



Preparing a Historic Preservation Plan

BRADFORD J. WHITE & RICHARD J. RODDEWIG

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Bradford J. White is vice president of Clarion Associates, Inc., a real estate consulting firm with offices in Chicago and Denver. Richard J. Roddewig is president of Clarion Associates. Roddewig is the author of *Preparing a Historic Preservation Ordinance*, PAS Report No. 374, February 1983.

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Chapter 1. Why Preservation Planning?

The historic preservation movement in America came of age in the 1970s and the 1980s as evidenced by the explosion in the number of communities that adopted historic preservation ordinances to protect historic resources. A 1975 study by the National Trust for Historic Preservation found 421 communities with local programs to protect historic resources. By 1983, that number had soared to about 1,000. A September 1993 survey by the National Trust for Historic Preservation, the National Park Service, and the National Alliance of Preservation Commissions identified 1,863 communities with historic preservation commissions across the country.

The surge in local interest in historic preservation laws has been accompanied by a new wave of planning at the local, regional, and state levels for the preservation and protection of historic resources. The proliferation of state planning and growth management laws has also increased the importance of preservation planning. Some of these laws mandate that preservation plans be included in comprehensive plans, and most of them require at least consideration of historic preservation issues (see Appendix A.) Especially promising is the move to make preservation planning "comprehensive."

Consider the traditional comprehensive plan. It has four principal characteristics. First, it is future oriented, establishing land-use and development goals that will be attained incrementally over time through regulations, individual decisions about zoning and rezoning, development approval or disapproval, and municipal expenditures for capital improvements, such as road construction and the installation of municipal utilities. Second, planning is continuous in that the plan is intended not as a blueprint for future development that must be as carefully executed as the architect's design for a building, but rather as a set of policies which must be periodically reevaluated and amended to adjust to changing conditions. Third, the plan must be based on a determination of present and projected conditions within the area covered by the plan. Fourth, planning is comprehensive.¹

A comprehensive preservation plan should have similar overall characteristics. The preservation plan may "stand alone" outside of the state, regional, or local comprehensive plan, or it may be adopted as a discreet element of the comprehensive plan. Preservation values may also be integrated into other comprehensive plan elements, such as housing, transportation, and public improvements. However, the most effective preservation plan is adopted as an element of the comprehensive plan complete with goals, definition of historic character, summary of past preservation efforts, survey of historic resources, explanation of legal basis,

discussion of the relationship between historic preservation and other land-use and growth management authority, explanation of public-sector responsibilities, discussion of incentives, summary of the relationship between historic preservation and local education programs, and a statement of an agenda for future action. In addition, other elements of a comprehensive plan should be reviewed to eliminate conflicting goals.

A "noncomprehensive" preservation plan may actually exist in some form in a community's land-use management tools and other public policies. For example, objectives that may be part of a preservation plan can often be found in a community's zoning ordinance or historic preservation ordinance. However, these ordinances do not typically provide the community with a complete, well-thought-out, and comprehensive preservation plan.

A preservation plan will vary depending on the community's stage of development, the size of the community, the number of historic resources located in the community, awareness of local historic resources, and existing protection and incentives for the preservation of historic resources. However, in all cases, a preservation plan is a proactive means of planning for the preservation and protection of a community's character and historic resources.

PURPOSES OF PRESERVATION PLANNING

There are at least 13—and likely more—good reasons why a community should have a preservation plan. Not every community adopts a preservation plan for the same reason or group of reasons. A preservation plan provides the basis for development of a preservation program where none exists, strengthens existing preservation programs, and helps to resolve existing and future conflicts between competing land-use goals. Among the reasons for having a preservation plan are the following:

- 1) To state clearly the goals of historic preservation in the community
- 2) To comply with state zoning or planning enabling legislation requiring local governments to have comprehensive plans and requiring that there be a mandatory (or optional) historic preservation element in that plan
- 3) To let current and future property owners and residents know in advance how the community intends to grow and what the community wants to protect
- 4) To help provide a legal defense against lawsuits alleging unfair treatment of property owners or



arbitrary decisions by government

- 5) To eliminate uncertainty or confusion about the purpose, meaning, and content of an existing local historic preservation ordinance
- 6) To form the basis for adoption of a new historic preservation ordinance or to strengthen the legal basis of an existing historic preservation ordinance
- 7) To ensure consistency, or eliminate inconsistency, between various local government policies that affect the community's historic resources
- 8) To educate and inform citizens about their heritage and its value to the community
- 9) To create an agenda for future preservation activities and to create a way to measure progress in protecting historic resources
- 10) To provide a basis for interim protection of historic resources while steps are taken to adopt a formal preservation ordinance to protect those resources
- 11) To comprehensively address issues relating to tourism, zoning, traffic patterns, development patterns, and design that affect historic resources
- 12) To encourage economic development through the preservation of historic resources
- 13) To strengthen the political understanding of and support for historic preservation policies

The preservation plan will vary depending on the community's stage of development, its size, the number of historic resources, awareness of them, and existing protection and incentives for preservation. The resources and communities can be quite different. Consider, multifamily housing in St. Paul (upper left); homes in the Church Hill historic district in Richmond, Virginia (lower left); stone houses in Oley Township, Pennsylvania (upper right); and the Lit Brothers Building in Philadelphia (lower right).



TYPES OF PRESERVATION PLANNING

Preservation planning can be generally classified into the following types:

- Statewide preservation planning
- Regional preservation planning
- Citywide preservation planning
- Neighborhood preservation planning

This report will focus on city and neighborhood preservation planning, and, to some extent, on the newly evolving form of preservation planning that is emerging on a regional and state basis, especially regional planning for heritage tourism development and for protection of rural historic resources. While planning for individual structures or small groups of structures is the typical building block of citywide or neighborhood preservation planning, preservationists now understand that plans must be prepared in the context of the larger community and region, and must consider zoning, transportation, public improvements, and other land-use management tools.

WHAT IS A PRESERVATION PLAN?

No two preservation plans are the same. Just as a preservation ordinance evolves in response to particular local conditions and needs, so too must a preservation plan be a unique document that responds to the goals of the particular community.

Is a plan always a single written document? No. The plan may exist in policy statements in a variety of ordinances, programs, and public pronouncements by local officials concerning the community's heritage. Also, the preservation plan may exist in comprehensive plan elements, such as land use, housing, economic development, and transportation, among others. Consistency between these various documents and comprehensive plan elements is essential to provide clarity and insurance against a legal attack that the preservation plan is vague, inconsistent, and unenforceable.

Sometimes, the preservation plan is implicit. For example, local preservation commissions, through alteration or design review decisions, create an accumulated body of unwritten precedents that will guide their future actions.

More and more frequently, however, the preservation plan is a formal written document that reconciles policies and procedures regarding the community's historic resources into a coherent whole. These preservation plans are used as the basis for the community's preservation program and may be adopted as an element of the community's comprehensive plan. What are the essential components of a good preservation plan? There are at least 10 essential

components that should be contained (or addressed) in every formal written preservation plan. These components are summarized here and treated in detail in Chapter 2.

- 1) Statement of the *goals* of preservation in the community, and the purpose of the preservation plan
- 2) Definition of the *historic character* of the state, region, community, or neighborhood
- 3) *Summary of past and current efforts* to preserve the community's or neighborhood's character
- 4) *A survey of historic resources* in the community or neighborhood, or a definition of the type of survey that should be conducted in communities that have not yet completed a survey
- 5) *Explanation of the legal basis* for protection of historic resources in the state and community
- 6) Statement of the *relationship between historic preservation and other local land-use and growth management authority*, such as the zoning ordinance
- 7) Statement of the *public sector's responsibilities* towards city-owned historic resources, such as public buildings, parks, streets, etc., and for ensuring that public actions do not adversely affect historic resources
- 8) Statement of *incentives* that are, or should be, available to assist in the preservation of the community's historic resources
- 9) Statement of the *relationship between historic preservation and the community's educational system and program*
- 10) A precise statement of goals and policies, including a specific *agenda for future action* to accomplish those goals

Another way to understand the purpose of a preservation plan is to look at the questions it typically tries to answer:

Why is historic preservation important to our community?

What elements of our heritage do we want to preserve?

What have we previously done to preserve and protect that heritage?

What are we currently doing to preserve and protect that heritage?

What should we do to preserve and protect it in the future?

When do we want to begin to add that additional protection?

Chapter 2. Elements of a Good Preservation Plan

There are at least 10 essential elements of a good historic preservation plan. These elements provide the basis for incorporating and reconciling policies and procedures regarding a community's historic resources into a formal written document. Each of these elements will be unique to the state, region, or city to which it applies and will be dependent upon many factors, including the community's stage of development, number and type of historic resources, awareness of the local historic resources, and existing protection and incentives for the preservation of historic resources.

STATEMENT OF GOALS

A statement of goals is the backbone of a historic preservation plan. It provides direction to the community and helps rank various elements of the preservation program. The statement of goals is also the outline for the work program for the community in the area of preservation. It is a statement of the philosophy by which the other provisions of the preservation plan and the preservation program are guided.

In 1987 and 1988, the City of Atlanta undertook a comprehensive review of its process for protecting historic resources. As in so many cities, it was a controversy over demolition of historic structures that prompted the review. Community leaders in Atlanta agreed to participate in a mediated negotiation process as a way to develop a comprehensive program for improving the protection of Atlanta's historic resources. A Preservation Policy Steering Committee consisting of leading developers, preservationists, and city government officials was appointed to work with outside consultants to reach agreement on the elements of the comprehensive preservation plan.

One of the first tasks the Steering Committee had to do was reach agreement on the goals for historic preservation in Atlanta. The group developed the following goals:

To preserve and maintain sites and structures that serve as significant visible reminders of the city's social and architectural history

To contribute to the economic development and vitality of the city

To preserve the character and livability of Atlanta's neighborhoods and strengthen civic pride through neighborhood conservation

To integrate historic preservation more fully into Atlanta's city planning system.²

These are typical of the goals and objectives of most historic preservation plans adopted around the country in recent years.

Redlands, California, makes the same statement in a slightly different way:

Redlands intends to identify, maintain, protect and enhance its cultural, historic, social, economic, architectural, agricultural, archeological and scenic heritage. In so doing, Redlands will preserve its unique character and beauty, foster community pride, conserve the character and architecture of its neighborhoods and commercial and rural areas, enable citizens and visitors to enjoy and learn about local history, and provide a framework for making appropriate physical changes.

Redlands intends to provide incentives wherever possible to protect, preserve and maintain the city's heritage.

Redlands intends to foster an understanding and appreciation of its history and architecture.³

The goals statement for Kane County, Illinois, acknowledges the diverse and changing nature of the county and the linkage between heritage protection and landscape protection in the outer suburban fringe of the Chicago metropolitan area.

Locate, designate, and then protect and maintain the County's most important historic and natural sites, districts, and landscapes

Maintain the elements of the landscape that contribute to the attractiveness and historic character of the suburbanizing and urban fringe areas of the County

Retain as a working group those elements of the County's farm landscape, such as farmsteads, fanciers, and cropland, that contribute to the aesthetics, historic character, and economy of agricultural areas

Maintain the historic character of the County's rural towns and villages while encouraging their development as commercial and cultural centers

Improve the economy of Kane County by encouraging expenditures for restoration work, adaptively reusing buildings to improve local economies, and promoting tourism related to historic resources.⁴

The goals stated in the preservation plan should be consistent with the purposes stated in the preservation ordinance that implements the plan,⁵ and with the goals and objectives of the community's comprehensive plan.

DEFINITION OF HISTORIC CHARACTER

The definition of historic character is an essential part of the preservation plan element because it describes the unique character of the community. Over time, the character of a community may change; this provision will provide context and continuity when the preservation plan is updated or amended in the future.

Communities approach this element of a historic preservation plan in many different ways. Some simply provide a capsule summary of the community's history, emphasizing significant dates, trends, events, eras,

people, buildings, architectural styles, neighborhoods, streetscapes, and landscapes. Others go further and try to define what makes this community's heritage different from that of its neighbors or from other communities in the state or region.

Some may actually list the individual structures or the particular neighborhoods or districts that give the community historic significance. Some show them on a map. This is more common in communities that have completed a comprehensive historic structures survey and in smaller communities with only a few scattered historic structures or one clearly defined historic neighborhood or district.

Other communities may define their historic character by referring to the recognition given to some of the community's areas or structures in surveys conducted by state or federal government agencies, or in state registers of historic places or in the National Register of Historic Places.

Evanston, Illinois, a north shore suburb of Chicago, carefully summarizes its distinctiveness in the following statement from the "Character" chapter of its Preservation Plan:

Evanston, which Daniel Burnham described as "the most beautiful city in the world," derives its special ambience from an effective blending of natural and manmade environments. Distinctive homes, attractive landscapes, generous tree cover, and aesthetic street lighting have long been priorities in plans for Evanston's development. These priorities are still embraced throughout the community.

Evanston's architectural heritage offers unique contrasts, from stately mansions to smaller-scale vernacular houses on tree-lined streets. Open green areas and landscaping, which were given high priority in the early plans of Evanston, are still abundant throughout the community. Trees unify the city's diverse architecture and weave a lovely pattern of greenery throughout the city's neighborhoods. The proud Tallmadge streetlights lend a special charm to Evanston's streets.

The blending of these elements is so appealing and pervasive that it creates the pleasant image of Evanston shared by residents and nonresidents alike.⁶

The proposed Sarasota, Florida, historic preservation plan element of its comprehensive plan defines the historic character of the community by describing the city's wide array of built resources through the relationship of architectural buildings, height of buildings, rhythm of spacing of buildings on a street, lot coverage, rhythm of entrance and porch projections, relationships of materials, rhythm of solids to voids in facades, relationship of room shapes, relationship of textures, height-width ratio of facades, scale, directional expression of front elevation, relationship of colors, and concentrations of resources.

The focus of the Lancaster, Pennsylvania, preservation plan is specifically on community character—the preservation plan is titled "Preserving Community Character, City of Lancaster, Pennsylvania." The plan defines community character in the following way:

The character of a community, its distinctive identity, is defined by its physical, cultural, and social qualities. The City of Lancaster's community character has been shaped by more than 250 years of history, our people, our cultural and social diversity, and the physical environment we created in which to live and work.⁷

To further define the historic character of the community, Lancaster describes the historic development of the city from a colonial city founded in the early 1730s to its growth into an industrial city in the late 19th century. The preservation plan then describes how the built environment reflects the development history of the city. Finally, with the context for development in place, the city's preservation plan describes the existing conditions that have resulted from historic development patterns. It is clear from these provisions that Lancaster's historic character derives from a "dynamic community shaped and strengthened by a rich collective history."

As evidenced by the examples discussed above, the historic character of a community or neighborhood may be described in a variety of ways, but it should include, at the very least, a complete description of the history of development of the community or neighborhood.

SUMMARY OF PAST PRESERVATION EFFORTS—PRESERVATION CONTEXT

A concise and accurate summary of the history of the preservation movement in the community is one of the most important elements in a good preservation plan. This will provide the preservation context in any future disputes concerning protection of the community's heritage.

Business, government, and preservation leadership changes over time. Future leaders need a way to understand how the community's preservation program has evolved. Many preservation controversies result in carefully crafted compromises and trade-offs between preservationists, developers, property owners groups, and local government leaders. Too often such compromises are tacitly understood at the time they are made but never formally adopted in writing. The preservation plan can be the place where the public record on such matters is kept.

Such issues as owner consent to designation, protection of districts versus individual landmarks, review of alteration or demolition, and the handling of cases of economic hardship reoccur time and again in communities with significant historic resources. If a community has already addressed these issues once and settled on an acceptable way of handling them, there is usually no need to address the issue again unless circumstances have significantly changed. The preservation plan can provide the guidance to future generations concerning why the preservation program is structured the way that it is in this community.

The Kane County, Illinois, Historic Preservation Plan details the history of planning and historic preservation over a 60-year period, from the time the county adopted its first zoning ordinance. The preservation plan outlines the surveys and publications that the county has undertaken and other measures that the county has

implemented, such as a county historic preservation ordinance, to preserve and protect historic resources.

Roanoke, Virginia, undertook an extensive public process resulting in a preparation of a preservation plan as part of its overall zoning process. An important result of the process was a written understanding of the history of the historic preservation movement in Roanoke.

The Plan for Preservation for Providence, Rhode Island, provides a detailed description of past preservation efforts:

Providence has been at the forefront of the historic preservation movement almost since the movement's inception. Many hallmarks or "preservation firsts" dot the city's past, and several forward-thinking individuals and important organizations have played a key role in continuing to make Providence a national leader in historic preservation.

For example, in 1844 the Rhode Island Historical Society built a small Greek Revival building for its Providence headquarters, the first structure built by and for an American historical society. . . .

Providence became one of the first cities in the United States to integrate preservation techniques and ideals into its planning process through an effort to save the College Hill neighborhood. . . .

Currently, downtown revitalization poses one of the most formidable preservation challenges. Since 1970, four major department stores have closed; the Outlet Company Store, a landmark which occupied a full block on Weybosset Street, was destroyed by fire in 1986 and its site is still vacant. . . .

Finally, the ultimate preservation challenge in Providence may be to coalesce myriad neighborhood, civic, educational, nonprofit, and other groups into a unified force to strengthen and implement the city's preservation agenda. . . .⁸

Such a summary is especially important for two reasons. First, it alerts government leaders to the precedents that should guide good preservation planning and decision making. Second, it may be considered by judges or juries in preservation disputes that wind up in the courts. A summary of past preservation battles, how they were resolved, and what the working compromises have been may help a judge or jury decide fundamental questions of fairness between the parties in a subsequent preservation dispute.

HISTORIC RESOURCES SURVEY

A community's preservation program should include a process for ensuring that all potential historic landmarks and all potential historic districts eventually are considered for designation. Why is this so important? It guards against singling out some owners of historic structures for designation while other owners with properties equally meritorious under criteria adopted by a community for designation of landmarks or historic districts escape consideration. Courts may call that a violation of the fundamental American legal principles of "due process" and "equal protection of the law."

A preservation plan provides a process for ensuring that all potential historic resources are considered for designation. The survey is the method for identifying and gathering data on a community's historic resources. According to the



Dennis McClendon

As stated in its Plan for Preservation, many hallmarks or "preservation firsts" dot Providence, Rhode Island. One is the Providence arcade, built in 1828.

National Park Service, "a survey includes a field survey, the physical search for and recording of historic resources on the ground, and planning and background research before the field survey begins." It also includes an organization and presentation of survey data as the survey proceeds, and the development of inventories. An inventory, one of the basic products of a survey, is an organized compilation of information on those properties that are evaluated as significant.⁹ Evaluation, the process of paring the survey data to produce an inventory, requires determining whether identified properties meet defined criteria of historical, architectural, archaeological, or cultural significance.¹⁰

All preservation plans should include the results of a historic resources survey. Such a survey provides the community with a specific universe of historic resources and a focus for the implementation of the goals and objectives of the preservation plan. The survey must be updated on a regular basis, particularly where a large number of buildings are involved, to document any changes, and to add buildings and landscapes that become more important to the community over time. The survey is also important because it is an educational tool for residents of the community. Through publication of the survey, the community comes to an understanding that there is a system for recognizing historic resources.

Guidelines for Local Survey: A Basis for Preservation Planning, originally published by the National Park Service in 1970 and updated in 1985, is the best guide for communities interested in undertaking surveys of historic resources. Although it contains information and recommendations with broad applicability, it is designed primarily for use by local government officials and those who undertake surveys of cities and other communities.

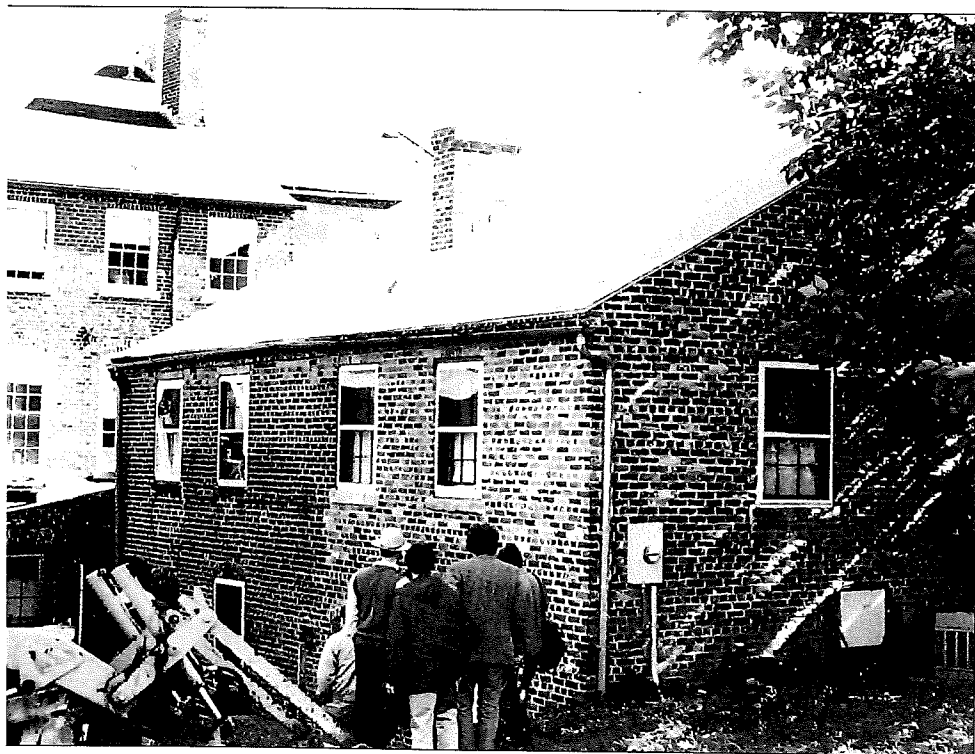
Preparation of the survey involves four major steps:

- 1) Planning the survey
- 2) Conducting the survey
- 3) Review and organization of survey data
- 4) Use of survey data in planning

Effective surveys are carefully planned to take into account the community's needs, legal obligations, citizen interest, available funds or expertise of volunteers, and the nature of the historic resources. Some communities have relied on existing state surveys of historic resources or surveys that volunteers have previously prepared locally. These surveys may need to be updated or comprehensively reviewed to provide a current inventory of resources. Will the survey be used as the basis for designation of individual buildings and structures or districts or will it be used to identify possible resources for planning purposes, with more detailed information compiled at some later date for purposes of designation? The questions and issues are many, but the answers are necessary to plan for the survey.

