

**Gaining Ground:  
A Preservation Plan  
for Minnesota's Historic Properties  
2006-2010**

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## **INTRODUCTION**

Minnesota's historic properties are among the state's most valuable resources. As diverse as Minnesota's people and its land, these resources add variety and richness to our rural and urban landscapes, giving us our sense of place. From a 19th-century county courthouse still serving the needs of the community, to WPA-era shelters in a state park, to an archaeological site dating from Minnesota's earliest inhabitants—historic properties also are ties to our collective past, a legacy from those who lived here before us.

No museum protects these places from the passage of time or the march of economic development. Once lost, they cannot be replaced. Their preservation will be our own legacy to future generations.

There are other, more tangible reasons for preserving this evidence of Minnesota's past. Historic preservation revitalizes downtown business districts, stimulates heritage tourism, provides affordable housing and creates new jobs. These factors in turn renew community pride and spur citizen involvement. In terms of both cost-benefit analysis and community development, historic preservation is a great investment.

### **Leading the Way**

As the office in the state with primary responsibility for historic preservation, Minnesota's State Historic Preservation Office (SHPO), located at the Minnesota Historical Society, advocates the preservation of the state's historic and archaeological resources and provides statewide leadership in carrying out its mission to identify, evaluate, register and protect historic properties.

Among the SHPO's many charges is development of the statewide historic preservation plan. This plan for 2006–2010 assesses the progress made by all of



Minnesota's preservation partners during the last five-year planning period and provides direction for our preservation community in the years ahead.

When the previous statewide preservation plan was released in the fall of 2000, expectations were high, fueled by a dramatic increase in the federal appropriation for historic preservation. Within two years, however, federal funding for preservation had dropped precipitously, reducing Minnesota's share by 31 percent. One year later, a state budget crisis forced SHPO staff layoffs, program cuts and a 75 percent reduction in state grant funds.

Yet, despite the setbacks during this period of unprecedented volatility in historic preservation funding, Minnesota's preservation community remains vigorous. Progress has been made on many fronts and public awareness of historic preservation is gaining ground.

## **A Vision for the Future**

This statewide plan contains our shared agenda for the future of historic preservation in Minnesota. Our vision is a bold one. We see preservation thriving in all its dimensions:

- a broad, inclusive movement that identifies and interprets important places and events associated with all people who have contributed to Minnesota's past;
- an essential tool for revitalizing Minnesota's cities, towns and neighborhoods and conserving the historic and scenic values of a disappearing countryside;
- an important way to understand Minnesota's cultural heritage and appreciate the diverse people and traditions that have come together to shape the society we know today; and
- a source of identity and continuity as we move into the future.

What will preservation look like in the year 2020 if this vision is realized? Minnesota will have secured its reputation for valuing and protecting its historic and cultural



resources. Communities across the state will be integrating historic preservation into their planning, with vibrant historic neighborhoods and downtowns the evidence of their success. And the preservation community will have become a strong network of people from diverse cultures, backgrounds and disciplines, leveraging the human and financial resources necessary to make preservation happen across the state.

The success of this new plan depends on the partnership of all of Minnesota's many preservation players—citizens, organizations, government agencies, elected officials and preservation professionals. With your cooperation, the preservation picture in Minnesota will be strong indeed.



## **THE PLANNING PROCESS**

This statewide historic preservation plan draws on information gathered from many sources over the past 15 years. Driving the effort has been the SHPO's own annual planning, which has integrated public and professional participation since the mid-1980s.

In 1990 the SHPO formalized that participation through a combination of annual regional meetings for the public and periodic planning sessions with selected groups. Those gatherings were designed to identify strengths and weaknesses of current preservation programs and explore trends and issues affecting Minnesota's cultural resources.

This process, used in developing the statewide historic preservation plans issued in 1995 and 2000, was again followed for this revision. Providing the context for all the plans is the SHPO's 1991 publication, *Preserving Minnesota: Planning for Historic Properties into a New Century*.

### **The SHPO Role**

At their annual planning retreat, SHPO staff members review broad historic preservation planning objectives, assess the continued validity of the statewide plan's goals, establish priorities and develop a work plan for the coming year. This statewide preservation plan was prepared within that framework.

### **Identifying Constituencies**

In developing the public participation component of the planning process, the SHPO identified a wide variety of groups for input:

- Preservation-related professionals and those familiar with the field of historic preservation and the work of the Minnesota SHPO. Participants include the Tribal Historic Preservation Officers, the State Review Board, statewide and local historic preservation organizations, preservation consultants, other



Minnesota Historical Society staff members, historians, architectural historians and archaeologists.

- Federal, state and local government officials and others whose decisions affect or have the potential to affect historic and cultural resources.
- Heritage preservation commissions, Certified Local Governments and other local communities.
- American Indians.
- County and local historical organizations.
- Special-interest populations.
- General public.

### **Public and Professional Input**

To communicate with these diverse audiences and solicit input for the statewide plan, the SHPO relied on the following vehicles.

*Public Meetings:* Until 2003, regional public meetings were used to gauge general perceptions about preservation, identify regional issues and threats to historic properties, obtain recommendations for National Register and survey priorities, and solicit suggestions for technical assistance and funding. These meetings have been replaced by more targeted sessions with various stakeholders.

*Survey Questionnaire:* In the fall of 2003 the SHPO surveyed participants at the annual statewide historic preservation conference, held that year in New Ulm. The survey, conducted at the midway mark in the 2000–2005 plan, checked progress against the plan’s goals and strategies and helped set priorities for future work.

*Facilitated Planning Sessions:* Held in the summer of 2005 in eight regional locations—two in the metropolitan area of Minneapolis and St. Paul and six in greater Minnesota—these sessions provided feedback on the status of historic preservation around the state. Attendance represented a cross-section of

Minnesota's preservation community. The resulting information helped shape the "Progress Report" and "Goals and Strategies" sections of this plan revision.

*Online Survey:* Complementing the facilitated planning sessions was an online survey on the Minnesota Historical Society's web site designed to elicit comments from stakeholders and the general public. The ease of use, high rate of return and quality of feedback for this first-ever online survey by the SHPO were encouraging.

*Agency Participation:* Planning sessions with state and federal agency personnel, local preservation commissions, the State Review Board and other individuals provided key input as well. In addition, SHPO staff gleaned information on statewide trends and issues affecting historic preservation from the planning documents of other agencies, annual reports of heritage preservation commissions and reports generated from review and compliance activities.

