforts of PCDC shows people how historic buildings can look when cared for. Many Main Street organizations sponsor annual tours of buildings during the rehabilitation process. This gives the public some idea of what it takes to tackle historic preservation projects. Every activity sponsored by one of the preservation-oriented groups that reaches out to the general public is considered preservation education. That includes the dinners in historic homes as well the public meetings of the Historic Preservation Commission. National Historic Preservation Month in May each year is an opportunity to offer a variety of activities in a concentrated period of time. For several years, the National Trust for Historic Preservation has used the slogan "This Place Matters" for preservation month. One successful project that built on the slogan features photographs of people standing in front of their favorite local historic house or building holding a brightly colored sign reading "This Place Matters."



RECOMMENDATIONS

Following the Saturday sessions in the fall of 2012 representatives of each of the four major preservation organizations started meeting on a quarterly basis. These meetings provide a chance for each organization to let the others know what they are doing, and gives them a chance to collaborate on projects that might be too large for any one of them independently. These shared communications should keep both the Right Hand and the Left Hand aware of what the other is doing. The quarterly meetings can also serve as a platform to discuss future preservation activities that have been identified by the individual groups and can help in prioritizing these. Each of these groups also brings different potential funding sources and different volunteer pools for future activities.

#1 One of the first things that this joint group might consider is approaching the Pottawattamie County Board of Supervisors about enacting the historic preservation property tax abatement program. This is something that would have a positive impact on the work that each of the individual organizations is doing.

#2 It is recommended that each of the groups obtain a copy of the 1982 Jennings et al Preservation Plan and become familiar with the recommendations made at that time. (PCB has the Preservation Plan available on CD) Those recommendations are surprisingly appropriate for preservationists today. The plan laid out a timetable for the accomplishment of their recommendations,

#3 This would appear to be the time to take on intensive level surveys and evaluations of the South 4th Street and South 7th Street neighborhoods. This could be a cooperative venture between the city Historic Preservation Commission and Preserve Council Bluffs. The HPC could apply for funding through from the State Historical Society of Iowa through the CLG or HRDP grant programs and/or PCB might apply for a grant from the Iowa West Foundation. Both organizations could provide volunteers to conduct research and photography. PCDC would probably not be involved at the survey and evaluation level, and Main Street Council Bluffs might not be directly involved as that organization is still in the development phase and must, of necessity, focus on the central business district.

#4 When the surveys and evaluations have been completed, it will be time to Take Action. There are at least two approaches that could be taken to stabilize these neighborhoods: Conservation District(s); and, something like the Elm Street Program that is used in Pennsylvania.

Conservation District. Conservation districts would be considered part of a city's overall planning and development programs. Such a district would need to be initiated by the Community Development Department, and the Historic Preservation Commission would be involved with making the local designation. Such designation indicates that the area/neighborhood encompasses buildings, sites, structures, and/or objects that are significant to Council Bluffs' history and should be maintained. In many communities this designation is used to safe-guard fragile neighborhoods and prevent wholesale demolition. In addition to the South 4th and South 7th neighborhoods, the entire ring around the central business district might be considered for conservation designation. Some specific guidelines that might be included in Conservation Districts are: the need for demolition permits; requirements for set-backs; restrictions on size of new construction; requirements for parking lots; and possibly, suggestions (if not requirements) on materials to be used. In addition, training sessions might be offered for potential developers with emphasis on new construction being sympathetic in terms of materials, scale and proportion. All of the historic preservation-oriented groups in Council Bluffs should be considered partners in creating Conservation Districts due to shared interests. Dubuque and Iowa City are two Iowa cities that have successfully used Conservation Districts as part of their historic preservation planning.

The Elm Street Program. The State of Pennsylvania has administered the Elm Street program for several years. Quoting directly from the Pennsylvania Department of Community & Economic Development's website...

Its goal is the revitalization of residential corridors that approach the downtown commercial districts. The reasoning behind the program is that our restored downtown commercial areas will be far more attractive to visitors and customers if the neighborhoods adjacent to them as just as appealing. Elm Street follows a five-point approach, similar to the Main Street four-point approach. [The five Elm Street points are: clean, safe & green; neighbors & economy; design; image & identity; and, sustainable organization.]

Elm Street allows communities to integrate a Main Street or downtown revitalization program with a neighborhood renewal strategy. (It) provides assistance and resources to residential and mixed-use areas in proximity to central business districts. This approach will further enhance the downtown area as it improves the viability of our older neighborhoods.

The Elm Street Program incorporates volunteer support, the leveraging of private dollars, strategic planning, rehabilitation and reuse of existing buildings,

as well as streetscape improvements. It relies on neighborhood involvement and a visible programmatic connection to an existing Main Street/Downtown revitalization program. Through the Elm Street Program, (state) grants will be available for planning, technical assistance and physical improvements.

To become a Pennsylvania Elm Street participant, the community must:

- 1) Target a residential or mixed-use area that is pedestrian-oriented and dominated by older buildings that is within a half-mile of a business district that is being revitalized.
- 2) Demonstrate that this defined residential or mixed-use neighborhood is in need of revitalization (crime rates, poverty, unemployment, deteriorated/dilapidated housing stock, blighted buildings, reduced homeownership rates, etc.).
- 3) Show that there is explicit support by the targeted neighborhood residents, community-based organization, property owners, and municipal officials as well as relevant stakeholders who are located within the proposed project area.
- 4) Show there is an organization in place (most commonly through a private, non-profit 501©3 corporation) that will oversee the implementation and ongoing evaluation of the program.
- 5) Produce an Elm Street Plan which includes a mission statement, a vision for the area, and an action plan. Public input and approval must also be shown.
- 6) An Elm Street community must also be part of the Main Street program.