The Secretary of Interior's Guidelines for Identification, as well as common practice, distinguish between two general levels of survey: reconnaissance and intensive survey. Both kinds of surveys involve gathering background data, but the level of detail and research is different.

Reconnaissance surveys are a "once over" inspection of an area, useful in characterizing its resources in general and for developing a basis of how to organize more detailed survey efforts. Such a survey may involve a "windshield survey" of a community that includes driving or walking around a community noting general building distribution, architectural styles, and modes of construction; "walkover" archaeological



There are four approaches or organizing principles (see text) to consider when doing a historic resources survey. No matter which is used, the important point is that all potential historic structures be considered for designation according to criteria in the preservation plan or ordinance. Shown here is a field survey of Fredericksburg, Virginia.

Carolyn Torma

inspection; study of aerial photographs to gain a general understanding of the community's layout and environment at different times during its development; and a detailed inspection of sample blocks or areas.¹¹

An intensive survey is designed to identify precisely and completely all historic resources in the area being studied. It generally involves detailed background research, and a thorough documentation of all historic properties in the field. An intensive survey should produce all the information needed to evaluate historic properties and prepare an inventory.¹²

The type of survey completed depends on the needs of the community. Either type of survey may form the basis of a preservation planning effort. A reconnaissance survey should be undertaken under most circumstances to provide the basis for further intensive research.

Surveys have become increasingly important since the decision of the United States Supreme Court in 1978 in *Penn Central Transportation Company v. New York City*, 438 U.S. 104, 98 S. Ct. 2646 (1978). In that decision, the Supreme Court for the first time recognized that protection of historic resources is a legitimate exercise of the local government "police power." The owners of Grand Central Terminal, whose application to construct a cantilevered 50-story office building above the station had been rejected by the New York City Landmarks Preservation Commission, argued that protection of individual landmarks merited less judicial support than protection of historic districts. The Supreme Court rejected this argument, at least as it applied to the New York City process for designating and protecting both individual landmarks and historic districts.

But the Supreme Court was obviously influenced in its decision in that case by the comprehensive way in which the New York Landmarks Preservation Commission systematically surveyed the city to identify all potential landmarks and districts. As the Court stated, the New York City law "embodies a comprehensive plan to preserve structures of historic or aesthetic interest wherever they might be found in the city, and, as noted, over 400 landmarks and 31 historic districts have been designated pursuant to this plan." (438 U.S. at 132).¹³

Does this mean that a city must have a comprehensive preservation plan in place and completed a historic structures survey before it can designate landmarks or historic districts? No. New York City had an ongoing process to survey and eventually consider for designation all potential landmarks and historic districts. But it does mean that a community's preservation program should include a process for ensuring that all potential landmarks and all potential historic districts eventually are considered for designation.

In smaller communities with only a handful of potential landmarks or one clearly identifiable district, the preservation plan may state the addresses of the significant structures and the geographic boundaries of the single historic district. In larger communities, the preservation plan may state the process for eventually reviewing all parts of the city for potential landmarks or historic districts. Among the methods for ultimately

ensuring consideration of all potential landmarks or districts are the following:

The systematic approach. Schedule consideration by reference to discrete geographic areas or political districts of the city (e.g., north side first, then the south side, etc., or first ward, second ward, etc.) that will be considered.

The timeline approach. Schedule consideration of structures or districts in order of age (e.g., survey the city for all remaining structures that pre-date some critical event or date—like pre-Civil War structures in southern cities, pre-fire or pre-flood structures in other communities—and then consider structures from the next appropriate era or period, etc.).

The stylistic/thematic approach. Schedule consideration of structures by style or theme (e.g., first survey for all Prairie style, Federalist, Beaux Arts, pioneer settlement, Civil War era, early Industrial Revolution, etc., structures or sites, then systematically survey for other significant styles or themes).¹⁴

The crisis approach. Schedule consideration by reference to the strength of the threat to selected historic resources. Consider the most endangered structures first, which might mean consideration of that part of the city experiencing the most redevelopment activity or the most demolition or neglect.

Whatever organizing principle is selected, the important point is that a schedule be created to ensure that all potential historic structures will eventually be considered for designation according to the criteria contained in the community's preservation ordinance or preservation plan.

This does not mean, however, that the community must rigidly stick to a schedule and ignore other reasons for considering a particular building or district. Many communities allow individual owners or even members of the public to propose structures or districts for possible designation. Such a process can continue to operate to present potential candidates for designation to the preservation commission and the local legislative body. It does mean that a community should be proactive as well as reactive, it should have both a program for identifying and considering potential landmarks and districts as well as one for reacting to nominations brought forth by others.

Sometimes, state law requires that historic structure surveys be completed. In Oregon, all local governments (including counties) are required by state law to have comprehensive land-use plans, and every plan must contain a historic preservation plan element. Nineteen statewide goals are established that must be addressed in every comprehensive plan. Goal 5 requires that local programs be adopted to "protect scenic and historic areas and natural resources for future generations."¹⁵ Historic areas are then defined as "lands with sites, structures and objects that have local, regional, statewide or national historical significance."¹⁶ As part

of the Goal 5 process, an inventory of all local historic resources must be completed before the local comprehensive plan can be approved by the State of Oregon, and the resources found in the inventory process must be evaluated to determine their "quality."¹⁷

More and more communities are adding a "ranking" process to the survey or designation process. In some communities, a ranking of landmarks has been precipitated by political realities—elected officials and local governments are unwilling to treat all designated buildings the same. In other words, they want to provide different protection and incentives to landmarks based on an objective ranking system in the belief that some landmarks are more important than others. In other communities, a ranking or evaluation system is implemented solely for planning purposes—to establish priorities for designation and incentives. Sometimes, the ranking system is qualitative in that it is a relative comparison of buildings based on style, design/artistic qualities, materials, construction type, age, and rarity. And, sometimes, it is quantitative—communities assign a numerical value to each of the qualitative categories and then rank the buildings based on total "scores" and scores in particular categories.

A ranking or evaluation system has the advantages of allowing communities to set priorities in an objective manner, creating political flexibility for designation and protection of historic resources, and recognizing that there are a wide spectrum of historic resources, based in both history and architecture, that may require different types of protection and incentives. The survey and evaluation must be completed by a professional familiar with ranking systems. It is also critical that ranking be updated on a regular basis because situations may arise in which rehabilitation of a particular resource may raise its ranking or when demolition of a number of buildings of a particular style may make the remaining buildings with that style in the community unique, thereby increasing their ranking for "rarity." Ranking systems or regulation and protection based on such systems may be inappropriate where a community has only a few historic resources, or in the case of a landmark district, where all of the resources contribute to the significance of the district so that distinctions between the resources are impossible or irrelevant.

The major disadvantage of a ranking or evaluation system is that the community's preservation program may actually be weakened by the implementation of such a system. A ranking system provides different protection and incentive to a particular ranking—a tiered system of protection and incentives. Within such a system, less significant structures become viewed by many, including property owners, elected officials, and developers and others not familiar with the preservation of a community, as dispensable. Such a system may erode the cohesiveness of the historic district if buildings are evaluated on an individual basis as opposed to part of the district as a whole.

Over the past two decades, the historic preservation movement has recognized that what gives a community its unique character is not individually designated museum-quality structures, but rather the entire collection of historic resources. The very ranking system

that is meant to help set priorities for planning purposes and provide certainty to property owners and developers may, in fact, place at risk those structures which, when considered together as a whole, constitute an important component of a community's character and historic fabric. Therefore, a ranking system should only be undertaken after careful consideration and discussion about its likely impacts on the historic resources in and historic character of the community.

The requirement in Oregon that the quality of the inventoried historic resources be determined has led some communities to adopt a detailed system for evaluating the relative significance of inventoried historic sites, structures, and areas. Josephine County has adopted a rating system that evaluates each property in the inventory according to its architectural, environmental, and historical significance. Each of those categories is further divided into subcategories. For example, in the category of architectural significance, the subcategories are as follows:

- A. Style: Significance as an example of a particular architectural style, building type, or convention.
- B. Design/Artistic Quality: Significance because of quality of composition, detailing, and craftsmanship.
- C. Materials/Construction: Significance as an example of a particular material or method of construction.
- D. Integrity: Significance because it retains its original design features, materials, and character.
- E. Rarity: Significance as the only remaining or one of few remaining properties of a particular style, building type, design, material, or method of construction.

Each historic property in the county is evaluated as "excellent, very good, good, or fair/poor" on each of those criteria, and each rating gets a corresponding number of points. For example, the maximum number of points that can be awarded for architecture is 35. Once a property has been scored, its total cumulative point score is compared to the scores of all the other historic resources inventoried. All the resources are then given a final evaluation based on those scores and included in the inventory either as of primary importance, secondary importance, or minor importance. For example, properties of primary importance are defined as "individually the most important sites, buildings, structures, or objects in Josephine County, distinguished by outstanding qualities of architecture, relationship to the environment and historical associations."¹⁸

In Oregon, potential historic districts are identified after all the historic resources have been inventoried and evaluated according to the three required criteria of location, quantity, and quality.

Other communities have also adopted ranking systems. For example, San Francisco ranked its downtown historic resources as part of the preparation of the Downtown Plan. All buildings in the downtown district were designated as Significant Buildings—Category I; Significant Buildings—Category II; Contributory Buildings—Category III; Contributory

Buildings—Category IV; or Unrated Buildings.¹⁹ The designations were based on research undertaken by the Foundation for San Francisco's Architectural Heritage published in a book entitled *Splendid Survivors, San Francisco's Downtown Architectural Heritage*. The criteria that the foundation used for its research were based on the National Register criteria, but were more inclusive. Category I buildings were of the highest importance and reflected buildings that were eligible for listing in the National Register and qualified as city landmarks; Category II buildings were also eligible for the National Register but were only of major importance; Category III buildings were contextually important because of their materials, cornice, size, and general fabric, and these may have been eligible for the National Register. Finally, Category IV buildings were background buildings that generally contributed to the fabric and character of the downtown district. The complete evaluation system included in the San Francisco Planning Code is reproduced in the Appendix G.

Most communities do not use a point system. The Boston Landmarks Commission has developed a ranking system to evaluate historic significance for purposes of designation. Based upon a survey of historic resources, the Landmarks Commission established six categories of significance: Highest Significance, Major Significance, Significant, Notable, Minor, and Noncontributing. The survey and classification provides the commission with an agenda for future designation and helps to establish the protection for existing landmarks. Boston's evaluation system is included in Appendix C. The Chicago Landmarks Commission used a system to evaluate potential landmarks during its comprehensive survey of historic resources. Resources were assigned a color on a map based on their age, integrity, architectural style, and historical significance, among other issues. In this instance, the evaluation was used to help create future workplans for the commission and for future preservation planning purposes.

In other states and in other communities, districts may be identified early on in the survey and inventorying process. Evaluation of the significance of structures within a district is increasingly important. A historic district may contain some structures that are only background structures; that is, they generally contribute to the overall character of the district, but are not outstanding or primary historic resources. Other structures in the district may be "noncontributing"; that is, they do not actively participate in the qualities that give the district its overall character but neither do they specifically detract from the character of that district either. Yet other structures in the district may be "intrusions," structures that detract from the qualities that give the district its historic or architectural significance.²⁰ More and more communities are classifying properties in districts according to such a rating system.

Ranking systems can be controversial. For example, federal funds for publication of *Splendid Survivors*, San Francisco's comprehensive survey that used a ranking system, were denied because many preservation

professionals felt that ranking of historic resources was dangerous precedent. There is a concern that those buildings ranked low on the scale will be the first sacrificed for new development or the first buildings altered beyond recognition. Communities must recognize that a ranking system must be carefully designed and implemented in a positive way to promote preservation and rehabilitation. An evaluation system coupled with regulation will be successful if it is properly designed with strict protection and useable incentives for highly ranked buildings and if it provides property owners the flexibility and encouragement to promote the preservation and rehabilitation of buildings ranked lower on the scale. Communities must also understand that historic resources do not simply stand alone as individual buildings or landscapes but are part of an entire context of a community. Without this understanding, the community will lose its historic and architectural character if only "the best" buildings are protected and preserved.

EXPLANATION OF THE LEGAL BASIS FOR HISTORIC PRESERVATION

Both the legal basis of the preservation plan as well as the legal basis of any ordinances or laws interpreting and applying the goals, objectives, and policies of the plan should be addressed in the planning document itself. This is important because it helps the preservation plan stand up to legal challenges and provides more legitimacy for the plan.

If a preservation plan is a mandatory or optional element of a comprehensive local plan under state law, the preservation plan should reference that state statute. Despite the recent trend toward mandatory local comprehensive planning, most states still do not require that all local communities have land-use plans. In those states, it is sufficient to reference the state statute that gives local government the opportunity to create local land-use plans and provide any background information that supports the concept of including a historic preservation plan element for adoption in the comprehensive plan or developing a separate historic preservation plan.

In some states, a historic preservation element may be required even though not mandatory under state enabling laws governing comprehensive plans. In New Jersey, where historic preservation is only an optional element of a mandated local master plan, the state planning act specifically requires that a historic preservation element must be adopted *before* a community adopts and enforces a historic preservation ordinance.²¹

Providing the legal basis for the preservation plan helps when later challenges to the plan emerge. In Lawrence, Kansas, for example, the Downtown Plan provided that the downtown retail core be preserved and protected (see the case study in Chapter 3.) The plan was used as the legal basis for supporting the city's decision to deny a developer permission to construct a regional shopping center on the fringe of town near an interstate expressway interchange.²²

States Mandating Local Comprehensive Land Use or Master Plans

| State | Preservation Element | |
|----------------|----------------------|----------------|
| | Mandatory | Optional |
| California | | X |
| Delaware | | X |
| Florida | | X ¹ |
| Georgia | X | |
| Hawaii | | X |
| Maine | | X ² |
| Maryland | | X |
| New Jersey | | X ³ |
| North Carolina | | X |
| Oregon | | X |
| Rhode Island | X | |
| Vermont | | X ⁴ |
| Virginia | | X |
| Washington | | X |

1. Historic preservation is required to be addressed in three mandatory elements: land use, housing, and coastal zone management.
2. Historic and scenic resources must be considered in the plan.
3. Preservation plan element is required before adopting and enforcing preservation ordinance.
4. Plans must include "a statement of policies on the preservation of rare and irreplaceable natural areas, scenic and historic features and resources."

COORDINATING PRESERVATION WITH ZONING, LAND USE, AND GROWTH MANAGEMENT

The simplest way to coordinate historic preservation with zoning is to make designated historic districts official zoning districts. In some states, state enabling legislation requires that local historic districts be so classified.²³ In other states, communities have a choice of designating local districts either through the zoning ordinance or through "stand alone" preservation ordinances.²⁴ In yet other states, when state enabling legislation either requires that local historic resources be handled outside the zoning code²⁵ or the state zoning enabling legislation does not specifically mention historic preservation as a legitimate purpose of zoning,²⁶ it is wise to base the local preservation program on some authority other than zoning.

In every community, however, it is important to clarify the relationship between preservation and zoning. Zoning variances or special use applications granted in historic neighborhoods or districts, or for

properties adjacent to historic resources, can have a significant impact on the historic character of the heritage resource. For example, in a historic residential district where one of the essential qualities is a streetscape of single-story cottages with uniform setbacks from the street, an application for a variation from the setback requirements might mar the character of the district. Or a special exception application to allow a commercial use in one of the cottages might also change the character of the district. Conversely, if local zoning promotes the auto-oriented suburban model (as many ordinances do), failure to grant variances for historic properties (e.g., for parking requirements) may destroy historic streetscapes.

The role of the preservation commission in land-use, transportation, and public works decisions has to be addressed.

- Should the preservation commission have clear authority to appear at hearings of the planning board or board of zoning appeals to raise preservation concerns affected by rezonings, special uses, or variations?
- How does the preservation commission get notice of these hearings?
- How much time should the preservation commission be given to review the application prior to the hearing before the planning or zoning board?
- Can the planning or zoning board ignore the concerns of the preservation commission or must the board take the commission's recommendation into account?
- Should all zoning and planning matters concerning or affecting historic resources, including rezonings, special uses, variations, planned unit development applications, and subdivisions, resubdivisions, or consolidations be reviewed by the preservation commission?

To adequately protect historic resources, a preservation plan must take into consideration all of the land-use management tools available in a community. Zoning ordinances must be compatible with and promote the protection of historic resources. Too frequently, zoning ordinances in general (or as applied in particular districts) allow incompatible uses and densities out of line with existing densities in a district with historic resources, thereby threatening historic resources. If prescribed zoning densities did not provide for structures of 10 to 15 stories, as is often the case in commercial districts, property owners would not have the incentive to demolish two- and three-story commercial structures. Instead of demolition, the property owner would have to look to rehabilitation to enhance property values and attract tenants. In residential districts, prescribing densities below existing densities can threaten the character of historic neighborhoods and promote sprawl-type development patterns that can pose a regional threat to historic resources. Zoning-based parking policies that place overwhelming design and economic obstacles in the

path of architects and property owners seeking to renovate and convert old buildings to new uses are another example of how zoning codes can be counterproductive to preservation efforts.

The integration of other land-use management tools with historic preservation can be accomplished in a variety of ways. A preservation plan provides the opportunity to review other land-use management tools and make recommendations for needed changes from a preservation perspective to resolve what may otherwise be viewed as competing objectives. It is also necessary to review the other elements of the comprehensive plan to insert preservation concerns. For example, the Sarasota City Plan includes a housing element that identifies the historically significant housing in the community based on its listing in the National Register of Historic Places, the Florida Master Site File (a state inventory of historic resources) or the local register of historic landmarks.²⁷ In addition, the city has acknowledged in the housing element that the protection of historic resources will also serve to protect and enhance neighborhoods as well as to preserve the character of the entire community.²⁸ Unfortunately, the housing plan element is silent on the methods that the city will undertake to protect and encourage the protection of the historically significant housing stock of the community, even though much of it is endangered because of development pressures as a result of existing zoning regulations. This example highlights a problem with many comprehensive plans—the community's goals are often seemingly unreconcilable because they seek to promote economic development, create affordable housing, promote tourism, protect historic, cultural, and scenic resources, and encourage new development through flexible land-use management tools, among other things. These often competing goals can only be successfully implemented where detailed preservation plans are prepared and adopted into the comprehensive plan *and* where historic preservation issues are integrated into other comprehensive plan elements, such as land use, transportation, housing, and public works.

The City of Albuquerque recognized that the edge districts of historic downtown residential neighborhoods were in decline or in jeopardy from the intensive commercial development pressures of the downtown core. In the downtown development plan, the established strategies address these issues—"Make downtown an asset for neighborhood use; entice neighborhood use of Downtown through shopping corridors and other connections; give interface areas their own identity; strengthen neighborhoods through neighborhood commercial revitalization as well as housing; and strengthen Downtown edges through promotion of residential projects."²⁹ The plan also called for strengthening pedestrian/transit connections and upgrading streets, and concentrating and focusing commercial development pressure within the core rather than at the edges, where it was affecting neighborhoods.

Providence, Rhode Island, provides that the city achieve its preservation goals through broad development policies including those involving urban design and land use:

Urban Design: Future development should adhere to traditional design principles to ensure compatibility with existing structures. These principles should be articulated within the city's regulatory framework to assure the preservation of historic resources and their settings.

Land Use: City regulations and codes should be revised and enforced to promote the preservation of historic buildings. Codes affecting historic properties should be flexible in order to promote shared use and adaptive reuse.³⁰

The City of San Francisco, in its proposed preservation plan element of the City and County Master Plan, includes the following policy:

Assure that municipal regulatory policies are conducive to preservation. Local regulatory rules often act as significant deterrents to the conservation of older buildings. All City departments should consider the impact on historic preservation in the development and enforcement of land use, building code, fire code, environmental review and other city regulations.³¹

The preservation plan then discusses how the regulations involving the state historical building code, zoning regulations, transfer of development rights (TDRs), the California Environmental Quality Act (CEQA), and unreinforced masonry buildings may affect historic resources. Of particular significance are the following:

Zoning Regulations. Zoning regulations should be consistent with the objectives and policies of this element. Allowable height and bulk should be compatible with concentrations of historic buildings. Provisions such as allowable floor area, off-street parking, and side- and rear-yard requirements should be compatible with the aims of this Element.

Transfer of Development Rights (TDRs). TDRs can be effective as a planning tool for redirecting development away from the sites of historic buildings and may have some use in other sub-area plans. Limits on the demand for TDRs affected by the administration of the "Annual Limit Program" on new office space should be evaluated to determine if this process and other constraints in the Downtown Plan conflict with the Historic Preservation goals of the city.³²

The preservation plan must address other land-use management techniques currently in effect in a community to be an effective tool for the preservation of historic resources and to promote economic development within a community or specified area of a municipality. Preservation efforts will not be successful unless other regulatory tools incorporate preservation goals and policies.

DEFINING PUBLIC-SECTOR RESPONSIBILITIES

Municipal and county governments frequently own some of the most important historic resources in the community—city hall, county buildings, libraries, schools, museums, and parks. In addition, local governments are responsible for many infrastructure improvements, including road repair and replacement,

sewer upgrading, sidewalk improvements, public transportation, and street lighting. Decisions regarding the maintenance and disposition of municipally owned property and infrastructure improvements may have substantial impacts on local historic resources, especially if that property is itself historic.

Albuquerque's Center City Downtown Core Revitalization Strategies Plan, completed in 1990, includes the following goals to enhance the cultural heritage of the city.

Downtown shall relate in a complementary manner to other activities within the Center City. Its amenities should strengthen the immediately adjacent neighborhoods and complement rather than compete with those of Old Town. Pedestrian and transit connections should function to strengthen positive interrelationships between Downtown and other major activities within the Center City.

Downtown shall have a sense of place and a strong positive image; it should offer a unique, distinctive identity that expresses Albuquerque's special climate, geography and cultural heritage. This distinctive character should enhance the City's competitive

position nationally, create a destination for tourism, and provide a focal point for community pride and identity.

The Downtown should offer a high-quality urban environment which respects the past, captures present opportunities, and anticipates the future. The

Downtown core shall project high standards of architecture and urban design.

The City of Albuquerque developed a number of strategies that the city would undertake to meet these goals. For example, the city proposed the development of new street lighting standards that would provide consistency throughout the downtown and improve the urban surroundings. Parking and transit were also addressed in the Downtown Revitalization Plan.