*Workshops:* The SHPO hosted workshops for state and federal agencies and for other agencies that receive federal funds to discuss particular concerns about projects affecting historic resources. Cooperative relationships with several state agencies were cultivated because of their high potential to affect historic resources and/or the absence of comprehensive planning for their cultural resources.

*Newsletters:* Two SHPO newsletters, *The Minnesota Preservation Planner* and *The Minnesota History Interpreter*, reach a combined readership of some 3,500 individuals and agencies—all stakeholders in the preservation of Minnesota's historic resources.

## **A Work in Progress**

This revised plan provides a framework for the ongoing work of historic preservation—resource identification, evaluation, registration and protection—by all of Minnesota's preservation partners. It is to be used in concert with such documents as Minnesota's disaster plan for historic properties and other





preservation planning tools developed to address the needs of specific categories of resources.

Consider the plan a work in progress. Over the next five years, the SHPO will continue to test, evaluate and fine-tune the assumptions, goals and strategies presented here. The revision process for the next plan, to be issued in 2011, will begin in the summer of 2008.

# THE PRESERVATION PICTURE IN MINNESOTA

## OUR CULTURAL RESOURCES

Minnesota's historic properties are an immensely varied resource. From houses, public buildings and commercial districts to archaeological sites, bridges, mines and even submerged shipwrecks, they help tell Minnesota's story and are tangible links to our collective past.

As part of the ongoing work of the State Historic Preservation Office in Minnesota, more than 50,000 historic structures and some 16,500 archaeological sites have been identified to date. Of these, more than 500 properties, which include some 2,500 individual properties, have been designated locally. Over 1,500—encompassing 6,500 individual properties that represent every county in the state—are listed in the National Register of Historic Places.

### Gathering Data

A systematic inventory of Minnesota's historic resources began in 1977 with a statewide, county-by-county survey by the SHPO of standing structures. Over the next 11 years, the SHPO identified and evaluated an estimated 32,000 historic properties. Since the county survey, the SHPO and other preservation partners have undertaken more specialized surveys and cultural resource studies. Among the areas of focus:

- Agricultural historic landscapes.
- Highway waysides.
- Historic bridges.
- Historic farmsteads.
- Historic shipwrecks in the Minnesota waters of Lake Superior.
- Historic shipwrecks of Minnesota's inland lakes and rivers.
- Properties associated with Black Minnesotans in the Twin Cities and Duluth.
- Properties associated with the logging industry.



- Sites associated with American Indian land cession treaties.
- State-owned buildings.
- University of Minnesota properties.
- WPA-era properties.

Information generated by these surveys and cultural resource studies is available at the Minnesota SHPO for use by the general public and for research and planning by other agencies. Information from the National Register nominations generated by these projects is also accessible through the Minnesota Historical Society's web site.

On the local level, heritage preservation commissions have gathered extensive survey data for many Minnesota communities, largely through federal Certified Local Government (CLG) grants administered by the SHPO. The number of cities participating in this effort continues to grow, serving to update and expand the statewide inventory and helping these communities ensure that historic resources are considered in local planning.

An increasingly large portion of the data added each year to the statewide inventory comes from project-driven surveys conducted by state and federal agencies in the course of carrying out their cultural resource responsibilities. This survey information is building a good basis for evaluating certain categories of resources, notably those of more recent construction along major highway corridors.

## **Defining Contexts**

To evaluate Minnesota's historic and archaeological resources, the SHPO developed a framework of historic contexts—defined by time period, theme and geographical area—that help determine the significance of each resource within the larger picture of the region's history. For each context, priorities were established for survey, registration and treatment activities. Minnesota's three-tiered historic context framework:



- I. Broad statewide patterns encompassing three periods: Pre-Contact (9500 B.C.–A.D. 1650), Contact (1650–1837) and Post-Contact (1837–1945).
- II. Specific themes, identified as needed, to evaluate properties best understood in a framework smaller than statewide patterns.
- III. Contexts developed by a particular city or other local area for use in local planning.

## **Filling Gaps**

The work of identifying and evaluating Minnesota’s historic properties at both the state and local levels continues. Among the significant gaps in the body of survey data:

- A statewide archaeological survey, initiated at the same time as the county-by-county standing structures survey, was completed in only a handful of counties. It remains a high priority, especially as development pressures threaten sites near the shorelines of lakes and rivers.
- Some of the SHPO’s county-by-county standing structures surveys were done nearly 30 years ago, and the quality of the data varies from county to county. There is a growing need to update survey data from the early years of that program—work that is gradually being addressed as CLG surveys update the earlier survey data.
- Traditional cultural properties—that is, properties associated with the cultural practices and beliefs of a living community—need to be identified, especially those associated with Minnesota’s American Indian people.
- Identifying and evaluating historic landscapes both urban and rural is a statewide need. Though addressed in a small way through documentation for new National Register nominations, this area of study warrants a more comprehensive approach.
- With the passage of time, new categories of properties are becoming eligible for the National Register. Survey work is needed to identify and evaluate resources of the World War II era as well as the early modern era. To cite

one example: a survey of county courthouses and municipal buildings constructed during the 1950s and early 1960s is needed.

## **Preservation and Treatment**

The toughest challenges faced by Minnesota's preservation community are the preservation and treatment of our historic resources. A lack of funds, lack of planning at the local level and lack of viable uses for historic properties continue to pose major hurdles.

Other barriers to preservation are best understood within a larger context. For example, historic resources in rural areas are particularly vulnerable as those areas experience population loss, economic hardship and changing agricultural technologies. Development pressures in and near fast-growing urban areas and along the shorelines of lakes and rivers also present great challenges. For more on the challenges facing Minnesota's historic and archaeological properties, see "Statewide Factors Affecting Historic Resources," page 18.

## **THE PRESERVATION COMMUNITY**

Interest in historic preservation in Minnesota continues to grow. The state is home to a wide range of preservation organizations, professionals in related fields, skilled craftsmen, architects and developers with preservation expertise. The result: Minnesota's preservation community is becoming as diverse as the resources it works to preserve. Any plan to guide preservation efforts in the future must consider these many partners and the varied roles they play.

## **ORGANIZATIONS WHOSE PRIMARY MISSION IS HISTORIC PRESERVATION**

### **Minnesota State Historic Preservation Office**

The Minnesota Historical Society's SHPO, funded from both federal and state sources, plays the lead role in implementing the statewide preservation plan. In



addition to administering the federally mandated historic preservation program, the office also administers two state-funded grants-in-aid programs to assist historic properties. Since 1995, grant funds appropriated during bonding sessions at the Minnesota Legislature have significantly improved the availability of grant assistance for historic properties in public ownership. At the same time, grant funds available for other properties have become increasingly scarce. The instability of government funding, SHPO staff cuts in recent years and growing demand in all areas of the SHPO's program have stretched the capacity of the office to serve all its constituents.