In Pennsylvania, it is the state that designates Elm Street communities, and it is the state that provides funding for start-up and administrative costs for a maximum of five years. Michigan is said to be setting up a similar type of program, but it is in its infancy. The Iowa Development Authority and Main Street Iowa do not have such a program in place, or any plans to implement one. That does not mean that a community could not set up a program similar to this on their own.

In Council Bluffs, PCDC already provides much of the same services to commercial revitalization that "Elm Street" programs provide to residential and mixed-use areas. The financial partnerships are all in place, and there is a community-wide acceptance of the work that they do. If there is interest in establishing something like "Elm Street" in Council Bluffs to deal directly with transitional neighborhoods like South 4th and South 7th streets, it might be profitable for a small group of interested individuals to contact participants in several participating Pennsylvania communities, and maybe even make on-site visits. A program with similar structure and goals could be set up in Council Bluffs, possibly working with PCDC. To set up a similar local program, specific steps would need to be taken (basically following the requirements above).

- 1) Identify a transitional neighborhood in need of revitalization.
- 2) Obtain local designation as a conservation district and work with the city planning office to develop guidelines.
- 3) Develop support within the target area(s) from property owners, tenants, and other interested parties.
- 4) Either identify or establish a non-profit organization to oversee the program.
- 5) Produce a business plan.

The program would need at least a part-time director, but it could become a major part of the community and economic redevelopment of historic central Council Bluffs. Like the Conservation District(s), all of the preservation-oriented organizations can be considered partners in this venture. The

Iowa West Foundation could become an important player in this process. Council Bluffs has the opportunity to be a pilot project, setting new standards for other towns across the state.

The Conservation District(s) and the "Elm Street" approach are not mutually exclusive and should be used together effectively for the revitalization of these transitional neighborhoods. These two approaches can become an important part of the historic preservation program in Council Bluffs and should be taken into consideration as part of the community's Comprehensive Plan.

To be successful in achieving any of the four recommendations cited above, the preservation-oriented organizations need to work together. None of these recommendations will be successful without the cooperation of all of the groups. Each can continue to function on their own, doing what they do best, whether it is regulatory, offering Trolley Tours, rehabbing the Bregant House, revitalizing downtown through the Main Street approach or the financial and technical assistance of PCDC. Each has their own specific role to play, but together these preservation-oriented groups can ensure a coordinated preservation effort in Council Bluffs.

LIST OF PARTICIPANTS/ORGANIZATIONS

NAME	ORGANIZATION
Wayne Andersen	Preserve Council Bluffs (PCB)
Kurt Arends	PCB and Lincoln Fairview Historic District
Ruby Bentley	Macedonia Historical Museum
Arlo Burke	Main Street Council Bluffs, Inc. (MSCB)
Michelle Burns	PCB
Ken Freudenburg	Lincoln Fairview
Sheryl Garst	PCB and Lincoln Fairview
Roxanne Johnson	Council Bluffs HPC
Jim Kieffer	PCB and Willow/Bluff/3 rd Street Historic District
Nicole Malone	The Architectural Office, Omaha
Mary Lou McGinn	PCB + PARK/GLEN Avenues Historic District
Reed Morgan	Iowa West Foundation (IWF)
Phyllis Otto	Council Bluffs HPC
Cal Petersen	Council Bluffs HPC
Mark Petersen	PCB
Donna Pritchard	MSCB Inc
Amy Recker	Pottawattamie County Development Corp (PCDC)

RESOURCES

Preservation Plan:

Jennings, Gottfried, Cheek/Preservationists. Council Bluffs: A Plan for Historic Preservation. Prepared for the City of Council Bluffs and the Iowa Historic Preservation Office with funding from the U.S. Department of the Interior, October, 1982.

Federal Tax Incentives:

<http://www.nps.gov/tps/tax-incentives/before-you-apply.htm> This has a variety of information

<http://www.nps.gov/tps/tax-incentives/taxdocs/about-tax-incentives-2012.pdf> This brochure is well done and provides a quick view of the program

State Historic Preservation Tax Incentive Program:

<http://www.iowahistory.org/historic-preservation/tax-incentives-for-rehabilitation/state-tax-credits/index.html>

Conservation Districts:

"Conservation Districts" an issues paper from the Cultural Resources Partnership Notes, NPS
<http://www.nps.gov/history/hps/pad/partnership/ConsDist699.pdf>

"Neighborhood Conservation Districts," Cambridge, MA.
http://www2.cambridgema.gov/historic/ncd_brochure.pdf

City of Dubuque, IA: Conservation Districts
<http://www.cityofdubuque.org/index.aspx?NID=1461>

City of Iowa City, IA: Historic Preservation/Historic & Conservation Districts
<http://www.icgov.org/?id=1484>

Miller, Julia. Doing Away with Demolition by Neglect. Washington, D.C.: National Trust for Historic Preservation, 2010

Miller, Julia. Preserving Older Neighborhoods through Conservation District Programs. Washington, D.C.: National Trust for Historic Preservation, 2004.

The Elm Street Program

"The Elm Street Five-Point Approach." Pennsylvania Downtown Center, 2012
<http://staging.padowntown.andculture.net/programs-services/elm-street-five-point-approach>