The proposed preservation plan of the City of San Francisco addresses the preservation of city-owned historic resources in the following policy:

Demonstrate leadership through preserving and rehabilitating publicly owned cultural resources. A variety of cultural resources are located within public



Carleton Knight III

The City of Paris building, a Beaux Arts structure on San Francisco's Union Square, was demolished in 1981 and replaced with a Neiman Marcus department store. Today, the preservation element of the City and County Master Plan includes provisions to "assure that municipal regulatory policies are conducive to preservation."

rights-of-way and on/in City-owned property. City departments should consider the value of these resources in all projects involving their review and participation. Guidance is offered and should be requested from the Landmarks Board in identifying such resources for any project. Historic features such as street furniture, street lamps, granite curbstones, street markers and signs should be recycled when feasible.³³

A local municipality must recognize that it should act as a steward of historic resources in the community through the preservation of municipally owned property. Such recognition is necessary to add legitimacy to the preservation plan. A municipality will have only limited success in implementing the preservation plan if it does not take responsibility for the historic resources over which it has direct control.

INCENTIVES FOR HISTORIC PRESERVATION

A preservation program is not complete without incentives to promote the protection of historic resources. There are three reasons why incentives should be included in a preservation program.

First, incentives help to offset additional expenditures that may be necessary to comply with a historic preservation ordinance. In some cases, higher costs may be incurred to meet specific design criteria for alterations.

Second, rehabilitation of historic properties can be a catalyst for neighborhood revitalization and conservation. Carefully crafted incentives can be a spark for such district or neighborhood restoration work.

Third, there are instances where a denial of a certificate of appropriateness may be considered an unconstitutional taking. Incentives may be used to offset economic hardships that might arise in a taking.

Every incentive program must be tailored to fit the goals and objectives of preservation in the community.

While the preservation plan does not actually create or implement the incentive, it can summarize how the incentive program works and provide a timetable for its implementation. The preservation plan can also explain the various pros and cons of incentive programs and recommend improvements.

There are many types of incentives. They include property tax abatement, a property tax freeze, a property tax credit, tax-exempt bond financing, mortgage guarantees or credit enhancement, tax increment financing, relief from local sales taxes, local government acquisition and subsequent write-down of sale of historic resources for rehabilitation, direct loans or grants, and relief from zoning and building code regulations. The availability of a particular type of incentive often depends on state enabling legislation. Sometimes, existing local incentives that are available to new construction projects can be made available to owners of historic properties. For example, many communities have facade rebate programs available to property owners and tenants making improvements to commercial buildings. This type of program could be

redesigned so that facade improvements to historic buildings that are consistent with the Secretary of Interior's Standards for Rehabilitation are given preference or priority over other projects. Or, as an alternative, the entire program could be redirected to historic districts or individual historic resources.

Operating expense incentives, such as property tax abatements and property tax freezes directly reduce expenses of income-producing buildings and lower taxes on owner-occupied homes. Examples from around the country involve the following³⁴:

- Commercial historic properties in Alabama are assessed at 10 percent of their appraised value, rather than 20 percent for other commercial properties.
- In Florida, state legislation permits local governments to establish an abatement program abating up to 100 percent of the assessed value of all improvements of historic properties for up to 10 years. Under the legislation, property owners and the local government enter into an agreement establishing covenants and requirements for rehabilitation work.
- Austin, Texas, provides a property tax exemption for income-producing historic properties equal to 50 percent of the assessed value of the structure and 25 percent of the value of the underlying land. No restoration or rehabilitation is necessary. Owners of single-family residential historic properties and historic properties owned by not-for-profits receive an exemption of 100 percent of the assessed value of the historic structure and 50 percent of the value of the land.
- In North Carolina, all historic structures designated by local governments or local landmark commissions are assessed at one-half of their market value. No rehabilitation is necessary, but the owner must apply annually to the tax supervisor of the county, city, or other special taxing unit. If the owner alters the structure and in the process destroys key historic features during the time that the tax relief plan is in effect, a penalty must be paid equal to the tax savings accrued for the previous three years with interest.
- Iowa provides for a 100 percent abatement of property taxes on improvements only for rehabilitated National Register properties. Abatement is taken over a period of 10 years. Taxing authorities must opt to participate in the program. Iowa also has an Urban Revitalization Area program that provides for 100 percent abatement of property taxes on residential and commercial properties. Abatement on commercial properties can be taken over a period of three to 10 years; abatements on residential properties are taken over a 10-year term.

Unlike an abatement program, a property tax freeze program typically provides that property tax assessments are frozen at pre-rehabilitation values for a certain period of time. During this period, taxes may increase annually due to fluctuations in the tax rate.



City of Iowa City

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The state of Iowa provides for a 100 percent abatement of property taxes on improvements to National Register properties, such as the Moffitt cottages in Iowa City, which were built by Howard Moffitt in the 1930s with scrap materials taken from the riverbank.

Unlike a 100 percent abatement program, the taxpayer will pay some taxes annually during the period of the property tax freeze but will not pay property taxes on the increased value resulting from the rehabilitation of the property. Examples include the following:

- Illinois provides an eight-year assessment freeze at the pre-rehabilitation value followed by a four-year step-up period for the rehabilitation of owner-occupied residential property. Substantial rehabilitation, comprising at least 25 percent of the assessor's market value, is required.
- Like Illinois, Georgia has a property tax incentive program for single-family homeowners that provides for an eight-year freeze of property tax assessments of substantially rehabilitated historic buildings. The property tax assessment is stepped up to market levels over the two years following the freeze. Unlike in Illinois, substantial rehabilitation in Georgia is defined as expenditures of at least 50 percent of the pre-rehabilitation value.
- South Carolina has combined a freeze and abatement program. Under legislation enacted in 1990, the state provides a two-year assessment freeze during the substantial rehabilitation of a historic property followed by an eight-year period in which the local government will tax property at a rate that is either 40 percent of the post-rehabilitation assessment or 100 percent of the pre-rehabilitation assessment, whichever is greater.

In addition to providing direct property tax incentives, some states and local governments explicitly require that property tax assessments for historic buildings reflect "current use" value rather than "highest and best use." In neighborhoods in which zoning permits medium or high densities and land values are consequently high, this can dramatically reduce property taxes. For example, Washington, D.C., provides that historic properties be assessed based upon

their actual value for their current use. However, to qualify for this type of assessment, property owners must sign an agreement guaranteeing the property's maintenance and preservation for a period of 20 years. A number of states, including Illinois, Connecticut, Idaho, Nebraska, North Carolina, Ohio, South Dakota, West Virginia, and Tennessee, provide that assessment practices must consider the effects of preservation and conservation easements.

Maryland state law enables counties and municipalities to provide a special tax credit for the restoration and preservation of historic structures and the construction of architecturally compatible new structures in historic districts. Restoration or rehabilitation qualifies for a property tax credit up to 10 percent of the property owner's restoration expenses, and compatible new construction qualifies for a credit of up to five percent. Unused portions of the tax credit may be carried forward up to five years. (Other enabling statutes allow Allegheny and Frederick Counties and Baltimore City to establish rehabilitation assessment and abatement programs rather than the tax credit.)

Another type of property tax incentive that should be considered is a deferral program in which the taxes resulting from an increase in assessed value from the rehabilitation of a historic structure are deferred for a period of years or until sale of the property. Unlike an abatement or assessment freeze program, the deferral allows for the recapture of the property taxes due over the period of the deferral. In essence, the deferral is a no-interest loan to the property owner in the amount of the property taxes resulting from the increase in value from the improvement of the historic property.

There may be special problems associated with selecting the right incentive for income-producing historic properties. Property tax incentives can reduce operating expenses. However, downturns in the real estate market can destroy sources of capital for rehabilitation projects. Overbuilding in virtually every market across the country in the 1980s limited the supply of capital available for real estate development in

the early 1990s, particularly for office and hotel projects. When credit and capital for investment in real estate are scarce, financing incentives may be more valuable than operating-expense reductions.

Some states and communities have responded to credit shortages. For example, tax-exempt bond financing has been used to provide grants or loans to not-for-profit organizations that rehabilitate historic properties. It has also been used for private projects either to allow a government agency to purchase property for sale to a developer at a write-down or as a method for directly financing the rehabilitation project.

The Maryland Historical Trust administers a revolving loan fund for acquisition, stabilization, rehabilitation, restoration, site work, and pre-development work funded by tax-exempt bond sales. Eligible borrowers include not-for-profits, government agencies, businesses, and individuals. Preference is given to not-for-profits and projects sponsored by government agencies that include public-private partnerships. Borrowers must be unable to obtain sufficient conventional financing to complete the project and must grant a preservation easement to the Maryland Historical Trust. The maximum loan amount is the lesser of 100 percent of project cost or 80 percent of post-rehab appraised value for rehabilitation of the property; for acquisition, the maximum loan amount is 80 percent of the appraised value. The interest rate is one-eighth percent above the state's cost of funds. The maximum loan term is 20 years.

Another form of financing incentive is mortgage guarantees or credit enhancement for some types of rehabilitation projects that are difficult to finance. The guarantee reduces the risk to the mortgagee, and benefits, such as a waiver or reduction in loan costs or a reduction in interest rates, may be passed along to the developer or property owner. It may also be helpful in securing construction or permanent financing.

Tax increment financing (TIF) can be used in historic districts.³⁵ Increases in tax revenues from the redevelopment are used to pay bonds that have been issued for capital improvements. These capital improvements may include infrastructure improvements, site improvements, and purchases of land or buildings for sale to developers at a significant write-down of acquisition costs. Tax recipient agency revenues are frozen during the term of the TIF district. The increment in tax revenues is used to reduce the debt for infrastructure improvements, site improvements, and acquisition.

Other types of incentives can reduce acquisition or construction costs associated with historic rehabilitation projects. Forgiveness of sales taxes on construction materials may provide substantial savings. In some states, projects taking place within identified "enterprise zones" qualify for sales tax relief. Cities may also provide a pool of funds for acquisition of historic resources and resale at a significant write-down to purchasers agreeing to rehabilitate the historic resource.

A local government may also create a pool of funds for loans or grants for the rehabilitation of historic resources. Loan or grant pools can be financed through direct appropriations or collections from building permit fees or

other fees. Among the better programs are the following:

- The City of Beaumont, Texas, has used a \$250,000 Community Development Block Grant from the U.S. Department of Housing and Urban Development to create a Historic Preservation Loan Program. Under this program, the loans were used for either residential or commercial property. The loan term was for as long as 10 years with no interest. Grants were to be used for exterior rehabilitation, preservation, and the restoration of historic properties publicly or privately owned. Priority was given to residential properties.
- The Maryland Historical Trust provides grants for development planning, acquisition, rehabilitation, and preservation planning to not-for-profits, government-sponsored projects, and private individuals and businesses. Only 10 percent of the funds appropriated during any fiscal year may go to private individuals and businesses.
- The State of Arkansas has authorized a portion of the real estate transfer tax for financing of historic preservation programs, including model business grants for "Main Street" properties.

Some states have instituted tax credit programs at the state level. These programs are similar to federal tax credit programs, but such programs are typically easier to use but only apply against state income taxes. Frequently, the state tax credits can be used for rehabilitation to income-producing property and owner-occupied property.

- Colorado has a program that allows a tax credit not to exceed \$50,000 per qualified property or an amount equal to 20 percent of the aggregate qualified costs incurred per qualified property, whichever is less. Rehabilitation costs must exceed \$5,000. For any given taxable year, the maximum amount of the credit that can be claimed cannot exceed \$2,000, plus an amount equal to 50 percent of the difference between the tax liability of the taxpayer and \$2,000. The tax credit may be carried forward for a maximum of five years if the taxpayer is unable to fully take advantage of the credit in any one year.
- Wisconsin permits owner occupants of historic structures to claim a 25 percent credit against the approved costs of the rehabilitation of the structure. Rehabilitation expenditures must exceed \$10,000. The structure must be listed on the National Register of Historic Places or the Wisconsin Register of Historic Places. A five percent tax credit is also provided for taxpayers of income-producing property taking advantage of the federal rehabilitation tax credit.
- Maryland has implemented a program that authorizes amortization of rehabilitation expenses incurred in connection with the rehabilitation of nondepreciable (owner-occupied, residential) property. The rehabilitation must be certified by the

Maryland Historical Trust and can be claimed ratably over a five-year period.

State income tax credits are not always effective. State income tax rates are usually so low that the benefit of the state tax credit is often insufficient to offset administrative burdens associated with the program. However, some taxpayers planning to rehabilitate their historic structure will take advantage of tax credit programs, and sometimes make improvements that they would not have considered without the tax credit.

Zoning and building code incentives are not direct subsidies. They can, however, have significant impacts on the rehabilitation of historic structures. Local communities must analyze zoning, parking, and other land-use management tools for their effect on historic structures. Simple allowances for the shifting or sale of density may provide enough incentives to owners of historic structures to undertake rehabilitation. In addition, relaxation of use classifications and variance and special use procedures for historic structures may make rehabilitation and reuse more likely. Relaxation of building codes, while not endangering the health, safety, and welfare of the public, is possible to help keep the costs of rehabilitation competitive with new construction. In addition, reductions in permit fees may also provide an incentive for rehabilitation. Relaxation of parking codes can prevent the demolition of properties or the clearing of areas near historic structures that may be necessary to comply with parking requirements.

No one incentive can ensure the preservation of all historic resources. The best preservation programs include a menu of incentives. Flexibility is important. One incentive may help one kind of building but not another. The preservation plan must explain existing incentives and provide a mechanism for their use as well as the development of new incentives. In addition, the preservation plan should provide for periodic review and analysis of incentives to determine which ones are being used by property owners and how those incentives that are currently being underused may be improved to maximize their effectiveness.

Incentives that reduce rehabilitation costs improve project feasibility. Programs that reduce annual mortgage payments also reduce annual costs of ownership. Every reduction in upfront loan costs or interest rates can help to make a project feasible. A reduction in mortgage costs can allow the borrower to borrow more money. Incentives that reduce the operating expenses, such as property tax incentives, increase net operating income or lower holding costs and thereby increase the value of the property. Property tax incentives can give an income property an edge—a pro rata share of property tax incentives are frequently passed through to the tenant. A recently rehabilitated historic property may be better able to compete against other real estate projects for tenants where a tenant knows that the cost of property taxes will be fixed through the term of the lease or that property taxes will be below market during the term of the lease.

The preservation plan must clearly articulate the need for preservation and address the most common objections

to preservation incentives. Property tax incentives can be the most effective incentive but often raise the most political objections. Opponents of property tax reductions frequently argue that such incentives drain local tax revenues and encourage rehabilitation that would have occurred even without an incentive.

Studies of the Washington property tax incentive program refute this. Washington established a special property tax valuation for rehabilitated historic buildings. Under the 1985 legislation, the cost of the improvements to a substantially rehabilitated historic structure are exempt from property taxes for a period of 10 years. According to a study conducted by Washington's Department of Community Development, 122 property owners took advantage of the special valuation program between 1986 and 1991.³⁶ Approximately one-third of the projects would not have occurred without the availability of the special valuation program. Estimates by the Department of Community Development indicate that \$13 million was gained from additional retail sales and other tax revenue generated by the initial rehabilitation. Evidence also indicated that property tax revenue would increase by \$5 million to \$6 million between 1997 and 2001. Even after considering that \$3 million in property tax revenue would be lost because of the incentive, the study showed that there was a total revenue gain of \$15 million to \$16 million, enough to offset property tax revenue lost as a result of the exemptions on two-thirds of the property owners who would have undertaken their project without the incentive.

The Washington experience is typical of what other communities across the country have found. Property tax incentives improve the existing building stock at little or no cost. In fact, because of the way in which dramatic restorations of historic structures improve the character of a neighborhood, investment in rehabilitation of neighboring structures follows. The net result is more rehabilitation and an overall increase in property values that more than offsets the small costs of the property tax incentive.

In selecting the right preservation incentive to be included in a preservation program and a preservation plan, ask and answer the following questions:

What types of incentives are allowed by state or local law?

What existing incentive programs could easily be extended to historic properties?

Do we want to assist owner-occupied historic structures, income-producing historic properties, or both?

But the most important question is to ask Whom do we want to help, and why? And, in answering this question, the community must consider the way in which the local preservation ordinance deals with the issue of the economic hardship that might be imposed when an alteration or demolition permit is denied:

Do we want to help all property owners with fixed or limited incomes or with limited funds to renovate or rehab their properties under the

sometimes more costly methods required when certificates of appropriateness are reviewed by local preservation commissions (i.e., use of wood siding instead of vinyl or aluminum, restoration of porches or cornices rather than demolition, etc.)?

Do we want to help only those property owners who can prove that denial of an alteration or demolition permit is an unconstitutional hardship?

THE RELATIONSHIP BETWEEN PRESERVATION AND EDUCATION

An important function of the preservation plan is to outline a plan for communitywide education on preservation issues and policies. The plan should highlight annual meetings and celebrations revolving around preservation, including the nationally celebrated and recognized Preservation Week held annually during May. Annual awards programs provide recognition for appropriate rehabilitation, give recognition to individual preservation efforts, garner good press, and provide opportunities to educate and inform other residents about the benefits of preservation.

The opportunity to bring preservation values and policies into the public schools should also be addressed. The Kane County, Illinois, Historic Preservation Plan includes the following goal:

Foster public education and greater appreciation and understanding of historic and archaeological resources, and public support for preservation in Kane County.

An explanation of this goal provides that:

the development and continued success of Kane County's historic preservation program, resulting in tangible economic and environmental benefits, requires above all else the understanding and support of the people of the County. The County must work with the municipalities, the school districts, and historical and other organizations to further a general understanding of the importance of the historic built environment to the continued success and attractiveness of the County.³⁷

The Tampa Historic Resources Element includes a goal that provides that the city's architectural review commission "provide for the *education* of the citizens about the City of Tampa's historical, architectural, and archaeological resources." One of the objectives to address this goal makes it the responsibility of the commission to disseminate information about the city's historic resources. One of the methods that the city has identified for implementing this objective is to establish a speaker's bureau, using local preservation professionals, architectural historians, and other experts to visit schools, clubs, and other forums to promote preservation. The historic resources element also provides that the commission will cooperate with Tampa Preservation Incorporated to develop a curriculum to "Teach the Teachers" about Tampa's historic resources so that those teachers can present the curriculum to other teachers and implement it in the classroom. The commission is also responsible for

encouraging other programs to educate students about and create appreciation of local historic resources.

AN AGENDA FOR FUTURE ACTION

A preservation plan must include an agenda for future action for three reasons. One, the agenda will provide time frames and an action plan for implementation of the goals and strategies included in the plan. Two, the agenda will also help set priorities for implementation of the plan. Three, an agenda allows periodic review by local government and the preservation commission to determine progress in meeting stated goals, whether the goals and strategies should be redefined, or whether priorities should be re-established. An action agenda provides a perspective on preservation accomplishments over time.

The action agenda for implementation of the preservation plan can take on a variety of forms. Kane County, Illinois, includes a separate "strategies for implementation" section in the historic preservation plan. Such strategies include improving the effectiveness of the county's historic preservation ordinance, incorporating preservation goals into the land-use decision process, developing cooperative preservation efforts between county and municipal governments, and improving education and public awareness.

The Providence, Rhode Island, preservation plan includes an "Action Strategy for Preservation." (See Appendix F.) It details the goals, actions, first steps, time frame, and participants for implementing the plan. While not providing specific dates, the time frames include "immediate and ongoing," "short term," "mid term," and "long term." The participants that are identified to take the actions specified include government staff and elected representatives and agencies, private not-for-profit organizations, municipal unions, private institutions, and neighborhood organizations. The action strategy included in the Providence preservation plan will enable the community to measure its progress towards its preservation goals.³⁸

The City of Unalaska, Alaska, has taken a somewhat different approach in preparing its action agenda for future action. While not as comprehensive as the Providence approach, Unalaska has identified 14 specific projects that the city and historical commission should undertake to promote the preservation of the community's historic resources. As examples, the preservation plan provides that the historical commission should: propose and assist in the drafting of a local historic preservation ordinance for the city; continue the Cultural Resources Inventory of Unalaska city limits and surrounding areas and publish the inventory; nominate the Jesse Lee Home dormitory to the State Register of Historic Places and the National Register of Historic Place; develop a resource library on Unalaska, prehistory to the present; and preserve the prisoner of war stockade guard tower in Unalaska Valley. The activities involve a variety of preservation strategies, including drafting regulations, recognizing important resources, and developing educational materials. In addition, the Unalaska preservation plan

lists other projects that it hopes to influence but that require the cooperation of federal and state agencies as well as private interests.³⁹

The agenda for action can also be incorporated directly into the goals, objectives, and strategies of the

preservation plan by providing a time frame for implementation of the objectives and strategies. Time frames, even when not mandatory, provide a necessary touchstone for measuring success and adjusting priorities.

Chapter 3. Preparing and Implementing a Historic Preservation Plan

Preservation plans never appear magically. They only get adopted by a community after a considerable amount of hard work by many people. Usually, it is the local historic preservation commission, where one has been established, that takes the lead role in pushing for adoption of a preservation plan. Where there is no established preservation commission, the local preservation advocacy group should take the lead in advancing the concept of preservation planning.

In the few states where state law dictates that local comprehensive plans contain a mandatory historic preservation element, it may simply be enough for the local preservation commission to remind the village board, city council, or county commission of the requirements of state law. In such situations, the municipal or county attorney may be the best ally in convincing the council or board that the state requirement must be met.