Now 36 years old, the SHPO is at an important turning point. Many of its current staff helped shape the program in its formative years; they continue to lead it. It is expected that, during the years covered by this plan, they will begin to usher in an era of new leadership.

### **Minnesota's Tribal Historic Preservation Offices**

The Mille Lacs, Leech Lake and White Earth bands of Ojibwe applied to, and have been designated by, the National Park Service to play a role parallel to the SHPO in administering preservation programs on their reservations. These three Minnesota THPOs focus their work on archaeological sites and traditional cultural properties; they work with the SHPO in dealing with other types of historic resources. The presence of THPOs in carrying out the provisions of the National Historic Preservation Act has been one of the most significant developments in the preservation community over the past decade.

### **National Trust for Historic Preservation**

This nonprofit organization, which provides national leadership in historic preservation, is an important partner to Minnesota's preservation community. The National Trust's commitment has been crucial to fostering preservation advocacy and strengthening both statewide nonprofit preservation organizations and local preservation programs. In recent years the Trust's partnership with Preservation

Development Initiatives (PDI) in St. Paul and Duluth has given the organization a visible presence in the state.

### **Preservation Alliance of Minnesota**

Founded in 1981, the Preservation Alliance is Minnesota's only statewide nonprofit organization dedicated exclusively to the preservation, protection and promotion of historic resources. The Alliance works to preserve Minnesota's cultural resources through preservation advocacy, education and a preservation easement program. The organization annually issues a list of Minnesota's Ten Most Endangered Historic Properties and hosts the Minnesota Preservation Awards program.

### **Local Heritage Preservation Commissions**

To date, 55 Minnesota communities have enacted local preservation ordinances—a 22 percent increase since the 2000 preservation plan was issued. Thirty-seven of those communities participate in the Certified Local Government program, administered by the SHPO and the National Park Service. Through this program, local communities conduct surveys, designate historic properties, develop and enforce design guidelines, and undertake a wide range of preservation education activities. These communities, among Minnesota's strongest preservation partners, provide leadership and advocacy on preservation issues around the state. However, many of these local programs are underfunded and few have professional staff.

## **GOVERNMENT PLAYERS**

### **Federal Agencies**

All federal agencies have historic preservation responsibilities under the National Historic Preservation Act. These responsibilities include the stewardship of historic properties owned by the agencies, as well as consideration of how the ongoing work of the agency might affect historic properties owned by others.

- In Minnesota the **National Park Service** (NPS) owns, maintains and interprets historic properties at Voyageurs National Park, the St. Croix National Scenic Riverway, and Grand Portage and Pipestone National



Monuments, and works to preserve and interpret historic properties in the Mississippi National River and Recreation Area. Through its external programs, NPS also provides important oversight for the nation's historic preservation programs, including the National Register of Historic Places and the work of the SHPO.

- The **U.S. Forest Service** owns historic properties in the Superior and Chippewa National Forests and promotes awareness of these resources through its Passport In Time programs.
- The **Federal Highway Administration** has become a significant funder of historic preservation activities through enhancement funds and cooperative projects. Its initiatives such as the Context Sensitive Design program and its proactive efforts in tribal consultation have made the agency responsive to the changing needs of its preservation partners and the state's historic resources.
- The **Federal Emergency Management Agency**, the **Natural Resources Conservation Service**, the **Fish and Wildlife Service**, the **U.S. Army Corps of Engineers**, the **Department of Housing and Urban Development** and the **Bureau of Indian Affairs** are among the federal agencies with cultural resource professionals on staff working to ensure that historic properties are considered as the agencies carry out their missions.
- The **Department of Agriculture/Rural Development**, the **Department of Health and Human Services**, the **Federal Communications Commission** and the **Federal Energy Regulatory Commission** all fund or license projects like sewer and water systems, communications towers and hydropower developments, all of which can affect historic properties.
- The **Advisory Council on Historic Preservation** is the independent federal agency that oversees the historic preservation work of other federal agencies, in consultation with the SHPO.

## **Indian Tribes**

In 1992 the National Historic Preservation Act was amended to provide for expanded participation by Indian tribes in the national preservation program,





particularly regarding resources on tribal lands. (It was the 1992 amendments that also provided the means for tribes to establish Tribal Historic Preservation Offices referenced on page 12.) Many of Minnesota’s American Indian tribes, which have long advocated preserving cultural resources, now incorporate historic preservation in tribal planning. Tribal voices bring a unique perspective to the table and afford protection closer to the resources.

## **State Agencies**

The State of Minnesota, through its many agencies, owns numerous historic properties. The principal stewards of those state-owned cultural resources are the Department of Administration, Department of Natural Resources and Department of Transportation. Many other agencies also have potential effects on historic properties. Some examples:

- The **Department of Administration** is responsible for a number of historically significant state-owned buildings. In recent years the department has undertaken the process of transferring ownership for three state hospital campuses listed on the National Register of Historic Places to other parties. The department also houses the Office of the State Archaeologist (see page 16.)
- The **Department of Natural Resources** oversees hundreds of historic buildings—many from the WPA era—and archaeological sites in state parks and other areas across the state. A team of cultural resource professionals carries out much of this work.
- Through its own cultural resources unit, the **Department of Transportation** partners with the Federal Highway Administration to carry out the agencies’ preservation responsibilities, particularly in their review of new proposed highway projects. They are currently developing a statewide preservation plan for Minnesota’s historic bridges and roadside structures and are conducting studies of historic farmsteads and rail corridors.
- The **Department of Employment and Economic Development**, through such programs as Small Cities Development, provides funds for community revitalization.

- The **Minnesota Indian Affairs Council** is the official liaison between tribal governments and the State of Minnesota. Its mission is to protect the sovereignty of the 11 Minnesota tribes and the well-being of American Indian people throughout the state. The Council works closely with the Office of the State Archaeologist in carrying out responsibilities to protect burial sites.
- The **Minnesota Pollution Control Agency** plays an active role in environmental planning for feed lots and infrastructure projects and can encourage consideration of historic resources.
- The **Office of the State Archaeologist** is charged with the study, protection and promotion of Minnesota's largely "invisible" cultural resources. OSA duties include identifying, authenticating and protecting human burial sites and reviewing and licensing archaeological fieldwork conducted within the state.