In states where preservation elements are optional parts of comprehensive plans, another implementation strategy is necessary. The village board, city council, or county commission must be convinced that the time, effort, and expense necessary to draft and consider a preservation plan will be worthwhile. This can be accomplished in a variety of different ways, including the following:

- Emphasize the economic benefits that will result from a comprehensive preservation program in the community (e.g., encouragement of more renovation and restoration of historic structures, neighborhood revitalization, tourism development, etc.)
- Use volatile public policy disputes over preservation versus demolition of a particular historic structure as evidence that there is a need for reaching consensus on preservation goals and objectives
- Point out how other communities have successfully integrated comprehensive planning and historic preservation
- Convince the city administrator and/or planning/community development staff that a preservation plan is in the community's best interest
- Convince key members of the plan commission or zoning board that adoption of a preservation plan element will eliminate uncertainty about their role in preserving the community's heritage
- Ensure that the planning professionals selected to prepare the mandatory elements of a comprehensive plan also understand historic preservation planning and are advocates for including an optional preservation plan element in the comprehensive plan

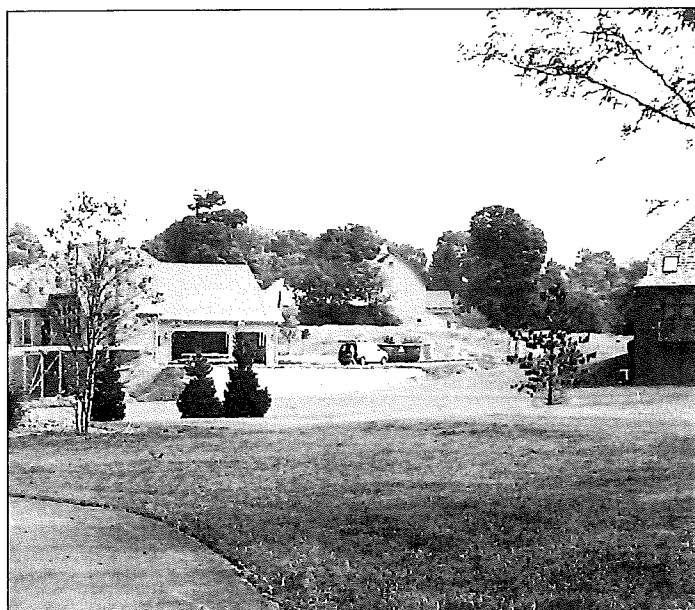
As the case study from Atlanta, Georgia, (below) clearly points out, a crisis over demolition of a key historic structure or group of historic structures can be the catalyst for sound historic preservation planning. Find a champion for preservation planning on the city council or village board, and work with that advocate to convince other members of the governing body that preservation planning will clarify preservation objectives and defuse future disputes about historic preservation.

Other important points to remember are the following:

- Be sure that the process for preparing a historic preservation plan fairly considers all points of view about historic preservation
- Include members of the major interest groups and constituencies with stakes in preservation in the process for preparing the plan, and understand their agendas
- Carefully consider the extra staff time involved in preparing and implementing a historic preservation plan and carefully quantify the likely costs associated with implementation of likely goals and objectives
- Be prepared to compromise in order to ensure that a workable preservation plan emerges
- Avoid jargon and write the preservation plan in plain and simple English
- Look for sources of state or federal money to offset some of the costs of preparation of the plan
- Use preservation plans from other communities to generate ideas and discussions, but do not simply copy another city's plan as your own—tailor your preservation plan to fit your circumstances

KANE COUNTY, ILLINOIS: THE EVOLUTION OF A PRESERVATION PROGRAM¹

Kane County, Illinois, is located about 40 miles west of Chicago. Once, its settlement was scattered over approximately 522 square miles of rolling corn and soybean acreage. But now, according to the 1990 U.S. Census, the county's population is 317,471, or fifth in total population of 102 counties in the state. Established as a county in 1836, the early settlers were Americans rather than Europeans. Since the late 1950s, the number of farms and the total acreage in agricultural use have declined, most of the county's cities and towns have grown significantly, and residential development has expanded into rural agricultural areas as expressways and interstates made it part of Chicago's outer suburban fringe. Despite these changes, the rural and urban



Marya Morris

Residential subdivisions spilling into prime agricultural areas gave Kane County, Illinois, the impetus to do a preservation plan. The planning process included a survey of all rural structures (like the one at bottom left) built before 1945.

landscapes of Kane County still include many of the features characteristic during the time of its early settlement. To help preserve what was remaining of its rural landscape and make people aware of its importance, Kane County has adopted a countywide historic preservation plan.

The impetus for preservation first emerged in 1977 with the publication of *A Barn Sampler: Rural Architecture in Kane County*. The book called attention to the county's rural heritage and to its historic and architectural resources. *A Barn Sampler* also called for a thorough investigation and inventory of the county's farm structures as a first step before any sort of rural preservation plan was developed. A partial inventory was undertaken during the summer of 1977 and was published in 1980 with the assistance of state funds, followed later by an inventory of some of the economic, social, and cultural resources of the small rural centers of the county.



Marya Morris

In 1985, the state enacted the county preservation act, which, for the first time, gave counties the explicit authority to undertake preservation planning and adopt preservation ordinances. During 1986 and 1987, the Kane County Development Department conducted a systematic rural structures survey with financial and technical assistance from the state, using historical research and visual assessment in the field. All structures built before 1945 in unincorporated Kane County and the incorporated rural villages located in its western portion (west of a north-south urban corridor) were surveyed. Surveyors used historic maps, county histories, interviews, and updated forms from previous surveys to conduct historical research before the survey commenced. These resources provided information relating to the location of structures, a general analysis of architectural styles, settlement patterns, local history, and other pertinent data necessary for the completion of the survey. Through visual inspection, the surveyors were able to document architectural style, approximate age, integrity, exterior building materials, and the building's function. The relationship between structures on farmsteads was also noted. The results of the survey provided the documentation required for the county to pursue a historic preservation program.

In 1987, the Kane County Historic Preservation Committee was established by the county board to oversee the rural structures survey, to evaluate the historic resources inventoried through the survey, and to recommend if action was needed to protect the county's historic resources. The committee was authorized to investigate the power and authority available to a preservation commission and to prepare a report to the county board concerning the need for a preservation ordinance. After reviewing the rural structures survey, the committee determined there was a need for a preservation ordinance for the county.

The Kane County Historic Preservation Ordinance was adopted in 1988. It was the first county historic preservation ordinance enacted in Illinois. The ordinance established a historic preservation

commission, provided the commission with the power to propose landmarks or preservation districts for designation by the county board to a register of historic places, and mandated review by the commission of significant alteration, construction, or demolition performed on a county landmark. The ordinance was adopted in phases to give the commission time to establish bylaws, procedures, and standards before accepting nominations to the register of historic places. The preservation ordinance also required that the commission prepare a preservation plan for consideration by the county board. In 1989, following completion of the rural structures survey and establishment of the historic preservation commission, a preservation plan was completed and provided the foundation for the historic preservation program for Kane County. The preservation plan element was incorporated into the county's comprehensive plan in 1990. A statement of the plan's goals is provided in Appendix E. The county published the results of the rural structures survey in 1991.

Kane County is an example of a local government moving methodically to establish an overall preservation program. Early historic structure surveys provided the basis for further development of a complete preservation program. Education and awareness of the benefits of historic preservation, as a result of the surveys, increased among residents, elected officials, and other county stakeholders. This led to establishment of a task force and, later, creation of a preservation commission as part of a preservation ordinance. County staff, elected officials, and interested residents also realized that the preservation ordinance would be ineffective without a comprehensive survey of historic structures and completion of a historic preservation plan. Thus, in a little over five years, Kane County established the foundation for a complete preservation program.

SAN FRANCISCO: THE IMPORTANCE OF A SURVEY AND EVALUATION SYSTEM²

In 1985, the City of San Francisco adopted its Downtown Plan, which was designed to encourage the preservation and protection of historically and architecturally significant downtown buildings. Specifically, 434 buildings were targeted. Of these buildings, 246 structures are protected by strict demolition controls. In addition, six conservation districts were created that provide protection for the other 188 buildings. One of the most important and controversial elements of the downtown plan was the historic resources survey that ranked buildings based on their architectural and historic merit.

Many preservationists and architectural historians reject objective systematic evaluation systems because they feel that aesthetic qualities of architecture cannot be quantified. Such systems, however, have become increasingly acceptable and reliable. Objective evaluation systems have long been requested, if not required, by political leaders, city planning officials, real estate developers, and others in a position to influence land use and development. Those concerned with the preservation and protection of San Francisco's historic and architectural resources recognized the need to complete a survey and evaluation system based on objective criteria that would result in the ranking of resources in the city's downtown. The highest-ranked buildings were protected by strict demolition controls.

The San Francisco survey and evaluation process began in two different forms. The first survey, a windshield or reconnaissance survey, was annotated by planning department staff. Following their survey, a group of architects and historians were empaneled to rank the buildings identified in the survey. In 1979, based on methodology developed by Harold Kalman in his book, *The Evaluation of Historic Buildings, A Manual*, the Foundation for San Francisco's Architectural

San Francisco's 1985 Downtown Plan was designed to encourage the preservation of architecturally significant downtown buildings, many of which are on Union Square.



Heritage, a private, nonprofit organization, began its own detailed survey of historic resources. The survey project was comprised of four parts—field survey, research, evaluation, and final evaluation. The results of the surveys were published by the foundation in *Splendid Survivors, San Francisco's Downtown Architectural Heritage*.

The field survey was undertaken in three stages: an initial survey of buildings; a second survey of urban design elements, including streetscapes, civic art, and other street furniture; and a third survey to identify potential historic districts. Completion of the field survey resulted in an inventory of buildings. Subsequently, a research phase was undertaken by the planner and architectural historian that conducted the field survey to document the inventory.

The most significant aspect of the survey project was the method of evaluation used for buildings and other cultural resources. The designers of the evaluation system had two primary goals: "to evaluate the buildings, urban design elements, and historic districts [included in the inventory] on the basis of explicit objective criteria" and to present the system "in a form which can be readily understood by political leaders, public agencies, private real estate and business interests, and the general public" so that it could succeed in protecting and preserving historic and architectural resources. The methodology used to rank the buildings is shown in Appendix G.

In this evaluation system, unlike others, each criterion is evaluated separately and then weighted. In other words, for each building and urban design element in the inventory, the 13 criteria (style/type, construction, age, etc.) within the four major categories (architecture, history, environment, integrity) was rated as Excellent (E), Very Good (VG), Good (G), or Fair/Poor (F/P). Then, that rating was numerically weighted based on the criterion's importance. For example, an E rating for Design was worth 25 points, but an E rating for Construction, a relatively less important criterion, was worth only 12 points.

Once the ratings were translated into numbers, the numbers were totaled and points were subtracted for alterations, producing a composite score. The composite scores were tentatively placed into four categories of value—A, B, C, and D—pending confirmation by independent outside review.

The following provides further definition of the various rankings.

A. Highest Importance—Individually the most important buildings in downtown San Francisco, distinguished by outstanding qualities of architecture, historical values, and relationship to the environment. All A-group buildings are eligible for the National Register, and of the highest priority for City Landmark status.

B. Major Importance—Buildings which are of individual importance by virtue of architectural, historical, and environmental criteria. The buildings tend to stand out for their overall quality rather than for any particular outstanding characteristics. B-group buildings are eligible for the National Register, and of secondary priority for City Landmark status.

C. Contextual Importance—Buildings which are distinguished by their scale, materials, compositional treatment, cornice, and other features. They provide the setting for more important buildings and they add visual richness and character to the downtown area. Many C-group buildings may be eligible for the National Register as part of historic districts.

D. Minor or No Importance—Buildings which are insignificant examples of architecture by virtue of original design or, more frequently, insensitive remodeling. This category includes vacant buildings and parking lots. Most D-group buildings are "sites of opportunity."

Not Rated—Buildings which have been built or suffered insensitive exterior remodelings since 1945.

Following completion of the in-house evaluation of buildings and urban design elements, three independent outside professionals were invited to review the results. The systematic review procedure was designed to reinforce the objectivity of the evaluation and to clearly explain any adjustments made. The consultants were asked to look at the files on each building and urban design element, and to either confirm or reject the evaluations given for individual criteria and the resulting final inventory group. Afterwards, adjustments were made to the ratings in light of the comments by the consultants. The city planning staff reviewed the foundation's survey; less than five percent of the buildings were re-ranked as a result of the review.

As pointed out in *Splendid Survivors*, the scoring system used in the inventory is a planning tool that is more complex than its final evaluation rankings might suggest. The final rankings were only summaries, and when questions arise about the future of a building or district, the entire evaluation must be reviewed for both the ratings of its separate criteria and for the evaluators' comments. This is particularly important for buildings that ranked below the highest grouping, which might have scored so well in one or more of the categories that they merit special consideration. For instance, according to the results published in *Splendid Survivors*, there are some low-ranking buildings that scored high in continuity and which possessed certain desirable characteristics that would enhance the downtown.

Despite the questions about the appropriateness of ranking historical and architectural resources, the survey was published and used as the basis for creating categories to rank downtown historic resources. Each of the downtown buildings and urban design elements included in the inventory were designated by city ordinance based on the evaluation system.

San Francisco Planning Code

Section 1102. Standards for Designation of Buildings. The buildings in the C-3 Districts are divided into five categories according to the Building Rating methodology as set forth and explained in the Preservation of the Past section of the Downtown Plan, a component of the Master Plan. Those categories are as follows:

a) Significant Buildings—Category I.
Buildings which:

- 1) are at least 40 years old; and
- 2) are judged to be Buildings of Individual Importance; and
- 3) are rated Excellent in Architectural Design or are rated Very Good in both Architectural Design and Relationship to the Environment.

b) Significant Buildings—Category II. Buildings:

- 1) which meet the standards in Section 1102(a) above; and
- 2) to which, because of their depth and relationship to other structures, it is feasible to add different and higher replacement structures or additions to height at the rear of the structure, even if visible when viewing the principal facades, without affecting their architectural quality or relationship to the environment and without affecting the appearance of the retained portions as separate structures when viewing the principal facades. The designation of Category II Building shall identify for each building the portion of the building beyond which such additions may be permitted.

c) Contributory Buildings—Category III.
Buildings which:

- 1) are located outside a designated Conservation District; and
- 2) are at least 40 years old; and
- 3) are judged to be Buildings of Individual Importance; and
- 4) are rated either Very Good in Architectural Design or Excellent or Very Good in Relationship to the Environment.

d) Contributory Buildings—Category IV.
Buildings which:

- 1) are located in a designated Conservation District; and
- 2) are at least 40 years old; and
- 3) are judged to be Buildings of Individual Importance, and are rated either Very Good in Architectural Design or Excellent or Very Good in Relationship to the Environment;
- 4) are judged to be Buildings of Contextual Importance and are rated Very Good in Architectural Design and/or Excellent or Very Good in Relationship to the Environment.

e) Unrated Buildings—Category V. Buildings which are not designated as Significant or Contributory.

Under the ordinance, affected property owners and historic preservation organizations were given 45 days

to challenge the designations. As a result, some building and urban design elements were recategorized; this process gave both property owners and historic preservation organizations the opportunity to argue that some of the buildings were not correctly ranked and should have been ranked higher or lower.

The protection and incentives provided for each category are based on the ranking system. For example, the highest-ranked buildings are provided the greatest protection from demolition and insensitive alteration. For example, additions to Significant Buildings—Category I are limited to one story above the height of the existing roof up to 75 percent of the roof area. In contrast, a new structure or addition to a Significant Building—Category II may be of greater height than the existing building even if the addition is visible from the ground level at the principal facades. The lower ranked buildings are provided less protection from alteration or demolition, but adaptive use of the building is encouraged. For example, the zoning administrator must approve applications for demolition of Contributory Buildings—Category III where a building or site permit for a replacement building on the same lot has been approved. In addition, in the event development rights have been transferred from a building site, the building, whether ranked as Significant or Contributory, is protected from demolition.

The survey resulted in strong protection for historic resources included in the downtown plan. The foundation noted that a ranking system that identified all historic resources but which placed greater importance on some than others based on objective criteria helped to give the survey legitimacy in the political process. However, it is important to recognize the limitation of ranking systems. It is not possible to say that a 75-point building is better than a 70-point building. It is only possible to say that buildings within a certain range are more important historically or architecturally than those within a lower range. In addition, it is not possible to use the evaluation ranking system without reference to the ratings of individual criteria and a complete explanation of those criteria. As pointed out earlier, a building may be worthy of a higher ranking because of an extremely high score in one or more of the criteria categories used to evaluate historic resources. In these cases, a low overall score may not be truly indicative of the significance of a particular resource. Communities considering a survey that ranks their historic resources should contact their state historic preservation office before undertaking the survey. The state office will provide examples and techniques for an appropriate survey.

The preservation planning process continues to evolve in San Francisco. A separate preservation plan for the entire city of San Francisco was never adopted following completion of the downtown plan in 1985. Preservation objectives and policies were included in the city's Master Plan in a variety of plan elements, including Community Safety, Recreation and Open Space, Residence, and Urban Design. According to the proposed preservation plan:

The need to provide a broad policy framework for all of

the various preservation activities—past, present, and future—and the need to “modernize” and strengthen the landmarks legislation led to the effort to develop a Master Plan element dealing with historic preservation and the companion effort to revise Article 10 [the city’s landmarks ordinance].

In 1987, the city appointed The Preservation Task Force to prepare a preservation plan element and make recommendations for amending Article 10. The task force held public hearings and public meetings over a five-year period to draft the historic preservation plan. As a result of this process, the task force established objectives and policies to advance historic preservation in the city. The task force created objectives and policies for a number of historic preservation “categories”: inventory of historic resources, buildings, and sites; design of alterations and new construction; street features; archaeological resources; preservation incentives; and public information. For instance, the category “Inventory of Historic Resources” included the following objectives and policies:

Objective 1: Establish and maintain an inventory of important historic resources and their settings and retain information important to their understanding.

Policy 1: Survey structures and sites which appear to be 50 years old. Evaluate them to determine which contribute to the historic identity of San Francisco. Coordinate existing survey and evaluation systems.

Policy 2: Consider as a potential cultural resource, any building or structure which appears at least 50 years old and has not yet been surveyed, or which was surveyed more than 10 years ago.

Policy 3: Identify, recognize, and protect information of importance to an historical understanding of San Francisco’s built environment and sites.

In addition, the proposed preservation plan featured an action plan for implementation.

The preservation plan was adopted by the Landmarks Preservation Advisory Board on February 5, 1992. Because of changes in city administration, the preservation plan was never adopted by the Planning Commission and, therefore, was not made part of the city’s Master Plan. The Landmarks Preservation Advisory Board scheduled special hearings concerning the proposed preservation plan for April 1994. Following those hearings, the Planning Commission will again consider incorporating the proposed preservation plan element into the existing Master Plan.

BUILDING A PRESERVATION PLANNING CONSENSUS: BALTIMORE AND ATLANTA

In many communities, the conflicts between preservationists and development interests are so severe that effective planning and protection for historic resources is made impossible. In recent years, however, some communities, in the wake of public squabbles over protection vs. demolition of key landmarks, have brought the opposing sides together in a process to eliminate procedural stalemates and clear the air of charges and countercharges about historic preservation.

In Baltimore and Atlanta, this has been done in the context of sound preservation planning.

Downtown Baltimore Strategy³

Baltimore has a long history of creative urban planning as dramatically revealed in the award-winning redevelopment efforts around the Inner Harbor adjacent to downtown. These efforts have transformed a formerly derelict industrial waterfront into a major tourism, retailing, and cultural center. As Baltimore began to expand its renewal and revitalization program away from the waterfront to other parts of downtown, conflicts between advocates of historic preservation and advocates of new construction began to appear.

In 1989, the city’s mayor formed a blue ribbon committee of leading citizens and public officials to create a vision and develop a framework for downtown development over the next 20 years. The result was to be a Strategy Management Plan for downtown Baltimore.

Seven issues were developed for analysis. Each issue was to be addressed by a Technical Advisory Committee (TAC). One of the issues was selection of the “appropriate balance” between historic preservation and new construction in downtown Baltimore. In the final report of the TAC, the reason for focusing on this issue was made clear:

This issue was chosen because major controversies have erupted over the past several years pitting developers and preservationists against each other, and leading to concerns about the future pace of downtown development. In three instances, buildings considered significant by many preservationists were approved for demolition; in a fourth instance, the Commission for Historic and Architectural Preservation (CHAP) and the Planning Commission recommended a list of buildings for local landmark designation, but the City Council, in reviewing the recommendations, deleted one by one buildings where the owners vigorously opposed listing.

Members of the Preservation/Development TAC were selected to provide a cross-section from three constituencies: the preservation community, the real estate and development community, and city officials. Technical and administrative support for the six-month process of intensive discussions and negotiations was provided by various city staff, including representatives from the Department of Planning, Center City-Inner Harbor Development, Inc., and Housing and Community Development. Because of the significance of downtown Baltimore’s historic resources, representatives from the Maryland Historic Trust were also involved. Three national experts were retained by the city to facilitate the discussions and analysis, and move the process forward.

The purpose of the TAC meetings was consensus building. Each of the three constituencies was asked to clearly articulate its position on critical preservation/development issues and “search for common ground and agreement while carefully defining areas of disagreement and the basis for them.” Three “critical issues” were identified to focus the discussion:

Designation, Incentives, and Certainty and Clarity. For each of those issues, the TAC report summarized the viewpoints of each of the three constituencies, identified key issues raised in discussions, and made recommendations. To be included in the final report, recommendations had to be approved by the entire TAC.

Perhaps the most difficult questions involved the issue of "Clarity and Certainty." Representatives of the real estate community on the TAC were most concerned about this issue and had to first clearly articulate their concerns so that other members of the TAC could understand. Each interest group approached this issue slightly differently, as is clear from their viewpoints, which were recorded in the TAC's final report.

Preservationists want a process that will result in listing buildings and districts of significance, that will provide predictable protection of these resources, and that allows for public input in the process. Preservationists want a system supportive of preservation that will not result in significant buildings being demolished prematurely when a replacement structure is not yet fully approved and financed. They want assurance that City officials will implement and enforce the policies and administrative process for historic preservation established by the City Council.

Development interests want to know what building and districts will be designated and what protection will apply. They want the City to establish a legal and administrative process that is stable, comprehensive, predictable and equitable. Development interests want to know that there is some flexibility in the designation and protection process to allow for reconsideration of decisions in cases of truly special merit where the protection of buildings of lesser historic or architectural significance might jeopardize the implementation of a major new development project of overwhelming importance to the city.

City officials want agreement between preservationists and the development interests as to what should be saved in order to avoid politicizing the decision-making process. They are concerned above all with the economic health of the city and want policies and procedures which don't hamper their ability to sustain and strengthen the economic well-being of the city.

They therefore want preservation policies that allow consideration of the public benefit of a project that could bring major new economic benefit to the city.

Specific recommendations for improving clarity and certainty resulted. Among the more significant were the following:

Completion of the downtown survey of historic resources and a ranking of historic structures by architectural/historical significance with degree of protection corresponding with ranking

Creation of a "Designation Advisory Committee" [DAC] balanced between preservation and business interests to develop a consensus on which buildings in the ranked survey should be designated and protected

Inclusion of the DAC-approved buildings in urban renewal plans for downtown neighborhoods

Reconsideration of the survey and ranking decisions only on a pre-arranged schedule, perhaps once every five years

Creation of an "Economic Review Panel" to review financial data when claims of economic hardship resulting from demolition denials are made

When development projects are of possible "exceptional public economic benefit to the city as a whole," a "Public Benefit Review Panel" of five people appointed by the Mayor to weigh the degree of public benefit against the relative historic or architectural significance of the threatened structures

Criteria for considering "exceptional public benefit" would be based upon a specified minimum project cost (e.g., \$10.0 million), specified minimum number of new jobs, amount of new tax revenues generated, uniqueness of the project, feasibility of locating the project elsewhere, significance of the public amenity or cultural attraction created by the new project compared to the lost historic resource

The report also included eight specific measures (with a completion timetable) for implementation of the report:

Complete a comprehensive survey of downtown historic resources that includes a ranking system

Establish a Designation Advisory Committee to develop a consensus on individual properties and districts to be designated

City sponsorship of an "omnibus historic preservation bill" in the state legislature to create incentives for preservation/rehabilitation

City enactment of a local economic incentive package for historic structures

Amend all downtown urban renewal plans to include a preservation element

City council reiteration of support for traditional due process considerations in historic preservation decision making and emphasis that designations should not be made based on consideration of owner support or opposition

Comprehensive review and amendment of the Historical and Architectural Preservation Ordinance based on recommendations in the report of the Technical Advisory Committee, with an emphasis on changes to administrative procedures whenever possible

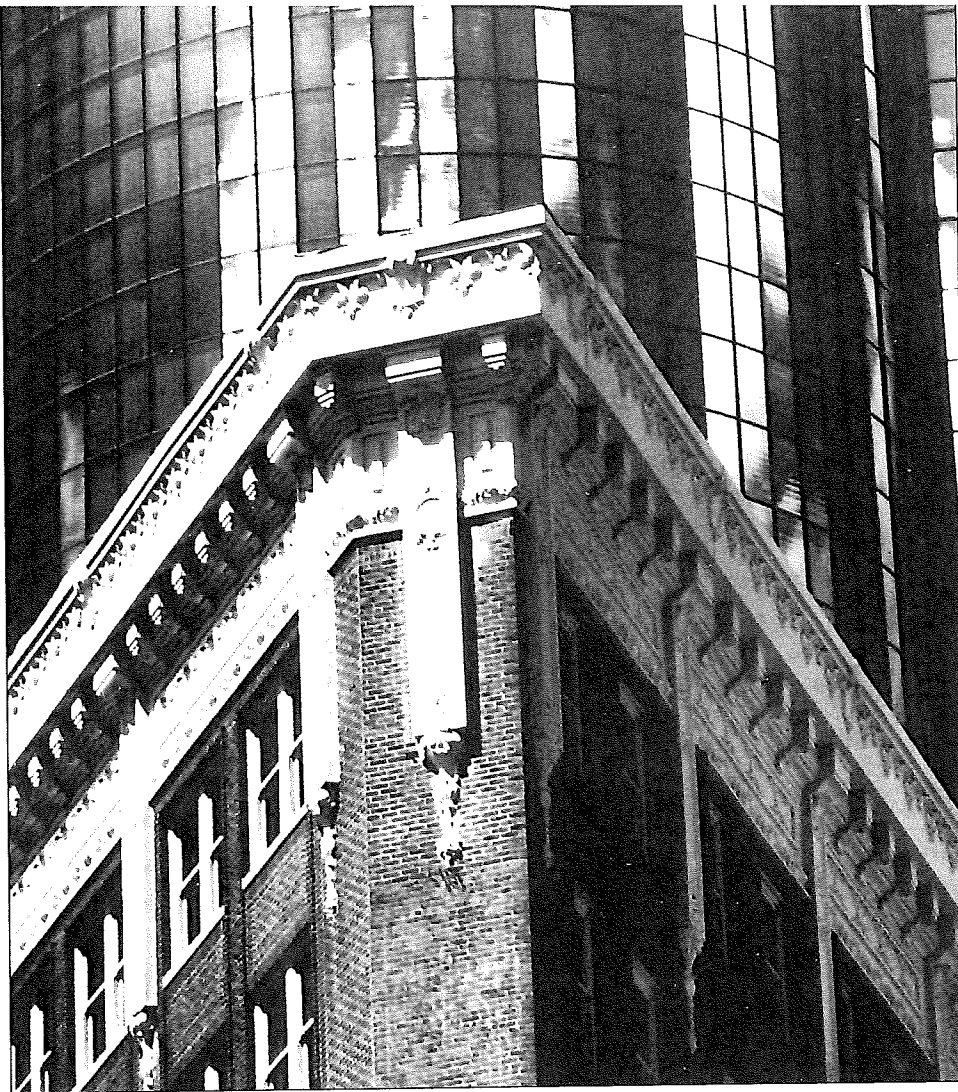
Secure Certified Local Government status for Baltimore's preservation program from the State of Maryland

Atlanta's Comprehensive Historic Preservation Program⁴

Many of the organizational techniques used to build consensus among the various interest groups involved in the Baltimore Preservation/Development Technical Advisory Committee were borrowed from the earlier successful efforts in Atlanta that created consensus in an even more politically charged atmosphere.

There were significant differences, however, between the Baltimore and Atlanta situations. In Baltimore, the preservation planning initiatives were part of a broader "visioning" process for the entire downtown involving a series of other technical advisory committees in addition to the one that focused on preservation/development disputes.

In Atlanta, the focus of the effort was exclusively



Thomas England

Atlanta's preservation program aims to preserve and maintain sites and structures that serve as significant, visible reminders of the city's social and architectural history. Shown here, the historic Carnegie Building with the Peachtree Westin Hotel as a backdrop.

preservation. And the planning effort moved quickly from the publication of the planning document to the implementation of the recommendations. The principal reason was quite simple—Mayor Andrew Young took a personal interest in the issue, was an active member of the task force meetings to resolve the preservation/development impasse, and personally signed (together with the other task force members) the Executive Summary of the Atlanta planning document.

The Atlanta process was more adversarial than the Baltimore process. In spring 1986, conflicts between preservationists and developers in Atlanta came to a head. Several historic structures were demolished and bitter controversy developed over proposed designations of a number of historic districts and individual structures. Local newspapers played up the controversies. Government, business, and preservation leaders met and agreed to use "mediated negotiation" to end the impasse. The city applied to the National Trust for Historic Preservation for a Critical Issues Fund grant, which was approved and which made it possible for the city to bring in both professional mediators and substantive experts. The process was called the Historic Preservation Negotiation Project and the Institute for Environmental Negotiation at the University of Virginia with assistance from the Southeast Negotiation Network at Georgia Institute of Technology were brought in to run the project. It was important that the mediators be perceived by all participants in the project as impartial.

The process began with a series of interviews and fact-finding activities by the mediation team. A Policy Steering Committee of 17 people, consisting of the following members, was named: the mayor, four city council members, the commissioner of community development, chairman of the urban design commission (the principal board charged with designation and protection of historic resources in Atlanta), five representatives of the downtown property owners/developers, and five representatives of the preservation community.

The steering committee met 10 times over 10 months. Between meetings, task groups met separately on specific issues. The three separate interest groups represented on the steering committee (government, development, and preservation) each had their own caucuses at various times during the process. At some committee meetings, technical consultants presented reports on preservation issues and answered questions. Four major areas for discussion were identified:

- Process and implications of designating historic properties
- Economic incentives associated with designation
- Conditions for demolition of designated properties
- Linkages with city planning and development programs

Through all four of the discussion areas, there was another common issue—"potential economic hardship incurred by a property owner as a result of designation as a landmark."

At the end of the face-to-face negotiating sessions, key points of agreement were summarized in the executive summary signed by each steering committee member as follows:

The goals and objectives for historic preservation in Atlanta

The process that should be used to designate particular historic properties and districts for regulatory protection

Mechanisms for dealing with the economic issues associated with preservation, including rehabilitation incentives, compensation and determination of economic hardship

Ways to integrate preservation with ongoing downtown planning and development decisions.

In the goals section of the executive summary, the steering committee recognized that "Preserving these properties which are 'uniquely Atlanta' builds community pride and makes Atlanta a special place for its citizens, businesses, and visitors." The goals recognized were as follows:

To preserve and maintain sites and structures that serve as significant, visible reminders of the City's social and architectural history

To contribute to the economic development and vitality of the City

To preserve the character and livability of Atlanta's neighborhoods and strengthen civic pride through neighborhood conservation

To integrate historic preservation more fully into Atlanta's Comprehensive Planning process

Agreed changes to the process for designation and protection were as follows:

Use of criteria established by the National Register of Historic Places to identify the inventory of historic resources in Atlanta

Five categories of protection and administrative review to which sites and districts can be nominated, including a new landmark category

Evaluations prepared by the Urban Design Commission and the Department of Community Development, with input from property owners, neighborhood, business, and civic organizations

Designation decisions made by the City Council and the Mayor

Criteria for determining the appropriateness of requests by property owners to demolish or alter designated properties

A special review panel of qualified experts to decide cases where owners of designated historic properties assert economic hardship as well as guidelines to assist this panel in its determinations

A list of income-producing buildings and districts located in the downtown and midtown business district

to be proposed for nomination to specified categories during the first round of nominations, with the understanding that other buildings and districts throughout the City will also be considered for nomination either simultaneously or subsequently

An interim control ordinance that protects these first-round buildings as well as the existing stock of Urban Conservation sites

Adoption of four incentives was recommended by the steering committee:

A tax abatement program allowing for a freeze on taxes for any income-producing building designated as a landmark or a contributory building in a landmark district for 10 years from the point of designation

A tax abatement program allowing for the abatement of taxes on the increased value resulting from rehabilitation of income-producing buildings designated as a landmark or a contributory building in a landmark district

A revolving loan fund for historic rehabilitations to be financed through public and private contributions with efforts to encourage banks to provide loans for rehabilitating historic properties

A program for seeking out endangered buildings and taking steps to encourage their preservation and rehabilitation, including offering financial incentives

Four recommendations were made in the Executive Summary for better integration of historic preservation into citywide planning and zoning strategies:

Expanding the use of preservation easements

Use of the revitalization program for neighborhood commercial areas to combine neighborhood preservation and revitalization

Review of code enforcement procedures to be certain they reinforce preservation goals

Assign new building inspectors to preservation related inspection

A key part of the steering committee report was an implementation plan and a timetable for accomplishment of each step in the process. Specific implementation tasks were assigned to city officials and boards.

Coinciding with completion of the steering committee work, Mayor Andrew Young signed an administrative order prohibiting demolition or substantial alteration of select historic structures until such time that the city council completed its deliberations on an Interim Development Controls Ordinance proposed by the steering committee. The city council then adopted that ordinance to govern the review of demolition and alteration of historic structures until comprehensive revisions to the preservation process could be adopted.

One year after the report of the steering committee was published, a comprehensive new preservation ordinance in Atlanta was adopted by the city council. Enactment of the new legislation broke the logjam on historic designation in Atlanta. In the first six months following its enactment, the city council designated 34

buildings as "landmarks" and four other structures were declared "historic," a designation that provides a lower level of protection. The city council did not accept every recommendation of the Urban Design Commission, however. Three individual buildings and a proposed 10-block historic district were rejected for landmark status.

In addition, the city implemented a tax abatement program following adoption of state enabling legislation. The program allowed for a freeze on taxes for any income-producing building designated as a landmark or a contributing building in a landmark district for 10 years from the date of designation. Also, the state adopted a tax abatement program that considered the increased value resulting from rehabilitation of buildings designated as landmarks or contributing buildings in landmark districts.

IOWA CITY, IOWA: A COMPREHENSIVE PROCESS⁵

The process for preparation of a historic preservation plan is nearly as important to successful implementation of the plan as the plan itself. The process must be one of education, consensus building, and empowerment, and must include community residents, business leaders, elected officials, city staff, and other stakeholders.

Iowa City, Iowa, platted and surveyed in 1839, was the capital of the Territory of Iowa, and later, the State of Iowa, until 1857 when the capital was moved to Des Moines. By the time of the removal of the capital, Iowa City was a well-established community with schools, churches, mills, factories, and a substantial business district. The University of Iowa was established in Iowa City in 1855 and has had a profound effect on the development of the city.

Iowa City undertook a preservation planning process that proceeded for more than 12 months. In June 1990, the Iowa City Historic Preservation Commission submitted an application for funding to the Iowa State Historical Society's Historic Resource Development Program. The commission outlined an aggressive program for establishing a comprehensive preservation plan document to guide future historic preservation efforts in Iowa City. The funding request was approved in September 1990 by the Iowa State Historical Board, and a contract with the Iowa State Historical Society was executed between Iowa City and the society.

The historic preservation commission



Iowa City Planning Department

The old city hall building in Iowa City (above) was demolished in the early 1960s to accommodate surface parking (below).



Iowa City Planning Department

circulated a request for proposals to historic preservation planning consultants throughout the Midwest in June 1990. Proposals were received from 17 firms, and, in February 1991, interviews were conducted with three finalist firms by members of an ad hoc committee consisting of the chairperson of the historic preservation commission, two additional commissioners, a representative of the University of Iowa, the city's neighborhood services coordinator, and the city's historic preservation planner. A consultant was selected and a contract between the city and the consultant was approved by the state historical society in June 1991.

Personal interviews with individuals active in early preservation activities and urban renewal comprised the basis for research concerning the history of the local historic preservation movement. To give the consulting team and the city a broad context on the historic preservation movement in Iowa City, other material was also reviewed. The material included city records and historical survey files, historic preservation commission minutes, comprehensive planning publications, newspaper clippings, urban renewal publications, the records of Project: GREEN and Friends of Old Brick (local preservation organizations), and historical survey work and copies of nominations to the National Register of Historic Places from Iowa's Bureau of Historic Preservation. A chronology of past local historic preservation activities and events was prepared for review by the preservation commission and was later included in the appendix to the preservation plan.

During the same period, documentary research on Iowa City's history was begun for use in establishing a framework for future nominations to the National Register and as an important feature of the preservation plan. Material was gathered on historical themes, such as settlement patterns and ethnic groups, government and politics, local industry and commerce, the University of Iowa, transportation systems, and social movements. Additional information about existing historic districts and other previously surveyed neighborhoods was also collected and reviewed.

In August 1991, a questionnaire was prepared and distributed to single-family, two-family, and three-family residences in Iowa City's older neighborhoods. Reportedly, nearly 1,800 surveys were distributed with an overall response rate of 39 percent. Response rates in individual neighborhoods ranged from approximately 29 percent to 62 percent. The questionnaire contained nearly 100 questions concerning demographics, community resources, problems in neighborhoods, and opinions about the work of the historic preservation commission.

The strategic planning process began with a plenary session in September 1991. The strategic planning process, like the questionnaire, was designed to gather opinions about the community and to provide a forum for the interchange of concerns and ideas for the purposes of developing a comprehensive and practical plan to guide future historic preservation activities in the community. During the following two months, planning sessions were held on the subjects of residential neighborhoods, municipal preservation legislation,

economic incentives, and Iowa City's downtown. Following these sessions, the consultant team prepared a draft historic preservation plan. During the strategic planning process, the consultants conducted personal and telephone interviews with many community stakeholders, including historic preservation activists, members of private preservation groups, downtown business owners, individual property owners, bankers, tourism representatives, real estate professionals and developers, University of Iowa representatives, members of the historic preservation commission, and city staff and elected officials. The purpose of the interviews was to identify major preservation problems and opportunities, and to assess the potential for succeeding with various types of proposals.

In March 1992, a plenary session was held to obtain input on the draft plan. After additional review by the historic preservation commission, portions of the preservation plan were redrafted and refined. The final draft of the plan was submitted to the Iowa Historic Preservation Bureau and the Iowa State National Register Nominations Review Committee for review and comment.

Information obtained from the questionnaires, strategic planning sessions, personal interviews, and planning research related to specific issues was evaluated by the consultants. An overall mission statement was developed along with short- and long-term goals (see Appendix D.) Objectives were identified to accomplish each goal. An overall work plan form identifying the individual, organization, or governmental agency responsible for carrying out the objective was developed. In addition, the goals and objectives were prioritized within the overall work plan, divided into measurable tasks, and given a recommended time line for completion.

The final step in the strategic planning process was adoption of the plan. Public hearings on the plan were held by the historic preservation commission. Revisions proposed by the commission were incorporated into the final draft prior to submission to the Iowa City City Council. Subsequently, the city council held public hearings and adopted the preservation plan. The historic preservation planning process was successful in Iowa City because of the extensive strategic planning process that was designed to include as many of the city's stakeholders as possible. This process provided the foundation for consensus that resulted in adoption of the plan.

PRESERVATION AND ZONING: ROANOKE, DENVER, AND ELSAH

In recent years, the preservation community has come to realize the close relationship between zoning and historic preservation. A community can have a strong historic preservation ordinance, but if the zoning code allows high-density development in lower-density historic districts or low density in higher-density historic districts, or does not allow flexibility in the types of uses to which historic structures can be put, the economic marketplace will create threats to historic resources that can overpower all but the strongest preservation protections.



The Roanoke Vision project was launched in 1985 to identify and deal with conflicts between zoning and preservation in the city's established neighborhoods, such as the Old Southwest neighborhood (left). The renovation and reuse of historic structures—such as the buildings in Roanoke's Warehouse Historic District (opposite page)—played a key role in the city's downtown revitalization in the late 1970s.

In response, more and more cities and towns are adjusting their zoning codes to ensure compatibility with historic preservation planning objectives. This is focused on a few historic districts, typically in or near a major downtown, and one or two zoning classifications. However, even some midsize cities, such as Roanoke, Virginia, and even small towns, such as Elmhurst, Illinois, have come to understand the important connection between planning, zoning, and historic preservation.

The overall zoning ordinance continued to be based on development trends of the 1950s and 1960s. It did not recognize the growing values placed on preserving the scale, style and character of the city's past. In fact, the existing ordinance actually encouraged the destruction of many of the city's older and low-income neighborhoods.

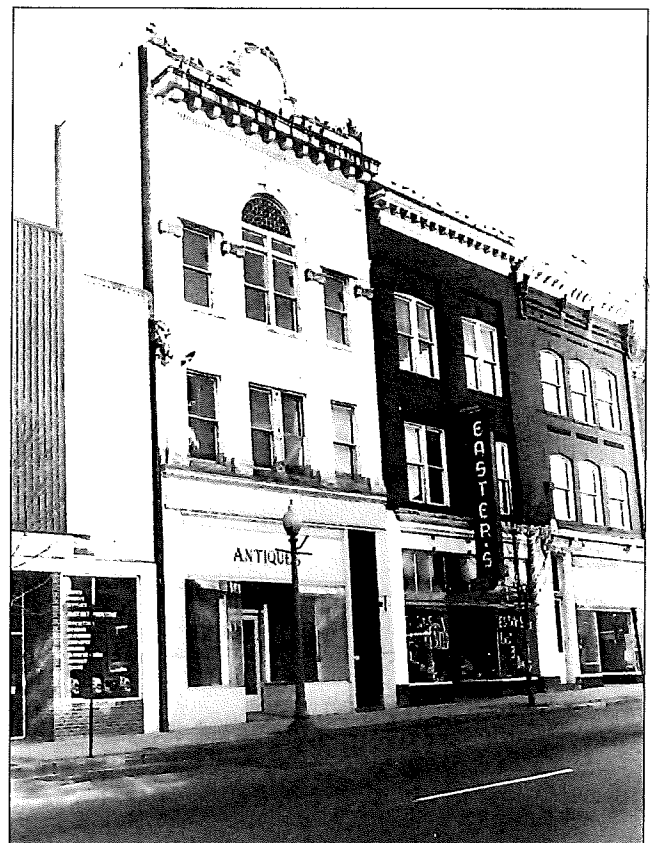
Assisted by a Critical Issues Fund grant from the National Trust for Historic Preservation, the city

The Roanoke Vision⁶

Roanoke, Virginia, is a city of more than 100,000 people located in the Blue Ridge Mountains of western Virginia, and part of a metropolitan area of almost a quarter-million inhabitants. Founded as a railroad town in the 1880s, Roanoke experienced a number of booms during its first century that resulted in a fine stock of historic residential, commercial, and even industrial structures.

A period of center-city decline in the first three decades following World War II was followed by a period of downtown revitalization beginning in the mid-1970s. Renovation and reuse of historic structures played a key role in Roanoke's downtown renewal. A downtown overlay historic district was adopted to protect the historic City Market and Warehouse districts. But the city came slowly to realize that the following was true:

Even with new zoning rules, historic buildings in Roanoke are vulnerable to economic pressure. These Campbell Avenue buildings (right) had to be acquired by the city in 1988 to prevent them from being demolished to make way for surface parking.



City of Roanoke

engaged in a comprehensive year-long process, called Roanoke Vision, to identify and deal with those conflicts between zoning and preservation. And when they looked at their existing ordinance, they found a host of problems including the following:

- Incompatible office, commercial, or industrial uses allowed in residential neighborhoods

- Increased allowable residential densities in older historic neighborhoods

- Minimum lot-size provisions larger than actual lot sizes in historic neighborhoods created many nonconforming, vacant lots, too small to be developed without applying for a zoning variance

- Multifamily densities so generous that they encourage demolition of historic structures for redevelopment of new medium- and high-density residential projects

- Transition zoning allowing encroachment of "inappropriately scaled multifamily and commercial uses in established residential areas"

- An overly broad list of allowable uses and no design provisions to ensure that potentially incompatible uses could be reconciled

There were a number of regulatory and administrative problems as well:

- A lack of flexible provisions for developing new "infill" housing on vacant lots

- A lack of innovative preservation techniques, such as allowing additional or specialty uses, including "bed and breakfast" accommodations, art studios and professional occupations in historic structures to make their restoration and reuse more economically feasible;

- A lack of appropriate design guidelines and site development controls to encourage quality rehabilitation and compatible new construction worthy of preservation in the future

- A lack of effective procedures to discourage demolition of significant structures.