### **Local Governments/Agencies**

City and county governments often own and manage historic properties; county courthouses and city and township halls comprise some 100 of Minnesota's National Register listings. Local planning and development agencies are responsible for implementing municipal policies that may affect those and other historic properties. All of these local agencies play a role in preserving the historic structures and landscapes that make their communities unique.

## **OTHER ORGANIZATIONS AND INDIVIDUALS**

### **Preservation Professionals**

Independent historians, architectural historians and archaeologists throughout the state do contract work for federal and state agencies, local governments, private developers and the SHPO. Other professionals and tradespeople whose fields have a significant impact on historic resources include architects, builders, contractors, lenders and real estate agents.

## **Professional Organizations and Friends Groups**

Increasingly visible are the special-interest nonprofit organizations and professional and friends groups that advocate for the state's historic resources. Among them:

- The **American Institute of Architects Minnesota**, largely through its Historic Resources Committee, represents and advocates for the state's architects and historic resources. The organization has an active presence in preserving the historic built environment.
- The **Friends of Minnesota Barns**, a newcomer to the preservation scene, was formed in 2003 partly in response to staff cuts at the SHPO that reduced the office's ability to guide a barn preservation program for the state. The group is dedicated to the preservation of the state's historic barns and farmsteads through education and increased awareness.
- The **Minnesota Chapter of the Society of Architectural Historians**, founded in 1973, promotes the preservation of important architectural resources through advocacy, tours and programs, and a quarterly newsletter.
- The **Minnesota Chapter of the American Society of Landscape Architects**, dedicated to careful stewardship and wise planning of cultural and natural environments, strengthens awareness of historic landscape preservation through programs and continuing education.
- Several professional archaeological organizations, including the **Society for American Archaeology**, the **Society for Historical Archaeology**, the **Plains Anthropological Society**, the **Midwest Archaeological Society**, the **Council for Minnesota Archaeology** and the **Minnesota Archaeological Society**, publish journals, sponsor annual conferences on Midwest archaeology and advocate for resource protection.

## **County and Local Historical Organizations**

Minnesota is home to more than 400 historical organizations, including county historical societies in each of the state's 87 counties. Many of these organizations are stewards of historic properties, some of which are administered as house museums, others as general history museums. Increasingly, these organizations

are directing their attention to preservation projects and have become local leaders and vocal advocates for preservation.

### **Owners and Developers of Historic Properties**

A majority of the state's historic resources are in the hands of private property owners and developers. Many appreciate the historical or architectural significance of their properties but others remain unaware of their properties' importance. This group is key to the success of resource preservation statewide.

## **STATEWIDE FACTORS AFFECTING HISTORIC RESOURCES**

Minnesota's historic and archaeological resources are affected in important ways by broader social and economic factors. Population shifts and demographic changes, economic uncertainty, the widening gulf between urban/suburban and rural areas—all have implications for the future of the state's historic resources. And all of these factors will continue to challenge community leaders.

The following look at some of the statewide trends affecting those resources is drawn from a variety of sources, including reports on 2000 census data prepared by the State Demographer's office; the Minnesota Department of Employment and Economic Development's *Compare Minnesota*, updated in 2003; the 2003 *Minnesota Statewide Transportation Plan*; and *Minnesota's 2003–2008 State Comprehensive Outdoor Recreation Plan*.

### **Growth and Development**

Among the nation's frost-belt states, Minnesota is one of the fastest growing. That growth is concentrated in the 11-county area surrounding Minneapolis and St. Paul, where today more than 60 percent of Minnesotans live. Some rural areas are growing too, primarily in lakes amenity areas statewide and in the north central

part of the state. This population growth contributes to a strong labor pool; it also requires increased capacity in transportation, housing and schools.

Growth in urban and suburban areas has come at the expense of many rural areas, especially in the western part of the state and along the southern border, where the trend toward depopulation has continued. In these places, residents are struggling to keep their towns alive.

In addition, Minnesotans are getting older and the median age in rural areas is rising faster, compounding the challenges faced by a declining population.

At the same time that these changes are occurring, Minnesota's population is becoming ethnically more diverse. The State Demographic Center projects that between 2005 and 2010 as much as 38 percent of the state's total population gain will occur in the nonwhite population. In 2000, nine percent of Minnesotans identified themselves as nonwhite; this is projected to rise to 13 percent by 2015. That shift will tip the balance even further toward a younger and more urban populace.

Minnesota is also one of the most economically diverse states in the nation. But economic growth is distributed unevenly, ever widening the income disparity between urban/suburban population centers and declining rural areas. That disparity will affect local and statewide public policy decisions as well as public and private investment in cultural resources. Putting additional pressure on the future of those resources are recent state budget shortfalls, cuts to agency funding and decreasing state aid to local governments.

*Challenges:*

- Population loss in rural areas has been accompanied by a decline in the number of family farms and the loss of other rural resources. Historic properties in these areas are especially at risk when the local economy cannot support their reuse.

- In fast-growing outlying suburban areas, where the vestiges of small towns are being swallowed up by new development, archaeological resources and evidence of the former agricultural landscape are at risk from urban sprawl. Resources associated with the state's period of early suburban development—in many cases, properties yet to be surveyed—are also being lost to redevelopment.
- New construction within historic districts in communities of all sizes poses an increasing threat to historic resources.
- In lakes amenity areas around the state, year-round residences are rapidly replacing small, seasonal lake cottages. These and other places associated with Minnesota's early period of recreation have never been evaluated. Growth here is also putting the state's archaeological resources at risk. In these areas, resource identification and evaluation have not kept up with the pace of development.
- Minnesota's growing minority populations are putting their own stamp on the Minnesota landscape, particularly in larger urban areas and a handful of communities in greater Minnesota. The places that are important to them today will be among the properties preserved in the future. This audience, largely not reached by historic preservation, is underrepresented among the state's historic preservation players. Strategies are needed to engage them in the preservation agenda.

*Opportunities:*

- Historic preservation can be a successful economic development tool. For example, it can revitalize a historic main street and, in the process, attract further investment and create jobs, stimulating the local economy. In some smaller communities around the state, this revival of small-town life is even drawing retirees back. Such improvements can also serve to develop and promote heritage tourism.
- Buildings and structures stand the best chance of preservation when they are in use. The SHPO has seen good results working with communities and

private citizens to conduct reuse studies of vacant, threatened or underused buildings.

- In urban centers, the growing economy is generating financial resources for many historic preservation projects, particularly in the area of housing. Former schools are being rehabilitated for senior housing in several communities. And the Minneapolis riverfront is experiencing a rebirth as older industrial areas are revitalized into residential neighborhoods.

## **Transportation Systems**

Minnesota's growing population and the rapid pace of development have put greater stress on the state's transportation infrastructure. Among the trends: more miles traveled (an 84 percent increase since 1984), growing congestion, rising fuel costs and more travel close to home (day trips now account for one quarter of all travel).

In response, state leaders have placed high priority on enhancing the safety and efficiency of the state's transportation systems. Changes to the state's transportation network as well as peoples' travel habits will have an impact on Minnesota's historic resources.

### *Challenges:*

- The priority placed on highway expansion and its accelerated pace pose an enormous threat to resources that lie in and near the construction sites. While the environmental review process can be managed and losses mitigated, the changes wrought on the landscape by this expansion are dramatic. The public sometimes perceives the review process as impenetrable, concluding that their concerns about cultural resources are not given due consideration.
- Minnesota's first light-rail corridor opened in 2004, linking the Mall of America and downtown Minneapolis. Planning for other lines is underway. These new systems will affect historic resources along their routes and in

nearby communities; how they may serve to revitalize historic properties along the lines remains to be seen.

*Opportunities:*

- Minnesota's statewide transportation plan recognizes both the need to preserve and enhance the environment, including our cultural resources, and the need for innovation to reduce negative impacts.
- The Federal Highway Administration's new context-sensitive highway design initiative, intended to integrate roads into adjacent natural and built environments, is already encouraging innovation in addressing complex resource-protection issues.
- Leisure travelers are a ready-made audience for enjoying the resources that make Minnesota unique. Communities that preserve their historic properties and tap their heritage tourism potential are a step ahead of others.
- Several types of transportation-related properties are newly eligible for nomination to the National Register. Early aviation facilities are already being evaluated. Sections of the interstate highway system are also now 50 years old; these properties and their alteration will be among emerging preservation issues in the years ahead.

**Government**

Federal, state and local governments have become principal players in historic preservation by establishing the legal basis and regulatory framework for protecting cultural resources. However, federal and state funding cuts continue to reduce the monies for preservation programs. In this climate of increased competition for limited public funds, preservation efforts by those in the private, nonprofit and commercial sectors are increasingly important.

*Challenges:*

- In Minnesota, population shifts have resulted in a shift of power at the State Legislature. Suburbs, where historic properties and the challenges to





preserving them are sometimes less understood, wield significantly greater influence today.

- Changes in public policy—regarding accessibility, building codes, disposal of surplus property, eminent domain—also can place historic resources at risk.

*Opportunities:*

- Local governments are increasingly turning to historic preservation as an economic development strategy. Minnesota communities that have enacted local preservation ordinances and achieved Certified Local Government status are successfully planning for the protection of their historic resources. Yet, too many elected officials at the county, municipal and township levels still fail to consider cultural resource management in their planning.
- *Preserve America* is a White House initiative that encourages and supports community efforts to preserve the nation's cultural and natural heritage. Among the initiative's aims: strengthen regional identities and local pride, increase local participation in preserving the country's cultural and natural heritage assets, and boost the economic vitality of communities. Three Minnesota communities—Red Wing, St. Cloud and Stillwater—have garnered *Preserve America* designation, and others are in the process of applying for it.
- Minnesota will celebrate its statehood sesquicentennial in 2008. The renewed interest in the state's heritage that the occasion brings is an opportunity to educate state and local officials and citizens about the value of the state's historic and archaeological resources.
- Progress is being made in creating a public policy environment more favorable for the protection of historic resources. For example, there is growing support for legislation to establish state tax incentives that will encourage historic building rehabilitation.

## A PROGRESS REPORT

Minnesota's first five-year preservation plan, issued by the SHPO in 1995, outlined a statewide agenda of goals and strategies to address preservation needs and set priorities. Those goals carried over to the 2000–2005 plan.

The SHPO continues to monitor progress toward Minnesota's preservation goals, aided by feedback from individuals and organizations with a stake in historic preservation as well as from the interested public. That feedback was gathered in three ways:

- A survey of participants attending the statewide historic preservation conference in New Ulm in 2003 to check progress and reset priorities at the midway mark in the 2000–2005 plan;
- A series of eight facilitated public meetings held around the state in the summer of 2005; and
- An online survey on the Minnesota Historical Society's web site, also during the summer of 2005, to elicit comments from stakeholders.

Listed below are the goals of the 2000–2005 plan, along with just some of the accomplishments of Minnesota's many preservation partners around the state over the past five years. The list is intended to be representative, not exhaustive.

### **1. Increase community awareness of the value of Minnesota's historic resources.**

- Access to information about the state's National Register properties has greatly improved through an expanded searchable database and online thematic tours on the Minnesota Historical Society's web site, and through recent publications including *The National Register of Historic Places in Minnesota: A Guide* and *Minnesota Treasures: Stories Behind the State's Historic Places* from MHS Press, as well as *Stories in Log and Stone: The Legacy of the New Deal in Minnesota State Parks*

from Minnesota State Parks.

- Aided largely by federal Certified Local Government grants, several communities—Faribault, Red Wing, Little Falls, Northfield and Winona—have developed such tools as walking tours, web-based materials and educational curricula for use in public schools to inform the public about their local historic assets.
- In 2005 St. Cloud, Red Wing and Stillwater were named Minnesota’s first Preserve America Communities, a federal recognition program that spotlights successful historic preservation efforts across the nation.
- Annual events in the preservation community serve to keep historic preservation in the public eye. The Preservation Alliance of Minnesota’s awards event and Ten Most Endangered Historic Properties list, together highlighting the successes and threats to historic preservation, gain considerable media attention every year. Historic Preservation Week is recognized at the local level each May in a growing number of communities. And the SHPO holds its annual statewide historic preservation conference, the largest annual gathering of Minnesota’s preservation community, in a different community each year.
- The SHPO’s capacity for preservation education was reduced in 2003 with the loss of staff and funding, which necessitated the suspension of several initiatives. In one case, other partners picked up the ball, creating the Friends of Minnesota Barns in part to continue the SHPO’s barn initiative.
- Minnesota’s preservation partners were successful in securing the Twin Cities as the location for the 2007 annual conference of the National

Trust for Historic Preservation; planning is well underway by a local steering committee.