When the process of revising the zoning ordinance was completed, there were 18 districts. Several new districts were established specifically to achieve neighborhood preservation and conservation objectives. Residential zoning district changes included the following:

- Reduction of minimum lot sizes in two new single-family residential districts

- Broadening the duplex multifamily zone to make townhomes more feasible

- Creation of new RM-2 zoning district with a density of 17 dwelling units per acre, corresponding to the historic development pattern in some

neighborhoods, substantially lower than in the two previous multifamily districts (24 dwelling units and 43 dwelling units per acre)

Allowable new uses (e.g., day care) and accessory apartments by right in some residential districts

A variety of community service facilities allowed by special exception in some districts

The existing historic overlay districts were designated as H-1 Historic Districts, and a new H-2 Neighborhood Preservation District classification was created. Demolition and alteration controls are not as stringent in the H-2 district as in the H-1 district:

The H-2 District is designed to encourage the conservation and revitalization of older neighborhoods through the use of a flexible overlay zone which includes design guidelines to protect the neighborhood context (scale, setback, height) but does not impose the same level of design review as the more detailed H-1 district. This district is intended to guide both the private maintenance and investment of homeowners and the public/nonprofit rehabilitation of residential and commercial structures in older neighborhoods, many of which are primarily low and moderate income areas. The Architectural Review Board will review all new construction, reconstruction, additions or deletions of floor area and demolitions in the H-2 Districts and can provide design assistance to applicants. The district's provisions, however, do not impose overly strict requirements on the homeowners for routine maintenance or minor changes such as window or roof repairs. The emphasis is on conserving the neighborhood context rather than regulating all design details.

To ensure that there are a variety of possible uses that can be put in historic buildings in the H-2 zone, alternative uses, such as bed and breakfast accommodations, art galleries, and other specialty uses, are allowed.



City of Roanoke



Denver uses a range of incentives, including transferable development rights and parking waivers, to encourage preservation in the Lower Downtown historic district (opposite page and left).

Commercial zoning categories were also changed to enhance conservation of historic and architecturally interesting neighborhoods. A CN Neighborhood Commercial District designation was created to allow:

... neighborhood-oriented retail and service uses. It is designed to support surrounding residential areas and will have a direct preservation intent when it is mapped in existing neighborhood commercial centers. The revised regulations encourage the scale and orientation of the older, successful commercial centers in many neighborhoods.

Substantial revisions were made to the C-1 Office District, a classification formerly "applied to many older, stately residential areas as a means of shifting from residential to commercial use." Among the changes are the following:

... the proposed new requirements are designed to make the commercial uses more compatible with their residential context. The new focus is also on preserving the remaining residential uses in these areas. At the same time, the proposed ordinance very carefully expands the kinds of commercial or office uses allowed to make the preservation of the significant historic structures located in these areas more economically feasible. The C-1 District includes a floor area ratio (FAR), yard requirement and lot coverage which approximate the RM-2 [a new medium-density multifamily district] residential district. Even though the allowed commercial uses are ones which are compatible with residential areas, separation between

commercial and residential uses is required through landscaping or other buffers. Parking must also be carefully screened.

Changes were also made to the existing industrial zoning standards to encourage preservation of the oldest industrial areas of the city. Heightened scrutiny of design and landscaping in both the LM Light Manufacturing and the HM Heavy Manufacturing Districts was intended to make industrial uses be better neighbors. The new standards included criteria for minimum lot sizes, site coverage, setbacks, landscaping, and buffering.

Lower Downtown Denver: TDRs, Historic Preservation, and Zoning⁷

Perhaps no city in the country has been as innovative as Denver in trying to create zoning incentives to encourage preservation and reuse of historic buildings. The 1986 Denver Comprehensive Plan recognizes the importance of "overzoning" as a threat to Denver's historic resources:

When the uses, densities and heights allowed by the zone district are significantly greater in range and magnitude than those which actually exist in a neighborhood, it is overzoned. Overzoning encourages speculation which creates psychological and economic barriers to preservation. With their proximity to the city core, the vast majority of Denver's historical and architecturally important areas are located in its most intensely zoned areas.

Long before adoption of the 1986 comprehensive plan, Denver had considerable success with downzoning and zoning incentives:

The use of downzoning as a preservation tool has succeeded in a few neighborhoods, such as Curtis Park, City Park South, West University, and Capitol Hill, though only after a great deal of effort. Historic districts and landmark designation have been used to alleviate the impacts of overzoning, balancing development pressures in those areas where downzoning is not appropriate or feasible.

In 1973, the Denver Zoning Ordinance was amended to provide "use exceptions" for locally designated historic structures in a few specific residential districts. The Zoning Board of Adjustment may grant a permit to allow office use or gallery use in historic structures in these residential districts. Office is defined as "any office in which chattels or goods, wares or merchandise are not commercially created, displayed, exchanged or sold." A gallery is defined as a "fine arts gallery in which are displayed and sold individual works of art."

To minimize the impact of the office or gallery use on the residential character of the districts, strict occupancy limits, sign restrictions, and off-street parking requirements were imposed. In the R-3 district, the number of persons residing and/or working in the structure is limited to one person for each 300 square feet of gross floor area. No structure can have more than two wall signs of no more than one square foot each. Signs cannot be illuminated or animated. One off-street parking space for each 600 square feet of gross floor area is required, but the Zoning Board of Adjustment can waive the requirement.

The use exception provisions for historic structures encouraged the renovation of a number of historic buildings, especially in the Capitol Hill residential area of Denver.

Despite past successes, the 1986 Comprehensive Plan recommends additional revisions to the zoning code to encourage even more zoning incentives for historic preservation:

UDA-A-57. Revise the Zoning Code to:

- require the consideration of compatibility between new and existing development as a criterion in development review and special exceptions brought before the Board of Adjustment;

- adopt criteria for use exceptions that protect historic features and areas;

- provide for transitional bulk, height and scale requirements around low-scale historic commercial and residential areas;

- provide for improved design standards and site development review for new commercial, industrial and higher density residential developments in historic areas.

The recommendations will be implemented in zoning ordinance revisions currently being considered by the City of Denver.

Denver is best known, however, for its innovative efforts to preserve historic buildings in its downtown B-5 commercial district and its Lower Downtown B-7 warehouse district. The principal tool in both districts has been transfer of development rights (TDRs).

Construction of Denver's 16th Street mall in the early 1980s combined with the oil exploration boom in the Rocky Mountain states put severe pressure on downtown Denver's historic landmarks. Owner consent to landmark designation has long been a fixture of Denver's historic preservation program. Denver preservationists and development interests joined in an unofficial effort to find an incentive that might make historic designation more palatable to downtown property owners. With the help of a Critical Issues Fund grant from the National Trust for Historic Preservation, a collaborative planning process was undertaken.

The result was enactment of a TDR program for locally designated historic structures in Denver's downtown. The B-5 TDR district covers 40 square blocks of downtown Denver. A second TDR district was later created in the 23-square-block B-7 warehouse district in Denver's Lower Downtown area adjacent to the historic Union Station.

The TDR provisions in both districts share the following features:

- Only landmark buildings individually designated by the Denver Landmark Commission are qualified sending sites.

- Before it is eligible to sell development rights, the sending building must be rehabilitated to the standards of the Denver Landmarks Commission.

- Transfers may occur only within each zone.

- The TDR amount that can be transferred from a site is calculated by deducting the density of the landmark from the base FAR allowed.

- The receiving site cannot increase its density more than 2.5:1 FAR beyond the base zoning.

- In order to limit the burden of paperwork on the city,



National Trust for Historic Preservation

the landmark structure can make no more than four transfers.

Once density is transferred, future development on the sending site is permanently reduced by the number of TDRs sold. In the event the building is destroyed by fire or other casualty, the FAR of any new project would be limited to the density allowance after the transfer. There is no requirement to impose an easement on the sending site ensuring the preservation of the historic building. The committee that drafted the ordinance felt that such a provision would be politically unacceptable and might threaten potential income tax benefits to donors of preservation easements.⁸

The TDR provisions for historic landmarks in the B-7 warehouse district were linked with another planning goal for that area—fostering residential development in this former industrial neighborhood near the train station—and with other zoning incentives designed to encourage renovation rather than demolition of the district's historic warehouse buildings. To encourage historic preservation, the following were added to the zoning scheme for Lower Downtown:

- A waiver/reduction of the on-site parking requirement when historic structures are renovated for residential use—the historic warehouses in the neighborhood typically were built from lot line to lot line.

- Zoning incentives to encourage new buildings to be built out to the front lot line (matching the typical pattern for historic buildings) and to encourage step-backs of the building facade elevation line between the second and sixth floor (again to match the smaller scale of the existing historic buildings).

- An additional TDR transfer (over and above the one available simply for historic structures) equal to one square foot of transferable density for every square foot of residential floor area provided in historic buildings.

Elsah, Illinois: Historical Significance of Past Zoning Patterns in a Small Town

Elsah, Illinois, is a village of approximately 200 residents nestled between the limestone bluffs in a narrow valley along the Mississippi River nearly 40 miles north of St. Louis. Settlement began in the 1840s; construction of a flour mill, warehouse, and school were begun in 1857. In 1873, Elsah was incorporated. Elsah currently has more than 25 pre-Civil War structures and approximately 20 structures constructed between 1865 and 1900. Long a well-kept secret, the village has been discovered in recent years and first-time visitors are struck by its New England rural village character. Because of this unique character and the large number of buildings still in existence from Elsah's early development, visitors often treat the village and its buildings as a living history museum. It is not unusual for residents to find tourists walking through their backyards looking at the architecture; some have even returned from errands to find tourists in their homes. The visitors are surprised to learn that the houses are occupied.

As tourism has grown in the village, so too have tourist services, such as restaurants and bed and breakfasts. One rave review in a St. Louis newspaper for a new restaurant can cause traffic snarls the next weekend in Elsah. With these businesses and the influx of tourists in general, local residents encountered the problems that plague many successful communities—lack of parking, too much traffic (particularly on weekends), a mix of uses that may not enhance a predominantly residential area, and the need for compatible new construction in an area of excellent historic resources.

Elsah's growth potential is limited by its geography. Its narrow valley offers no place for the community to expand. Streets are narrow, and parking is limited. Residents and community leaders recognized that many important issues needed to be addressed. But the community already had a zoning ordinance and a historic preservation ordinance—What more was there to do?



Bradford J. White



Bradford J. White

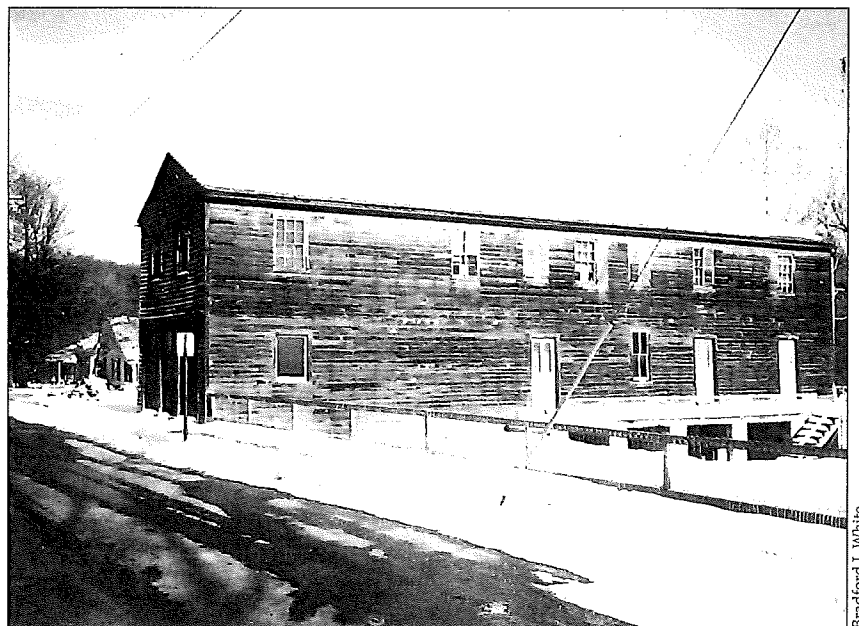
A crisis precipitated community action. A St. Louis couple bought one of the few vacant lots in town and constructed a bed and breakfast in a design motif that echoed the historic architectural character of the community. Some residents, however, did not think the structure fit in well at all. When the owners applied for permits to expand and another St. Louis resident bought one of the other vacant lots in the small commercial portion of the town (rumors were that he too planned to build a bed and breakfast), many in town began to carefully read the zoning ordinance and historic preservation laws. They found alarming loopholes that

made it difficult to control these new uses.

A task force was established to address the variety of land-use and planning issues that had suddenly emerged. Planning professionals were retained and work began on putting together a plan for the preservation of the community. This was not going to be the traditional preservation plan; the preservation plan would be part of the zoning ordinance and the historic preservation ordinance.

A series of individual interviews and group meetings were held by the planning professionals to find out what the residents perceived to be the zoning, planning, and

The quaint rural New England character of Elsah, Illinois, draws tourists and traffic from St. Louis on the weekends (opposite). These issues, as well as residents' concerns about incompatible new development, prompted the village to prepare a preservation plan and integrate preservation ideals into the zoning code. New zoning classifications reflect the village's historical development pattern but also include provisions to allow professional businesses in historic barns and coach houses (top and right).



Bradford J. White

historic preservation problems facing the community. From these interviews, the task force and consultant learned the following:

- Traffic is of four types: residents, tourists, local college, and restaurant customers. Many residents pointed out that vehicular traffic peaked on weekends from late March to late October.
- Many residents must use on-street parking because they lack garages and driveways. Those residents living along the boundaries of the commercial district have the most difficult time finding on-street parking. The residents on-street parking needs and a local restaurant contributed to most of the congestion and parking problems in the village.
- Residents expressed interest in having a varying degree of control over new construction in the village. Many wanted the design of new construction to be not only sympathetic to the surrounding structures but to be replicas of buildings that no longer existed in the village.
- Signage, lighting, and uses were also identified as community concerns.
- Residents were concerned about expansion of the business district beyond its traditional historic boundaries.
- Some owners of historic structures wanted the opportunity to put professional businesses in historic structures, especially barns and coach houses.

To address these and other issues, the historic development of Elsah was compared to the existing zoning pattern. Based on a survey of historic resources and other information provided by the village, it was found that the zoning pattern was not in keeping with the original development pattern of the community. Traditionally, all commercial development in the village occurred along the east side of one of the two major streets running through the village. All other areas of the village were developed for residential or public use. The zoning ordinance and map did not reflect the historical development pattern. The zoning ordinance included only four types of districts—three residential zones and one business district. The business district extended well beyond the traditional and historical business district identified in the research.

Recommendations for addressing the issues of concern to the residents were guided by four objectives and principles:

- The historic character of the village is as much evidenced in the historic pattern of residential and commercial development as it is in the buildings and landscapes of the village.
- Zoning classifications and the zoning map should reflect the historic development pattern of Elsah as much as possible.
- Long-established uses different from the original or historic use of a property or lot should be respected but not necessarily recognized as part of commercial

zoning districts if that would violate land-use planning objectives.

- Future development of currently vacant lots should reflect previous historic uses of those lots, and new buildings constructed on such lots should be in keeping with the historic character of the previous buildings or structures as much as possible.

Changes to the zoning ordinance and the historic preservation ordinance were consistent with the above objectives and principles and helped to create, in the aggregate, a historic preservation plan. Some of the work that is required for a successful historic preservation plan, such as a survey of historic resources, had been previously completed. The zoning ordinance was amended to reflect historic development patterns and uses. The business district was scaled back to two small nodes, each with a separate list of commercial uses. In addition, the “whereas” clauses of the zoning ordinance were rewritten to reflect Elsah’s historic and architectural importance, its importance as a tourist site, its economic development potential, and the recognition that the community was in need of special protection. The zoning ordinance was amended to include standards that reflected the historic character of the village for approvals of variations and special uses. Other changes to the zoning ordinance included:

- Making home occupations in some residential districts a special use requiring a hearing before the zoning board for approval
- Defining terms such as “restaurant,” “bed and breakfast,” and “historic inn.”
- Creating a cultural and public use zoning category
- Developing new criteria, including consideration of historic character and historic development patterns for review of variation requests
- Requiring that new construction be compatible with existing historic structures

In addition to amendments to the zoning ordinance, the historic preservation ordinance was amended to add a purpose section, specific definitions of key terms, process and criteria for review of changes to structures, criteria for review of new construction, sign review provisions, and an economic hardship provision. The addition of a purpose section to the ordinance also helped define the preservation plan for the village:

The purpose of this ordinance is to promote the educational, cultural, economic and general welfare of the community as follows:

- a. To provide a mechanism to identify and preserve the distinctive historic, architectural, and/or landscaping characteristics of Elsah which represent elements of the Village’s cultural, social, economic, political, and architectural history and character;
- b. To balance and improve the interests of commercial business and homeowners by assuring that alteration of any improvements is performed in a manner that is consistent with the Village’s historic

and architectural character, and to protect past and future investments by businessmen and property owners;

- c. To stabilize and improve property values within Historic Elsah;
- d. To create an atmosphere and character consistent with the historic development of the Village;
- e. To foster civic understanding and pride in Elsah's history and architecture;
- f. To foster and encourage preservation, restoration, and rehabilitation.

LAWRENCE, KANSAS: DOWNTOWN PLANNING TO DIRECT DEVELOPMENT⁹

Lawrence, Kansas, revised its comprehensive downtown plan in 1984. The development plan enacted pursuant to state law included as a policy "to support the central business district of Lawrence as the region's only retail center." The plan identified the following opportunities, among others:

1. The historic legacy of Downtown and adjacent neighborhoods as the focal point of community vitality is fundamentally sound and continuous.
2. Plan '95 clearly establishes city policy directed toward maintaining Downtown as "the primary commercial center" in the Lawrence area.
3. It is estimated that 544,000 square feet of retail space can be added to the Lawrence area by 1995; 381,164 square feet of which could be located Downtown. It is anticipated that at least one department store, new to the city, can be supported, as well as the expansion (or reconstruction) of two existing department stores.
4. The established rectangular form of the business district, approximately 3,300 x 1,300 feet, and the type and conditions of land use provide an excellent physical and functional framework for future development.
5. The environmental character and retail continuity of Massachusetts Street merit conservation and support.

As illustrated by the opportunities identified above, Lawrence recognized the importance of its downtown retail district. In the goals of its downtown plan, the city further emphasized and actually estimated how much new retail space projected for Lawrence should be developed downtown. To that end, the downtown plan favored the reduction of competition for downtown business interests. To further promote implementation of the downtown plan, the city planning commission appointed a downtown improvement committee to provide assistance and advice on downtown development issues.

Subsequent to adoption of the downtown plan, developers proposed suburban-style regional malls on the fringes of the city. The downtown improvement committee reviewed the proposals and concluded that such development could threaten the downtown's role as the retail core of the city. The downtown improvement committee recommended that the city pursue large-scale development in the downtown area.

As a result of the downtown plan's policies and objectives, the downtown improvement committee recommended denial of the developer's rezoning application. Based on this recommendation and the potential negative effect on the downtown retail area, the planning commission issued a report opposing the rezoning applications. Subsequently, it voted unanimously to recommend denial of the applications to the city commission.

The proposed developers of the regional mall challenged the city's decision, alleging the denial of due process and a taking. The city was successful in defending the challenge because the court concluded, among other things, that "retaining the vitality of the downtown area was a legitimate interest of the city commission."

The importance of the downtown plan in this decision cannot be understated. The court reviewed the policies enunciated in the plan and concluded that they furthered a legitimate government interest. The downtown plan clearly detailed the direction of the city with regards to retail development—preservation of the downtown retail core. As evidenced by the court's decision, limiting retail development outside of this core was a reasonable means to achieve the goal.

IMPLEMENTING THE HISTORIC PRESERVATION PLAN

Preparing a historic preservation plan is relatively simple, once the appropriate components are recognized and the planning process is started. Ensuring effective implementation of the plan, once adopted, is a more difficult challenge.

The process for preparation and adoption of the preservation plan is nearly as important as the plan itself in ensuring successful implementation of the plan and its ongoing use. For example, Iowa City, Iowa, undertook an 18-month planning process for drafting and adoption of its historic preservation plan. (Refer to case study above.) The process began with a comprehensive survey of the community's historic resources and a series of public meetings. The early public meetings were designed to identify the issues relating to historic preservation that were important to the community and raise the level of knowledge of the participants about the community's historic resources. With this information, the drafting of the preservation plan began. It involved lengthy review by the public, city staff, and elected officials. Throughout this process, meetings were held with local business owners, bankers, retailers, neighborhood representatives, and university officials to discuss the impact of the plan and historic preservation, in general, on the interests they represented. By the time the final draft of the preservation plan was presented to the city council, any opposition had been effectively addressed. In addition, the results of the public process indicated to the elected officials that historic preservation was an important issue to the community that needed to be addressed through adoption of the plan.

Preservation plans, not unlike preservation ordinances, are often drafted in response to the loss or potential loss of an important historic resource; that is,

in reaction to a preservation crisis. For example, the University of Illinois agreed to prepare a preservation plan for its Champaign campus as mitigation for demolition of some historic buildings. In other communities, local nonprofit groups and residents have been successful in convincing local government representatives that a preservation plan is a proactive way to deal with conflicting governmental policies regarding development. In both of these cases, implementation of the plan is expected from the beginning of the process, and local stakeholders will be more willing to participate in a process that will result in action rather than a lengthy desktop tome.

In any case, successful implementation of a preservation plan will depend a great deal on the planning process. Local stakeholders must be brought into the process early on and their concerns must be addressed. In addition, those running the planning process must look at this as an educational process for the community. What are historic and architectural resources? Which structures, sites, and landscapes in the community are important resources? Why are these resources important? What techniques can be used to preserve and protect the resources? And what are the benefits to the private owners and the community? All of these questions must be answered.

Robert Stipe, Emeritus Professor of Design at North Carolina State University, identifies nine steps to effective implementation of a preservation plan after its preparation.¹⁰

- 1) Make sure that the plan is officially adopted by resolution or ordinance of the local governing body, and specify that, in the event of a conflict between the preservation plan and other elements or ordinances, the preservation plan takes precedence.
- 2) Follow adoption of the plan with an Executive Order of the mayor or city manager requiring each city department and agency "to give special attention to the needs of any historic resource under its jurisdiction."
- 3) Make sure that the resolution adopting the plan states that all public projects undertaken by federal, state, or local government bodies that might adversely affect historic resources will be subject to review and comment by an appropriate entity, such as the local preservation commission.
- 4) Ensure that the planning agency systematically considers the possible adverse impact on historic resources of all private projects reviewed by it for zoning approvals.
- 5) Work to include capital appropriations in the annual local government budget for the preservation incentives or programs specified in the preservation plan, effectively ensuring that "preservation projects become part of the long-term capital budget."
- 6) Work to include annual maintenance appropriations in the annual local government budget for significant public and private historic resources, including such basic items as street paving in historic districts, to improve the general quality of life in historic districts and neighborhoods, again effectively ensuring that

specific recommendations in the preservation plan will be implemented.

- 7) Be certain that money is budgeted for public purchase of those historic resources that cannot be saved by private efforts alone.
- 8) Make sure that the preservation ordinance is effectively enforced but try to go beyond the mere review of actions directly affecting historic resources. Work preservation review into such activities as "area zoning (intensity, use, off-street parking, etc.); health and sanitation; building construction and housing maintenance; the maintenance of vacant lots; the care and maintenance of trees; undesirable land uses; earth moving and disturbance; and other activities directly affecting the quality of life in every neighborhood."
- 9) Be certain that the city gives special attention to areas and neighborhoods not yet qualifying as "historic" but which someday might be so considered.

Some entity must have the mandate to accomplish the plan's objectives and to ensure compliance with the preservation plan. The most effective way to implement the preservation plan is to make sure that both the local preservation ordinance and the preservation plan give the appointed preservation commission clear authority to become involved in such city activities as the budget process and the zoning review process, and to work with city agencies to implement the policies in the plan.

In some states, such as New Jersey, the state land-use enabling legislation clearly envisions that such responsibility be given to the local preservation commission. Amendments adopted to the New Jersey Municipal Land Use Law in 1986 state that each local historic preservation commission shall have the responsibility to:

- a. Prepare a survey of historic sites of the municipality pursuant to criteria identified in the survey report;
- b. Make recommendations to the planning board on the historic preservation plan element of the master plan and on the implications for preservation of historic sites of any other master plan elements;
- c. Advise the planning board on the inclusion of historic sites in the recommended capital improvement program;
- d. Advise the planning board and board of adjustment on applications for development . . . ;
- e. Provide written reports . . . on the application of the zoning ordinance provisions concerning historic preservation; and
- f. Carry out such other advisory, educational and information functions as will promote historic preservation in the municipality.

CONCLUSION

A 1983 Planning Advisory Service Report, *Preparing a Historic Preservation Ordinance*, predicted that the next 10 years would see the following:

The relationship between a historic preservation ordinance and a community's comprehensive plan will also receive greater attention. Many more communities

will adopt formal preservation plans or add a preservation component to an existing land-use plan. More communities will understand the relationship between historic preservation and real property tax assessment policies and building codes, and adopt new programs to encourage the renovation of designated landmarks by modifying stringent building codes and providing property tax incentives to owners of landmark structures. More communities too will develop financing incentives to encourage the rehabilitation of designated landmarks.¹¹

That prediction has come to pass. Historic preservation has begun to work its way into the land-use planning process. The relationship between historic preservation and planning is still only in its infancy. It will continue to be nurtured as more and more states require comprehensive local land-use planning, usually with mandated or optional historic preservation elements.

Historic preservation planning will also be nurtured by organizations like the National Trust for Historic Preservation and state and local preservation groups who have become intimately aware of the need for a close connection between preservation, planning, zoning, and growth management. *Historic Preservation Forum* magazine recently put it as follows:

Would anyone be so foolish as to try to fill a swimming pool with a garden hose if the pool has a huge hole in the bottom? Of course not. But this, in effect, is what we in the preservation movement are doing when we overlook growth-management issues and rely exclusively on narrowly focused preservation laws as a means of protecting historic buildings and landscapes. . . . To suggest that preservationists pay more attention to growth management is not to suggest that they pay less attention to traditional preservation laws. Such laws are and will remain critically important. But if the protection given to historic resources through the traditional preservation law is undercut by land use, planning, or growth-management policies, that is tantamount to filling the swimming pool with the bottom uncorked.¹²

Some in the preservation movement resist this close relationship, especially as it links historic preservation with zoning. They fear that, if plan commissions and zoning boards get involved in preservation decisions, it will weaken the authority of those who understand historic preservation best—members of local historic preservation commissions. They fear that planning boards and zoning boards are too pro-development, trying too hard to make projects happen and not suited for the tough task of saying No when development threatens a key historic resource. However, that is now a rearguard movement in preservation, outflanked by the strong alliance of preservationists and planners who see the overriding benefits of linking preservation to sound land-use planning.

Professional planners too have a much better understanding of historic preservation than they did 20 or even 10 years ago. Younger planners in particular come to the profession with coursework that more likely than not includes at least a seminar on historic preservation, and some with much more preservation training than that. They know firsthand that historic preservation can be a catalyst for community revitalization and that the character of a community as expressed in its history and architecture is an economic as well as societal asset.

Preservation lawyers will also push for a closer linkage between historic preservation and land-use planning and growth management. Historic preservation is now clearly connected to the practical and theoretical structure of land-use planning, and must be securely fastened to the principal tenets of legal support for zoning and planning in federal and state case law. Opponents of historic preservation will have a harder time in court if preservation is based on traditional principles of planning, including establishment of community goals and the balancing of benefits and burdens typified by the zoning and planning process.

Notes

Chapter 1. Why Preservation Planning?

1. See *The Law of Zoning and Planning*, 4th ed., edited by Edward H. Ziegler, Jr., for a discussion of the relationship of zoning districts and maps when no comprehensive plan exists. See also *Citizens Association of Georgetown v. Zoning Commission*, 392 A.2d 1027 (1978), where "zoning on a uniform and comprehensive basis" is sufficient to constitute a plan for purposes of validating zoning decisions.

Chapter 2. Elements of a Good Preservation Plan

1. Historic Preservation Policy Steering Committee, "Atlanta Comprehensive Historic Preservation Program," August 8, 1988, 2.

2. *Ibid.*, 3.

3. City of Redlands, *Historic and Scenic Preservation Element*, January 1985, 20.

4. Kane County Development Department, *Kane County, Illinois Historic Preservation Plan*, 1989.

5. For a discussion of the various types of purposes for which a historic preservation ordinance can be created, see Richard J. Roddewig, *Preparing a Historic Preservation Ordinance*, Planning Advisory Service Report No. 374 (Chicago: APA, February 1983), 7-9.

6. Evanston Preservation Commission, *Evanston Preservation Plan*, September 1981, 9.

7. City of Lancaster Department of Housing and Community Development, *Preserving Community Character*, City of Lancaster, Pennsylvania, August 1992.

8. Department of Planning and Development of Providence, Rhode Island, *A Plan For Preservation*, City of Providence, Rhode Island, September 1993.

9. "Guidelines for Local Surveys: A Basis for Preservation Planning," *National Register Bulletin* 24, National Register of Historic Places, Interagency Resources Division, National Park Service, 1977, Revised 1985.

10. *Ibid.*

11. *Ibid.*

12. *Ibid.*

13. For a further discussion of the implications of the Penn Central decision, see Roddewig, *Preparing a Historic Preservation Ordinance*, 5.

14. The themes should emerge from the previous element of the plan that defines the historic character of the community.

15. Oregon Revised Statutes, Chapters 183 and 197; Oregon Administrative Rules, Chapter 660, Division 16.

16. *Ibid.*

17. Oregon Administrative Rules, Chapter 660, Division 16, Land Conservation and Development Commission, Section 660-16-000 (3).

18. Josephine County, Oregon. *Josephine County Preservation Plan*. December 1985.

19. San Francisco Planning Code, Article 11, Section 1102, 1985.

20. If there are too many "intrusions" in a district, it may be a sign that the district does not truly have enough historic or architectural significance or remaining integrity to qualify as a genuine historic district.

21. Municipal Land Use Law, ch. 516, 1985 N.J. Laws. This provision has created considerable controversy in New Jersey. Some communities with preservation ordinances predating the 1986 date of the amendments to the Municipal Land Use Law imposing this requirement have yet to adopt a preservation element. Other communities have adopted very sketchy documents that they have called the "preservation element" in an attempt to comply in fact if not in spirit.

22. See *Jacobs, Visconsi & Jacobs v. City of Lawrence*, 927 F.2d 111 (10th Cir. 1991).

23. Delaware, Montana, South Carolina, Tennessee, and Texas

24. Illinois, Arizona, California, New Hampshire, and Missouri

25. Florida, Kansas, and Maine

26. North Dakota and Oklahoma

27. City of Sarasota, Florida, *Sarasota City Plan*, September 1991.

28. *Ibid.*

29. City of Albuquerque, New Mexico, *Center City Downtown Core Revitalization Strategies Plan*, 1990.

30. Department of Planning and Development, Providence, Rhode Island, *A Plan For Preservation*, City of Providence, Rhode Island, September 1993.

31. Department of City Planning, San Francisco, California, Preservation, *An Element of the Master Plan of the City and*

County of San Francisco (Proposal for Citizen Review), October 1992.

32. Ibid.

33. Ibid.

34. See Constance E. Beaumont, "State Tax Incentives for Historic Preservation, A State by State Summary," May 1992. Additional information may be obtained by contacting the appropriate state historic preservation office.

35. For a discussion of how TIF works, see *Tax Increment Financing: Part 1. What Is TIF?* by Sam Casella, and *Part 2. Determining Potential Gains and Losses of TIF* by T. John Kim, Clyde W. Forrest, and Karen A. Przypyszny, Planning Advisory Service Report No. 389 (Chicago: APA, December 1984).

36. Washington State Special Valuation for Improvements to Historic Properties, Washington State Department of Community Development (January 1993).

37. Kane County Development Department, *Kane County, Illinois, Historic Preservation Plan*, 1989.

38. Department of Planning and Development, Providence, Rhode Island, *A Plan for Preservation*, City of Providence, Rhode Island, September 1993.

39. Linda Cook, *The Plan, Historic Preservation for Unalaska, Alaska*, October 1990.

Chapter 3. Preparing and Implementing a Historic Preservation Plan

1. The information for this case study comes from interviews with Christine Poll, Kane County Preservation Coordinator, and the *Kane County, Illinois, Historic Preservation Plan*, Kane County Development Department (1989).

2. The information for this case study comes from interviews with Vincent Marsh, Secretary of the Landmarks Preservation Advisory Board; Kate Herrmann-Stacy, Deputy City Attorney, City and County of San Francisco; H. Grant Dehart, AIA, AICP; Michael R. Corbett, Charles Hall Page and Associates, Inc., and Foundation for San Francisco's Architectural Heritage, *Splendid Survivors: San Francisco's Downtown Architectural Heritage*, a California Living book, 1979; and Preservation, an Element of the Master Plan of the City and County of San Francisco, adopted by the Landmarks Preservation Advisory Board, February 5, 1992.

3. Quotes in this section taken from: Progressive Development of Downtown Baltimore, Historic Preservation/Development Technical Advisory Committee Report: As Received by the Management Committee, October 2, 1990.

4. Quotes in this section taken from: Historic Preservation Policy Steering Committee, Atlanta Comprehensive Historic Preservation Program, August 8, 1988.

5. Information gathered from authors' files; conversations with Robert Miklo, Iowa City Associate Planner; Marlys Svendsen, Svendsen Tyler, Inc. (lead consultant to the city); and the *Iowa City Historic Preservation Plan* (September 1992).

6. Quotes in this section taken from: City of Roanoke Office of Community Planning, *Zoning: A Process for Balancing Preservation and Change*, 1986.

7. Quotes in this section, unless otherwise noted, are taken from: the 1986 *Denver Comprehensive Plan*, Chapter 5.

8. Richard J. Roddewig and Cheryl Ingram, *Transferable Development Rights Programs: TDRs and the Real Estate Marketplace*, Planning Advisory Report No. 401 (Chicago: APA, May 1987), 22.

9. Quotes in this section taken from: City of Lawrence, Kansas, *Comprehensive Downtown Plan*, approved December 1981, revised February 1984.

10. Robert E. Stipe, "What Is a Preservation Plan," *The Alliance Review*, National Alliance of Preservation Commissions, Fall 1989.

11. Richard J. Roddewig, *Preparing a Historic Preservation Ordinance*, Planning Advisory Report No. 374 (Chicago: APA, February 1983).

12. *Historic Preservation Forum*, May/June 1992, 35.

Appendix A. Growth Management Laws, Comprehensive Planning, and Historic Preservation Planning

Growth management laws are in effect in 11 states—Delaware, Florida, Georgia, Hawaii, Maine, Maryland, New Jersey, Oregon, Rhode Island, Vermont, and Washington. The underlying principle of these laws is to balance resource protection and economic development in a way that maintains quality of life and improves community livability. Whether the state has mandated inclusion of preservation plan elements in comprehensive plans at the local level or made them optional parts of the comprehensive plan, these growth management laws provide a framework for incorporating historic and architectural preservation goals and policies into community comprehensive plans.

A number of planning policies are becoming increasingly common in comprehensive planning legislation, in addition to specific historic and architectural preservation planning requirements, that have a direct impact on preservation goals. For example, Florida, Oregon, Washington, and New Jersey have included policies in the state legislation to encourage that communities plan and develop for a compact urban form rather than allowing sprawl. Such a policy, from the perspective of historic preservation, influences efforts to preserve the rural character of many communities and encourages the continued use and rehabilitation of older buildings in downtowns and urban neighborhoods. Other increasingly popular planning tools, such as the establishment of urban growth boundaries, balancing jobs and housing, and promoting housing and neighborhood revitalization, have similar impacts on historic and architectural preservation.

A summary of state growth management laws and how they address historic preservation issues follows.

Delaware

The Quality of Life Act was adopted in Delaware in 1988. The purpose of the law is to strengthen the “existing role, process, and powers of comprehensive planning programs to guide and control future development.” The law requires counties and municipalities to prepare comprehensive plans and specifies mandatory and optional elements that the plan must include. Mandatory elements include:

- Future land use
- Recreation and open space
- Environmental conservation
- Intergovernmental coordination
- Circulation
- Water and sewage
- Housing

Optional elements include:

- Community design
- General area redevelopment
- Public facilities
- Historic and scenic preservation
- Safety
- Economics
- Mass transportation

As indicated above, historic and scenic preservation may be included as an optional plan element in local comprehensive plans. Even though historic preservation is not a mandatory plan element, the state act requires that historic preservation

issues be addressed, where appropriate, in mandatory plan elements. Therefore, when preparing the recreation and open space plan element, which is mandatory under the act, communities are obligated to take into account historic and scenic resources that are located in existing or future parks. In addition, a major component of the future land-use element is preparation of a land-use map for the community. The element and the map are required to “identify and depict historic district boundaries and shall designate historically significant properties meriting protection.” The act describes requirements for an optional historic preservation plan element as including “plans and programs for those structures of lands in the area having historical, archaeological, architectural, scenic, or similar significance.” No further guidance for preparation of a preservation element is provided in the act. Historic preservation plan elements in local comprehensive plans are reviewed by the state Division of Historical and Cultural Affairs.

Florida

In 1985, Florida passed the Local Government Comprehensive Planning and Land Development Regulations Act (Omnibus Growth Management Act) that set forth requirements for a state comprehensive plan and mandates planning at the local level. The following objectives are included in the act:

- Promote fiscally responsible growth
- Prevent sprawl by delineating urban service boundaries and promoting compact urban development
- Develop only where and when infrastructure is available or can be expanded to meet increased demand
- Preserve environmentally sensitive areas, with particular attention to coastal zone management

The state comprehensive plan includes historic preservation as one of its 25 goals and in the policies of several other goals. The state act requires that local governments plan for the preservation of historic resources; however, separate preservation elements in local comprehensive plans are optional. Historic preservation must be addressed in the community’s future land-use, housing, and coastal zone management elements, or in a separate preservation plan element. For example, under the future land-use element, historic district boundaries must be mapped and historic properties meriting protection must be identified. The housing element requires identification of historically significant houses for the purposes of conservation, rehabilitation, and replacement. The coastal zone management element also contains policies that guide redevelopment and historic preservation near coastal areas.

County and municipal plans may also include historic preservation in their overarching goals. One such goal in the Broward County, Florida, comprehensive plan is “to protect Broward County’s natural and historic resources through well-planned patterns of growth and development.” This goal has 10 underlying objectives, one of which is to “protect historic resources within Broward County from deterioration and loss.” Five specific directives are set forth to reach the stated objective:

The Broward County Land Use Plan and local land-use plans shall map and maintain a current list of historically, architecturally, and archaeologically significant properties, and address the protection of these historic resources.

Local land-use plans shall ensure the protection of historic resources.

Local government entities with historic resources should implement programs that preserve and/or rehabilitate historic resources through techniques such as historic preservation ordinances, building code provisions, and tax incentives.

Local government entities shall coordinate their historic resource protection with applicable state and federal laws.

Broward County and its local government entities shall consider the impacts of land-use plan amendments on historic resources.

Local comprehensive plans were reviewed by the state Department of Community Affairs and other agencies from 1988 to 1992. The Division of Historical Resources reviewed all 457 local comprehensive plans to ensure that preservation was being adequately addressed in the future land-use, housing, and coastal zone elements. According to the division staff, of the 457 plans reviewed, just 39 had separate historic preservation elements. Of these, the most thorough are Brevard County, Sarasota County, Cedar Key, Coral Gables, Ocala, Sarasota, and St. Augustine.

The ongoing task of the Division of Historical Resources is to review all formal amendments to local comprehensive plans for text changes that address historic preservation. Based on the local plan, the state reviews land-use plan amendments for consistency: Is the proposed development density consistent with the preservation of significant historic or archaeological resources? Also, the division is responsible for closely reviewing land-use amendments affecting areas that have never been surveyed for historic, architectural, archaeological, and cultural resources to help identify the possible locations and extent of such resources in the affected area.

Georgia

A statewide planning law was passed in Georgia in 1989. Pursuant to a requirement of the law, the Governor's Development Council, which coordinates state-level planning, and the Department of Community Affairs (DCA), which oversees local and regional planning, were established. As part of its responsibilities, DCA drafts all procedural and substantive requirements for local comprehensive plans. Under the law, the state is divided into 17 regions, each with a Regional Development Center (RDC). Each RDC is required to create a regional comprehensive plan and to review local plans for compliance with minimum planning standards created by the state. Local governments, under the planning law, were given the option of either preparing their own plan or having the RDC prepare one. Since few local governments have the staff or financial capacity to prepare comprehensive plans, RDCs have been frequently called upon to prepare them.

The state's standards and procedures require that local comprehensive plans, at a minimum, address the following issues:

- Land Use
- Economic Development
- Community Facilities
- Population
- Housing
- Natural and Historic Resources

The standards established by DCA for the natural and cultural resources element were prepared in conjunction with the Georgia Office of Historic Preservation. While the Office of Historic Preservation has no formal role in the planning

process, it does provide technical assistance to RDCs and local governments preparing plans.

Under the planning standards and procedures established by DCA for the natural and historic resources element of the comprehensive plan, the plan element must, at a minimum, identify significant resources. The Office of Historic Preservation has also encouraged local governments to examine the effects that decisions concerning transportation, land use, and housing, and the real estate market in general have on historic resources to enable the local government to plan for resource protection and preservation. In addition, local governments have been encouraged to examine how the protection and preservation of historic resources can be used to meet and promote other planning goals, such as economic development, housing, and neighborhood revitalization.

According to DCA, the primary purpose of the natural and historic resources plan element is intended to assist communities in identifying resources that are important and merit special consideration in the planning process. DCA recommends that local plans include an assessment of the vulnerability of the identified resources to the impacts of development and the potential need for local protection, management, and enhancement.

DCA has provided the following recommendations for preparation of a natural and historic resources element in its Local Plan Review Guide:

Inventory and assessment of historic resources

Generalized location map of resources

Strategies for the preservation, redevelopment, use, and/or protection of any significant resources

Significant or historic resources that should warrant consideration in the plan may include, but are not limited to, the following items:

All landmark buildings and structures that are registered as historic as well as others that may exhibit a unique construction type or are illustrative of certain periods of development

Commercial districts and CBDs that have historical or architectural significance

Residential districts that have historical or architectural significance to a community

Rural resources that are present within jurisdictional boundaries (e.g., old general stores, barns, and covered bridges)

Archaeological and cultural resources, such as Indian burial grounds, that are present within jurisdictional boundaries

Other resources, including institutional or industrial buildings and historic landscapes

Hawaii

Hawaii adopted a state land-use law in 1961 in response to concerns about premature subdivision of large tracts of agriculture land and a perceived lack of competence on the part of the state's counties. Under the law, a state land-use commission was created to classify all land in the state into one of four categories—urban, agricultural, low-density rural, and conservation. The conservation classification was added by amendment in 1975. Once classified, boundary areas may be changed only by the state land-use commission. Local powers are severely limited in agricultural and conservation areas.

The land-use law required the state to prepare functional plan elements in the areas of agriculture, conservation lands, energy, higher education, health, historic preservation, housing, recreation, tourism, and transportation. Under the

law, counties are required to prepare general plans that "address the unique problems and needs of each county" and that "further define the overall theme, goals, objectives, policies, and priority guidelines" contained in the state planning law. County general plans must address, at a minimum, the issues addressed in the state functional plan. However, separate plan elements on each of the issues identified are not required.

Maine

In 1988, Maine adopted the Comprehensive Planning and Land Use Regulation Act creating 10 state land-use objectives relating to the environment, economic development, and uncontrolled growth. Incorporation of the state objectives in local comprehensive plans and zoning is voluntary. The following objectives are included in the state act:

Encourage sustainable growth where appropriate in each community while preventing sprawl and protecting the state's rural growth

Accommodate growth through efficient and timely provision of public services

Promote the economy so as to enhance job opportunities and economic well-being

Promote decent and affordable housing

Protect natural, historical, and recreational resources and related economic activities

Pursuant to the act, the Office of Comprehensive Planning was established to review and certify local plans for conformity with state planning goals. Regional councils were also established to provide technical assistance to local planners.

The state historic preservation commission is responsible for reviewing comprehensive plans to ensure consistency with the state's preservation goal. Reportedly, most Maine communities do not have a detailed historic preservation plan element or historic preservation ordinance. Several years ago, the state historic preservation commission developed comprehensive planning guidelines for consideration of archaeological resources. Included in these guidelines was the recommendation that local preservation plan elements contain a requirement that developers contact the state historic preservation commission for assistance with an archaeological survey if development may affect sensitive archaeological sites.

In reviewing local comprehensive plans, state representatives have noticed little linkage between the state's preservation planning goals and other planning goals. For example, many communities do not acknowledge historic preservation considerations in elements concerning agricultural preservation, even though issues relating to the preservation of farm structures and rural character are important to both historic preservation and rural preservation.