## **2. Encourage integration of historic preservation at all levels of planning.**

- The number of state and federal agencies undertaking cultural resource management planning in partnership with the SHPO and other stakeholders continues to increase. In particular, notable progress has been made by the Federal Highways Administration (FHWA), Federal Emergency Management Agency, U.S. Forest Service, National Park Service (NPS) and the University of Minnesota.
- Many federal agencies, particularly FHWA and NPS, are increasing efforts at comprehensive environmental planning by better integrating their public participation under the National Environmental Policy Act and Section 106 of the National Historic Preservation Act.
- FHWA and the Minnesota Department of Transportation (MnDOT) are working on a major initiative with Minnesota Indian tribes to develop programmatic agreements with each of the tribes to improve the consultation process on FHWA-funded DOT projects.
- The University of Minnesota at Morris, with funding in part from a grant from the Getty Foundation, is completing a project that explores tools for historic preservation in campus planning. In 2004 the university hosted a conference bringing together a diverse group of planners, facilities managers, preservationists, architects and landscape architects to examine preliminary findings.
- St. Paul and Duluth are participating in Preservation Development Initiatives (PDI) in partnership with the National Trust for Historic Preservation to assess and build capacity and promote historic

preservation at the local level.

- Increasingly, historic landscape plans are being developed as a means to address preservation concerns more comprehensively. For example, the U.S. Department of Agriculture Rural Development commissioned a landscape plan for the Martin T. Gunderson House in Kenyon as part of mitigation for a Section 106 review.

### **3. Expand the statewide network of organizations and individuals engaged in historic preservation.**

- White Earth became the third of Minnesota's Indian tribes certified to assume certain SHPO responsibilities within their reservation, joining Leech Lake and Mille Lacs as the state's Tribal Historic Preservation Offices.
- Twelve more Minnesota cities enacted preservation ordinances, bringing the number of communities with local ordinances to 55. Seven cities joined the ranks of Minnesota's Certified Local Governments, bringing that total to 37.
- Newcomers to Minnesota's historic preservation scene include the Friends of Minnesota Barns, a nonprofit organization formed in 2003 to help preserve the state's historic farmstead structures and rural landscape; and the Midwest Preservation Institute at Anoka-Ramsey Community College, Minnesota's first technical training program in historic preservation to be based at an educational institution, launched in 2004.
- In 2005 a Cooperative Stewardship workshop held at Mille Lacs for tribes, agencies and the archaeological community drew record attendance, bringing into focus a longtime need to improve

communication and cooperation among cultural resource professionals and Minnesota's American Indian community.

- Historic preservation advocacy has seen real gains since 2000. Preservation partners have collaborated in advocating for a state tax credit, garnering support for state grants funding for historic preservation projects, and seeking improved protection and funding at the federal level. The Minnesota Historical Society has used its new electronic member newsletter, "History Matters," as a tool in these advocacy efforts.

#### **4. Promote historic preservation as an economic development tool and provide economic incentives that encourage it.**

- The Preservation Alliance has put new energy into its facade easement program, resulting in several new easement donations in recent years. In addition, preservation easements and covenants for a number of historic properties were executed through the Section 106 review process. These measures help ensure the appropriate treatment of the properties in question.
- As state and federal agencies divest themselves of real estate in an effort to downsize, such tools as preservation easements, covenants and comprehensive preservation plans have gained importance as a means to protect historic properties no longer in public ownership.
- A proposed state tax incentive won growing support in the Minnesota Legislature. The Preservation Alliance, Minnesota Historical Society, National Trust for Historic Preservation and other partners have worked together in building grassroots support for this goal.

- The SHPO's statewide historic preservation conference has become an increasingly important forum for providing information about the economic benefits of historic preservation and the range of incentive tools available.
- State bonding appropriations in 2000, 2003 and 2005 authorized continued funding for historic preservation projects involving publicly owned properties. As a result, more than \$1.2 million has been awarded to 51 properties.
- Work to amend the state's uniform building code to include provisions for historic building conservation has made important progress.
- One need as yet unmet is a state revolving fund for historic preservation that could assist properties at risk or properties in private hands where other assistance may not be available.

**5. Identify, evaluate and designate significant historic and archaeological resources.**

- Since the previous preservation plan was issued in 2000, a total of 69 properties, including nine historic districts, have been added to the National Register of Historic Places. The combined new listings encompass 462 contributing properties.
- Among properties newly listed and/or determined eligible for listing on the National Register were several involving historic landscapes and two with cultural meaning to Minnesota's Indian community—Boiling Springs and Pilot Knob.
- Grant funds available to Certified Local Governments for surveys and designation of eligible properties to local registers have helped those

communities take responsibility for their cultural resources. A total of 16 CLG surveys have been conducted since 2000 and some 50 historic properties have been designated to local registers in 12 cities ranging from Little Falls to Henderson to St. Cloud.

## **6. Encourage appropriate management and treatment of historic resources.**

- Minnesota communities and organizations continue to conduct reuse studies of vacant, threatened or underused historic properties, enabling them to make informed decisions about their resources. Among properties benefiting from reuse studies: Northern Pacific Depot in Wadena; State Theatre in Virginia; Spina Hotel in Crosby; Morris High School in Morris; First Church of Christ Scientist in Fairmont; Duluth Armory; George's Ballroom in New Ulm; and Baker-Bachus Schools in International Falls. It is hoped that, if successful, these historic preservation projects will serve as catalysts for increasing preservation awareness in their communities.

The number of reuse studies has declined in recent years due to reduced capacity in the SHPO. However, other agencies are carrying out reuse studies with funding sources of their own: NPS commissioned a study for Monson's Hoist Bay Resort in Voyageurs National Park; the Minnesota Department of Administration completed studies for three state-owned campuses—Fergus Falls State Hospital Complex, Willmar Treatment Center and Ah-Gwah-Ching near Walker; and FHWA/MnDOT completed a study for the Northern Pacific Depot in Staples.

- Technical assistance and accessible "how to" information are especially important to ensuring that preservation is done correctly. To that end, the Minnesota SHPO developed documentation standards for historic



properties that can be used by a wide range of public and private agencies. Those standards address the need to record and photograph historic properties before demolition and/or major alterations.

- Certified Local Governments develop design guidelines as a means to ensure appropriate treatment of properties in historic districts. Seven cities used CLG grant funds to further this work.
- The presence of a growing number of programs and course offerings in cultural resource management at educational institutions, especially the newly established Midwest Preservation Institute at Anoka-Ramsey Community College, have enhanced capacity in Minnesota to promote appropriate treatment and management of historic resources.

## **GOALS AND STRATEGIES FOR 2006–2010**

Since the publication in 1995 of Minnesota’s first statewide historic preservation plan, the goals of the state’s preservation community have remained constant. So have the values underlying those goals:

- a commitment to preservation education, because greater public awareness and understanding are key to addressing the critical needs of preservation today, and
- partnerships, because our success as supporters of historic preservation depends on working together to advance a shared agenda.

The strategies put forth here are intended to guide our work in the years ahead. Some, borrowed from earlier plans, will continue to be pursued. Other strategies have been added to reflect new priorities voiced by Minnesota’s preservation partners.

### **1. Create statewide awareness of and appreciation for the value of Minnesota’s historic and archaeological resources.**

- Strengthen the visibility of historic preservation by attracting media attention to preservation issues, publicizing success stories and increasing involvement in such events as National Historic Preservation Month, Minnesota Archaeology Week and the annual statewide preservation conference.
- Develop and promote programs that encourage preservation education and reach new audiences—particularly elected officials at the county, municipal and township levels, property owners and students of all ages.
- Bolster heritage tourism by, among other means, expanding interpretive activities at publicly and privately operated historic sites to

tell a fuller story of the state's history.

- Develop and promote programs that raise awareness about the risks to Minnesota's archaeological resources, building on the Cooperative Stewardship workshops first held in 2005 and planned for 2006 and beyond.
- Increase the use of the Internet and other new technologies to share information about the state's historic resources and historic preservation activities and accomplishments.
- Use the National Trust's conference slated for Minnesota in 2007 and the statehood sesquicentennial in 2008 to leverage increase media attention, visibility and funding opportunities for historic resources, and develop strategies to build on the momentum of those events.

## **2. Make historic preservation an integral part of all levels of planning to enhance the quality of life in Minnesota.**

- Promote the development of preservation plans in all partner organizations that incorporate elements of the statewide plan.
- Strengthen the link between preservation and broader planning considerations at the state, regional and local levels by increasing awareness of preservation's role in planning, land use and growth management.
- Establish or strengthen state statutes and local ordinances to require a role for historic preservation in project planning.
- Create and disseminate materials that will assist communities in developing historic preservation plans and foster integrated, regional

planning.

- Develop integrated information management systems among agency partners to streamline project planning and tracking during the Section 106 review process, building on the Cultural Resource Information System developed by FHWA and MnDOT, and the Planning Environment and Public Comment process developed by NPS.
- Implement the management plans developed for specific categories of historic resources, such as Minnesota's underwater resources, agricultural historic landscapes, University of Minnesota properties and historic bridges.

### **3. Strengthen the statewide network of organizations and individuals engaged in historic preservation.**

- Increase the capacity of the Preservation Alliance of Minnesota in the areas of preservation education and advocacy; and cultivate leaders and stimulate program development in the growing number of grassroots organizations tackling preservation issues across the state.
- Encourage the creation of local heritage preservation commissions and expand participation in the Certified Local Government program.
- Strengthen communication, coordination and consultation with American Indian people. Encourage tribes to establish historic preservation programs and develop preservation expertise.
- Develop information and programs for owners of historic properties to increase their participation in the preservation community.
- Broaden the diversity of the preservation community by creating opportunities to involve underrepresented groups in preservation-

related volunteer and professional activities and encourage their participation in preservation conferences, workshops and other programs.

#### **4. Promote historic preservation as an economic development tool and provide economic incentives that encourage it.**

- Identify and train key groups on the economic impact of historic preservation in Minnesota. Publicize preservation success stories that demonstrate the cultural and economic benefits of historic preservation.
- Through public policy and education initiatives at the state and local levels, foster a preservation-friendly environment for projects involving historic properties. Specifically, work with legislative leaders to pass a state tax credit for historic preservation.
- Promote the use of existing economic incentive programs for historic preservation, such as federal investment tax credits and the Preservation Alliance's facade easement program.
- Secure increased government funding for historic preservation at all levels, and expand and diversify historic preservation funding sources to supplement public funds.
- Explore capacity and interest in initiating a grant program to assist in rehabilitating Minnesota's historic county courthouses.

#### **5. Expand and enhance efforts to identify, evaluate and designate historic and archaeological resources.**

- Evaluate the current status of survey work throughout the state and develop priorities for where surveys remain to be done.
- Step up the designation of historic properties to national, state and local registers to increase recognition and protection for the resources. Use Certified Local Government grant funds to conduct surveys and designate eligible properties at the local level.
- Seek historical designation for properties of underrepresented cultural groups and resource types.

## **6. Encourage appropriate management and treatment of historic resources.**

- Promote use of the Secretary of the Interior's Standards and Guidelines for the Treatment of Historic Properties, particularly among property owners and those in the building industries.
- Encourage protection of historic resources through tools such as cultural resource management plans, historic structures reports and design guidelines for local historic districts.
- Develop user-friendly technical information for property owners and local officials about caring for historic and archaeological resources and use the Internet to make it widely accessible.
- Identify new uses for vacant or underused resources, promoting the SHPO's reuse study model.
- Advocate archaeological data recovery, historical documentation and/or architectural and engineering recordation as a means of preserving important information in cases when destruction of a

historic property cannot be avoided, and explore creative mitigation techniques such as collections-based research and site-banking.

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## **A CALL TO ACTION**

Each of us will find our own way to pursue these goals and strategies. It may be by taking them a step further, defining specific objectives and measurable outcomes for achieving the strategies. Or it may mean simply participating in programs initiated by other preservation partners.

If you are a newcomer to Minnesota's preservation community, here are a few suggestions for how to get involved:

- Learn about the history of your house or community.
- Learn about Minnesota's historic places.
- Attend the annual statewide historic preservation conference.
- Find ways to help advance the goals of this plan in your community. If your community has a local heritage preservation commission, get involved with their preservation work.
- Become an advocate for historic preservation issues at the public policy level.
- Participate in tours offered by historical organizations.
- Take part in local events during National Preservation Month and Minnesota Archaeology Week each spring.
- Become a member or volunteer with nonprofit preservation-minded organizations in the state.

However you choose to take part, accomplishing the crucial work of preserving Minnesota's historic resources will call for continued diligence by every preservation partner. By joining forces, we can accomplish this important work. Future generations will thank us.



## APPENDIX: PRESERVATION LEGISLATION

**National Historic Preservation Act of 1966**, as amended (16 USC 470 et seq.).

The most comprehensive federal law pertaining to the protection of cultural resources, this legislation established State Historic Preservation Offices in each state, created the National Register of Historic Places and framed a partnership among federal, state, tribal and local agencies. Among the law's provisions:

**Section 106** requires federal agencies to consider the effect of their activities on historic properties and to afford the Advisory Council on Historic Preservation the opportunity to comment on those activities. In practice, this provision is administered under regulations defined in 36 CFR 800 that require federal agencies to consult with the appropriate State Historic Preservation Office in all undertakings. Certain projects with effects on historic properties also are referred to the Advisory Council.

**Section 110** defines the broad requirements for preservation programs in federal agencies.

Other federal laws relating to protection of cultural resources:

- **National Environmental Policy Act of 1969**, as amended (42 USC 4321 and 4331 – 4335).
- **Archaeological and Historic Preservation Act of 1974**, as amended (16 USC 469 – 469c-2).
- **American Indian Religious Freedom Act of 1978**, as amended (42 USC 1996 and 1996a).
- **Archeological Resources Protection Act of 1979**, as amended (16 USC 470aa-mm).
- **Abandoned Shipwrecks Act of 1987** (43 U.S.C. 2101 – 2106).
- **Native American Graves Protection and Repatriation Act of 1990**, as amended (25 USC 3001 et seq.).



**Minnesota Statutes, Chapter 138.** Designates the director of the Minnesota Historical Society as the State Historic Preservation Officer (MS 138.081) and places responsibility for Minnesota's historic preservation program firmly with the Minnesota Historical Society. Chapter 138 also contains sections pertaining to historic and archaeological resources:

**Minnesota Field Archaeology Act** (MS 138.31–138.42). Establishes the Office of the State Archaeologist; requires licenses to engage in archaeology on public land; establishes ownership, custody and use of objects and data recovered during survey; and requires state agencies to submit development plans to the State Archaeologist, the Minnesota Historical Society and the Minnesota Indian Affairs Council for review when there are known or suspected archaeological sites in the area.

**Minnesota Historic Sites Act** (MS 138.661–138.669). Establishes the State Historic Sites Network and the State Register of Historic Places, and requires that state agencies consult with the Minnesota Historical Society before undertaking or licensing projects that may affect properties on the network or on the State or National Registers of Historic Places.

**Minnesota Historic Districts Act** (MS 138.71–138.75). Designates certain historic districts and enables local governing bodies to create commissions to provide architectural control in these areas.

**Minnesota Statutes 471.193.** Enables local units of government to establish heritage preservation commissions and promote historic resources. This provides perhaps the most comprehensive protection of historic properties because it is at the local government level where most decisions about land and buildings are made.

Other related state laws and rules:

- **Minnesota Private Cemeteries Act** (MS 307.08). Protects all human burials or skeletal remains on public or private land.
- **Minnesota Environmental Rights Act** (MS 116B.02).
- **Minnesota Environmental Quality Board Rules** in regard to state Environmental Assessment Worksheets and Environmental Impact Statements.
- **Minnesota Shoreland Management Rules** (Mn Rules 6120-2500-6120.3900).
- **Wetland Conservation Act Rules.**

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## **SUMMARY OF PUBLIC COMMENTS**

As part of the development of this statewide plan, we invited comments from the constituents identified on p. 4. Some reviewed a draft of the plan circulated by mail or via the Internet. Others, particularly representatives from Minnesota's American Indian tribes, took part in one-on-one discussions about the draft. Many reviewers responded by sharing both their perceptions about the state of historic preservation in Minnesota and their thoughts on our goals for the next five years.

Among those answering our call for comments were representatives from all levels of historic preservation activity—federal, state, regional and local. We heard from the National Park Service, the Preservation Alliance of Minnesota and local heritage preservation commissions. And we received input from preservation consultants, archaeologists, educators and interested citizens. All respondents provided valuable feedback and made thought-provoking suggestions.

Many of those suggestions have been incorporated in this document. A brief summary of the written comments follows.

### **Strengths of the Plan**

Reviewers of the plan found it an excellent framework for assessing Minnesota's preservation activities and an important tool for guiding the state's preservation community in the years ahead.

The planning process was lauded as thorough and the list of preservation partners praised as inclusive. "The Preservation Picture," detailing the challenges and opportunities facing historic preservation not only in urban areas but also in suburban and rural areas, was especially appreciated. And many found the "Progress Report" gratifying, welcoming the accounting of achievements in a field too often focused on setbacks. Several preservation partners added their own accomplishments to those highlighted.

The goals and strategies proposed for 2006–2010 won support for formulating a shared vision and addressing the many issues facing historic preservation. Among the goals deemed most urgent:

- Integration of historic preservation at all levels of planning, particularly for areas undergoing rapid development.
- Meaningful communication and consultation with Minnesota's American Indian tribes.
- Education of targeted constituencies about historic preservation standards and appropriate treatment of historic resources.
- Improved access to information about historic preservation issues through the Internet and related technologies.

## Suggestions

### *The Preservation Picture: Statewide Factors Affecting Historic Resources*

- Address the serious threat that new construction poses in historic districts. New-construction projects in some areas are beginning to overwhelm the historic character of the districts.
- Note the trend toward divestiture of historic public buildings.
- Add wetlands to the property types threatened by development.

### *Goals and Strategies for 2006–2010*

- Improve consultation with local governments on how to consider cultural resources in their planning. Specifically, recommend growth management strategies to communities experiencing rapid development.
- Better educate rural preservationists about the economic development tools and incentives available to them.
- Foster regional planning by encouraging communities to share their preservation plans with neighboring municipalities.
- Better educate property owners and developers on how to apply historic preservation standards and guidelines.
- Expand use of the Internet and related technologies to provide access to information for consultants, researchers, developers, units of local government and others.
- Put extra emphasis on identifying, evaluating and nominating archaeological sites, particularly those in areas of rapid development.
- Encourage collection-based research as an alternative to excavation when mitigating adverse effects on archaeological properties.
- Revise Minnesota Environmental Quality Board rules to consider the effects of proposed projects on the full range of cultural properties, not just those listed on the National Register.
- Push harder for legislation to establish state tax incentives for rehabilitating historic buildings.

**Our thanks** to all who reviewed the draft plan and shared your comments and concerns. Together, we *can* accomplish these goals and more by pouring our ideas and energy into the vital work of preserving Minnesota's irreplaceable cultural resources.