Maryland

The Economic Growth, Resource Protection, and Planning Act of 1992 amended earlier planning statutes. The amendments were primarily aimed at protecting the natural environment and limiting the growth of urban areas to prevent sprawl. Under the act, county and municipal plans must be amended to address the following "visions" developed in the legislation:

- 1) Development is concentrated in suitable areas.
- 2) Sensitive areas are protected.
- 3) In rural areas, growth is directed to existing population centers and resource areas are protected.
- 4) Stewardship of the Chesapeake Bay and the land is a universal ethic.

- 5) Conservation of resources, including a reduction in resource consumption, is practiced.
- 6) To ensure the achievement of (1) through (5) above, economic growth is encouraged and regulatory mechanisms are streamlined.
- 7) Funding mechanisms are addressed to achieve these visions.

The planning act requires local governments to prepare the following elements to address the above-described visions:

Statement of goals and objectives, principles, policies, and standards that shall serve as a guide for the development and economic and social well-being of the jurisdiction

A land-use plan element showing proposals for the most appropriate and desirable patterns for the general location, character, extent, and interrelationship of the manner in which the community should use its public and private land in the future

A transportation plan element showing the most appropriate and desirable patterns for future transportation development, including channels, routes, and terminals for transportation facilities

A community facilities plan element, which shows proposals for development of public and semipublic buildings, land, and facilities

A mineral resources plan element identifying undeveloped land that should be preserved in its current state until it can be used to provide minerals, appropriate post-excitation uses for land, and regulations that prevent preemption of mineral resource extraction by other land uses

An element identifying appropriate regulations to provide for streamlining of the regulatory process for development within areas designated for growth in the plan, that promotes innovative and cost-saving site design and environmental protection, promotes economic development

Recommendation for determination, identification, and designation of areas that are of critical state concern

A sensitive area element designed to protect, from adverse effects of development, sensitive areas, including streams and their buffers, 100-year floodplains, habitats of threatened and endangered species, and steep slopes

Preservation of historic resources is not specifically identified in the act. However, to the extent that urban boundaries are maintained, the pressure on rural resources will be limited. In addition, historic resources survey information should be incorporated into the plan element concerning identification and designation of areas of state concern.

New Jersey

In New Jersey, the state established a state plan, including a land-use map and goals for land use, economic development, and environmental protection. Under the state plan legislation, county and municipal governments have an opportunity to suggest modifications to the plan. The first state plan, *Communities of Place*, was approved in June 1992. Local and county comprehensive plans are required to be consistent with the state plan.

The state plan is to be revised every three years; based on the revised state plan, local and county comprehensive plans must also be revised. The purpose of the state plan is to redirect growth to urban centers and into transportation corridors. The state has identified the following goals to attain this purpose.

Future development will occur:

- at densities that support efficient transportation, thus helping to meet federal air-quality standards;
- in locations with sufficient infrastructure capacity;
- in ways that will not threaten agricultural, environmentally sensitive, ecologically important or historically significant areas; and
- in ways that will encourage compact development forms, specifically mixed land uses.

The objective of the state plan is to accommodate full growth in population and employment (as projected by state demographers) in a way that promotes efficient means and modes of transportation; helps revitalize urban areas; ensures adequate and affordable housing and public services; and preserves natural and historic resources.

The state plan sets forth 12 policies concerning preservation of scenic, cultural, and historic resources. Several of the policies necessitate direct local action, including the following:

Policy 1: Identification and Registration. Coordinate the identification of historic areas, sites, landscapes, archaeological site and scenic corridors for inclusion in registers and planning documents

Policy 2: Municipal Programs. Include historic surveys and scenic corridors in local master plans

Policy 4: Historic Resources and Development Regulations. Protect the character of historic sites, landscapes, and structures through flexible application of zoning ordinances, construction codes, and other development regulations to such resources

Policy 7: Main Street Programs. Promote "Main Street" programs to aid in protecting historic sites and structures during the revitalization of traditional downtown areas

Oregon

Oregon's Land Conservation Act was adopted in 1973. The program that was implemented as a result of the act is regarded, by many, as the preeminent state-mandated growth management program in the U.S. The program is based on mandatory comprehensive planning by counties and municipalities in accordance with 19 state goals. Municipalities are also required to adopt ordinances to implement comprehensive plans. By 1986, all Oregon communities implemented comprehensive plans that were approved by the Land Conservation and Development Commission. The objectives of the state planning program are to:

- protect natural resources and related economic activities;
- provide adequate, affordable housing;
- prevent sprawl through delineation of urban growth boundaries and application of different development regulations inside and outside those boundaries; and
- conserve river and coastal resources.

The local historic preservation planning requirement included in the Land Conservation Act is more specific and proactive than most of the other states with comprehensive planning requirements. According to the act, a comprehensive plan must examine conflicts that may result in the alteration or demolition of historic resources. The examination process includes a review of applicable plans and policies, existing zoning, planned public and private improvements, the condition of the historic resource, and other local factors. Typically, the conflicts revealed in this process include current threats, such as historic buildings in an advanced state of disrepair, and future threats, such as road improvements.

When there are potential conflicts, the local community is required to assess the likelihood that the conflict will actually occur. For example, to assess the threat to local historic resources from future demolition and redevelopment, the City of Eugene examined the ratio of the value of the improvements to the value of the land for each historic resource identified. When the value of the improvements was less than the value of the land on which it was located, the properties were considered likely candidates for demolition. The city also compared land values of areas that included a high percentage of historic resources to areas that had few, if any, historic resources. This analysis revealed that a large percentage of historic resources were located in areas with lower land values than surrounding areas. In these situations, the historic resources were considered to be threatened with demolition because the properties could be acquired at a lower cost than surrounding properties.

As part of the community planning process, communities are required to analyze the economic, social, environmental, and energy consequences of allowing conflicting land uses. This analysis considers the public consequences and not the consequences faced by individual property owners. The results of the analysis help provide guidance to local governments on how to proceed in addressing the preservation and protection of historic resources. Following the analysis, the community may choose to design a program to protect the threatened resource, design a program that balances protection of the resource while allowing the conflicting use, or allow the conflicting use and allow the resource to be lost.

The decision-making process includes provisions for public workshops to assess the value of the resource to the community. The results of the entire process—identifying resources and scenarios to protect them, balancing their protection with other uses, or leaving protection up to the property owner—become part of the community's comprehensive plan.

Rhode Island

The Rhode Island Comprehensive Planning and Land Use Regulation Act of 1988 mandates that local plans comply with the State Guide Plan. The state plan emphasizes housing, employment, recreation, transportation, and natural and historic resources. The act requires that communities include a natural and cultural resources element in their comprehensive plan and create an implementation program for the element. The implementation program for all elements defines the specific public actions to be undertaken to achieve the goals of the element, and an implementation schedule for these actions.

According to the state planning law concerning preservation plan elements, "The element shall include policies for the protection of the historic and cultural resources of the municipality and the state." In addition, the policies and implementation techniques must be identified and included in the implementation program. The planning requirements place particular emphasis on the impact of new development on the rural historic areas that surround the jurisdiction and historic districts of towns. It suggests that open space acquisition programs be created to provide buffers between urban, suburban, and rural zones, with the goal of preventing sprawl into the surrounding countryside. While urban growth boundaries are not required under the planning law, the state planning policies advocate a physical limit to new development.

Rhode Island's Historical Preservation Commission is charged with reviewing and approving 39 comprehensive plans. As of October 1993, 25 comprehensive plans had been reviewed by the commission. According to commission staff, many of the communities reviewed incorporated preservation planning into other comprehensive plan elements, including

land use, housing, and economic development, in addition to the preservation element.

Under the state planning law, local governments are also required to revise the local zoning ordinance for consistency with the comprehensive plan. The state's Historical Preservation Commission has authority to review local zoning ordinances for consistency with the preservation element and other elements addressing historic preservation included in local comprehensive plans.

Vermont

The Vermont Growth Management Act (Act 200) as adopted in 1988, sets forth 32 growth-management-related goals for municipalities, regional planning commissions, and state agencies. The goals address policy areas, such as the planning process, quality and use of resources, public and private investment, planning for growth, economic development, agriculture, housing, transportation, and utilities. The number of state goals was reduced by statute in 1990. The objective of Act 200 is to foster growth and development that will:

- preserve the character of Vermont communities;
- support agriculture;
- protect environmental quality; and
- afford Vermont residents the opportunity to obtain quality education, employment, and affordable housing.

Vermont local governments are encouraged but not mandated to develop comprehensive plans that include the elements and goals specified in the act. Most communities have done so since the adoption of Act 200. Technical assistance and financial incentives are provided to local governments that prepare comprehensive plans. Regional plans, which are prepared by regional planning commissions (RPCs), are mandated under Act 200. RPCs must also review and approve local plans.

Local governments preparing comprehensive plans are required to take into consideration historic resources. Under the provisions of Act 200, "consideration" means that the community will take an inventory of the resources and develop a plan for their protection. The loose structure that has been

developed gives no direction to local communities concerning identification of historic resources. Many communities have relied solely on the state historic resource survey, which provides a very broad inventory of historic resources. Other communities simply prepare a short list of known historic resources. The lack of the requirement for comprehensive identification of historic resources limits the applicability and effectiveness of the comprehensive plans and preservation plan elements.

Washington

The State of Washington adopted its Growth Management Act in 1990. The law requires the largest and fastest-growing cities and counties (those communities with a population greater than 50,000 and a growth rate of 10 percent or more over the past 10 years, or population rate increases of greater than 20 percent over the past 10 years, regardless of the size of the community) to prepare comprehensive plans that address 13 statewide goals. The goals address the following topics:

- Urban growth
- Efficient multimodal transportation systems
- Affordable housing
- Economic development
- Protection of private property rights
- Streamlined permitting procedures
- Maintaining and enhancing natural resource-based industries
- Open space protection, including wildlife habitat conservation
- Environmental protection
- Citizen participation and services
- Historic preservation

As listed above, historic preservation is designated as a statewide goal. However, it is not a mandatory comprehensive plan element, nor is it listed as an optional element in the act. Since local plans are currently being prepared for state review, there is limited experience with Washington's Growth Management Act.

Appendix B. The Secretary of the Interior's Standards for Preservation Planning, Identification, Evaluation, and Registration

Standards for Preservation Planning:

- Standard I. Preservation planning establishes historic contexts.
- Standard II. Preservation planning uses historic contexts to develop goals and priorities for the identification, evaluation, registration, and treatment of historic properties.
- Standard III. The results of preservation planning are made available for integration into broader planning processes.

Standards for Identification:

- Standard I. Identification of historic properties is undertaken to the degree required to make decisions.
- Standard II. Results of identification activities are integrated into the preservation planning process.
- Standard III. Identification activities include explicit procedures for record-keeping and information distribution.

Standards for Evaluation:

- Standard I. Evaluation of the significance of historic properties uses established criteria.
- Standard II. Evaluation of significance applies the criteria within historic contexts.
- Standard III. Evaluation results in a list or inventory of significant properties that is consulted in assigning registration and treatment of properties.
- Standard IV. Evaluation results are made available to the public.

Standards for Registration:

- Standard I. Registration is conducted according to stated procedures.
- Standard II. Registration information locates, describes, and justifies the significance and physical integrity of a historic property.
- Standard III. Registration information is accessible to the public.

Appendix C. Boston Landmarks Commission System for Evaluating Significance

I. Highest Significance

Buildings in Group I are considered to have to have *national significance*

- as buildings associated with Boston history, particularly the Colonial and Revolutionary War periods,
- as nationally known examples of the work of Boston architects, or
- as examples of particular building styles or types which became prototypes for similar buildings throughout the nation or which are rare throughout the nation.

All buildings in this category merit designation as Boston Landmarks and as individual listings in the National Register of Historic Places, and in the State Register of Historic Places. Designation as a Boston Landmark involves protection against demolition and involves design review of proposed exterior alterations. Outstanding interior spaces can also be specifically designated as landmarks. Listing in the National Register provides more limited protection against demolition or adverse impact from federal action and allows to take advantage of federal income tax incentives for rehabilitation. Listing in the State Register provides a building with similar protections from state action, but it carries no incentives.

II. Major Significance

Buildings in this category are considered to have *highest significance* to the City of Boston, the Commonwealth, and the New England Region

- as the city's most outstanding examples of their style or building type, distinguished for high architectural quality and high degree of intactness,
- as early or rare examples of the use of a particular style or building technology in Boston,
- as the best examples of the work of major Boston architects,
- as buildings outstanding in their setting, with particular urban design value, or
- as buildings of the highest regional or local historical significance.

Although often less well known than buildings in Group I, these buildings are considered to meet the criteria for designation as Boston Landmarks, as well as being potentially eligible for individual listing in the National Register of Historic Places and the State Register of Historic Places. Designation as a Boston Landmark involves protection against demolition and involves design review of proposed exterior alterations. Outstanding interior spaces can also be specifically designated as landmarks. Listing in the National Register provides more limited protection against demolition or adverse impact from federal action and allows to take advantage of federal income tax incentives for rehabilitation. Listing in the State Register provides a building with similar protections from state action, but it carries no incentives.

III. Significant

All buildings in Group III are considered to be of *significance to the City of Boston*

- as fine examples of the work of Boston architects,
- as buildings which make an important contribution to the character of a street or area,
- as buildings with strong historical associations with major

Boston industries, organizations, institutions, or events, or

- as fine examples of a particular style or building type.

There are a large number of buildings in this group. Some may meet the criteria for designation as Boston Landmarks, and these have been subcategorized as Group III, Further Study. If finding after further study that buildings are significant to the Commonwealth or the New England region, as well as to the City of Boston, they may be designated as landmarks.

All buildings in Group III are considered eligible for individual or district listing in the National Register of Historic Places and as such would also be eligible for listing in the State Register of Historic Places. Listing in the National Register provides more limited protection against demolition or adverse impact from federal action and allows to take advantage of federal income tax incentives for rehabilitation. Listing in the State Register provides a building with similar protections from state action, but it carries no incentives.

IV. Notable

Buildings in Group IV are considered *important to the character of their particular street, neighborhood, or area*

- as an integral part of a visually cohesive streetscape or integral element within a district,
- as buildings with some individual architectural distinction, whether because of their materials, craftsmanship, or detailing,
- as the best examples in their area of a particular style or building type, or
- as buildings with some local historical significance.

Buildings in Group IV are not considered significant enough to be designated as Boston Landmarks or to be listed individually in the National Register of Historic Places, or State Register of Historic Places. If they are located within a National Register District, the building owner is allowed to take advantage of federal tax incentives for rehabilitation. The property is protected from adverse impacts as a result of federal or state action through an environmental review process.

V. Minor

Buildings in Group V are of little architectural or historical interest but may be considered to make a *minor contribution to the streetscape*

- as buildings which are compatible with surrounding structures in scale, style, materials, or fenestration patterns, or
- as buildings with some architectural interest or integrity.

Buildings in Group V are not considered eligible for designation as Boston Landmarks or for individual listing on the National Register of Historic Places. If they fall within a National Register District and the buildings are considered to have enough integrity and relate sufficiently to the significance of themes of the nominated district, the building owner is allowed to take advantage of federal tax incentives for rehabilitation. The property is protected from adverse impacts as a result of federal or state action through an environmental review process.

VI. Noncontributing

Buildings in Group VI are considered to be visual intrusions, incompatible with the surrounding urban fabric. If these buildings are located within National Register district, they can be exempted from tax penalties for demolition, and they are not eligible for tax incentives for rehabilitation.

Appendix D. Iowa City, Iowa: Mission and Summary of Goals

The following is the mission statement and summary of goals included in the Iowa City, Iowa, Historic Preservation Plan.

Historic Preservation Mission

The mission statement adopted for Iowa City's Historic Preservation Plan states that the overall purpose for historic preservation in the community is as follows:

Iowa City and its citizens seek to identify, protect, and preserve the community's historic resources in order to enhance the quality of life and economic well-being of current and future generations.

Summary of Goals

The 10 goals summarized below identify the major elements of the historic preservation plan. The ordering of the goals is not meant to indicate a hierarchy of priorities. Instead, it suggests a logical sequencing in order to accomplish the preservation mission. The first nine goals outline efforts to be undertaken on a citywide basis to carry out systematic identification, necessary protection, and appropriate preservation of Iowa City's historic resources. The last goal identifies a series of strategies for responsible historic preservation planning in 12 separate neighborhoods in Iowa City. Because of the importance of this goal and the objectives outlined, it is included as a separate chapter in the Iowa City Historic Preservation Plan.

Goal 1: Identify historic resources significant to Iowa City's past.

Goal 2: Make protection of historic resources a municipal policy and implement this policy through effective and efficient legislation and regulatory measures.

Goal 3: Establish economic incentives to encourage the preservation of historic buildings and neighborhoods.

Goal 4: Provide the technical assistance necessary to preserve and improve historic properties.

Goal 5: Heighten public awareness of historic preservation in the community and improve preservation education efforts for various audiences.

Goal 6: Maintain and strengthen preservation partnerships between municipal government, state government, and federal agencies.

Goal 7: Maintain and strengthen support for historic preservation from individuals, not-for-profit preservation groups, neighborhood organizations, and downtown interests.

Goal 8: Establish and support heritage tourism efforts appropriate to Iowa City's historic resources and community needs.

Goal 9: Conduct regular review and evaluation of historic preservation initiatives by the historic preservation community.

Goal 10: Adopt strategies to conserve historic neighborhoods which reflect their organic development, historical roles and traditions, modern needs, and economic health and stability.

Appendix E. Kane County, Illinois: Goals and Objectives

The following is a summary of the goals and objectives of the Kane County, Illinois, Historic Preservation Plan.

Goal 1: Locate, designate, and then protect and maintain the County's most important historic and natural sites, districts, and landscapes.

Objectives

1. Continue to improve the County's inventories and knowledge of historic and natural resources.
2. Encourage nominations to the County Register of Historic Places.
3. Afford an appropriate level of protection to all the County's historic and natural resources.
4. Encourage the highest standards of maintenance and restoration of the exteriors of historic structures.
5. Encourage the restoration and preservation of the interiors of designated historic structures.
6. Preserve as much as possible the contexts of designated landmark sites, districts, landscapes, and natural features.
7. Incorporate the preservation of important historic and archaeological resources into all planning and development.
8. Preserve natural resources that are individually significant or are important in combination with historic structural resources to the understanding or appreciation of the landscape.
9. Encourage the appropriate maintenance by the private sector of the County's historic and natural resources.

Goal 2: Maintain the elements of the landscape that contribute to the attractiveness and historic character of the suburbanizing and urban fringe areas of the County.

Objectives

1. Encourage the retention of older structural features, such as houses, outbuildings, bridges, and fences, to provide visual relief and architectural diversity.
2. Retain existing buildings, such as barns and creameries, by facilitating their reuse in ways appropriate to their new environments.
3. Preserve older and historic structures, landscapes, and features when they help to define or maintain the sense of identity of new or existing communities.
4. Incorporate natural features and archaeological sites into new developments in ways that will insure their protection and enjoyment.
5. Encourage surface collection of artifacts at archaeological sites if disruption is inevitable due to development.

Goal 3: Retain as working group those elements of the County's farm landscape, such as farmsteads, fencerows, and cropland, that contribute to the aesthetics, historic character, and economy of agricultural areas.

Objectives

1. Encourage the retention of older housing in rural and agricultural areas to provide for housing options in those areas.
2. Encourage the appropriate adaptive reuse of older and

- historic outbuildings such as barns, sheds, cribs, etc.
3. Conserve natural resources such as land and water when they are important in combination with historic structural resources to the understanding or appreciation of the agricultural landscape.
 4. Plan public expenditures so as to complement the existing landscape and economy.

Goal 4: Maintain the historic character of the County's rural towns and villages while encouraging their development as commercial and cultural centers.

Objectives

1. Help to define communities and provide or maintain a sense of identity by preserving older and historic structures, landscapes, and features.
2. Encourage the maintenance, rehabilitation, and appropriate adaptive reuse of older and historic structures in the community.
3. Revitalize, maintain, and allow for the limited expansion of the older commercial core of the community.
4. Permit new construction in village centers that is compatible in design and placement with existing structures and contributes to the historic character of the community.
5. Encourage collection of artifacts at archaeological sites during excavation for new construction.
6. Separate the historic village from surrounding new development through the use of open space and landscaping.
7. Improve vehicular and pedestrian access routes to the village center from surrounding new development without compromising the historic character of the community.

Goal 5: Improve the economy of Kane County by encouraging expenditures for restoration work, adaptively reusing buildings to improve local economies, and promoting tourism related to historic resources.

Objectives

1. Protect the value of properties and neighborhoods by working to prevent the deterioration of structures.
2. Encourage continued high levels of construction employment by promoting and facilitating rehabilitation projects.
3. Encourage the appropriate adaptive reuse of older and historic structures to conserve construction materials and reduce disposal expenditures.
4. Promote tourism associated with historic sites, districts, landscapes, and natural features.
5. Revitalize and/or maintain older and historic commercial and industrial areas.

Goal-6: Foster public education and greater appreciation and understanding of historic and archaeological resources, and public support for preservation in Kane County.

Objectives

1. Provide opportunities for education and appreciation of historic and archaeological resources.
2. Encourage the study of the history of Kane County and its architectural and historic resources.
3. Encourage the preservation and study of the archaeological resources of Kane County.
4. Assist historical societies and museums in Kane County in their public education and preservation efforts.
5. Promote the dissemination of technical information that could assist property owners in their research and restoration efforts.

Appendix F. Providence, Rhode Island: Action Strategy for Preservation

The following pages contain the action strategy included in the Providence, Rhode Island, Preservation Plan. This is an excellent example of a way to provide an agenda for historic preservation in a community. This provision of the plan clearly states the actions necessary to meet the desired goals,

provides a means to complete those actions, provides measurable time frames, and identifies responsible parties. The definitions for the various acronyms used in Figure A.F.1. are provided at the end of the table.

Figure A.F.1. Providence, Rhode Island, Action Strategy for Preservation

| Goals | Actions | First Steps | Timeframe | Participants |
|--|---|---|-----------------------|--|
| <i>Citywide</i> | | | | |
| Make preservation a priority in Providence | 1. Establish subcommittee/advisory board to City Plan Commission to oversee implementation of this plan | a. Draft legislation b. Establish mission, rules, and procedures c. Submit list of nominees to Mayor | immediate and ongoing | DPD, CPC, City Council, Mayor, Preservation Plan Steering Committee |
| | 2. Promote heritage tourism as a form of economic development | a. Create central visitors' center b. Create self-guided tours in historic neighborhoods/downtown c. Solicit coverage from national/foreign travel writers, local media d. Promote attractions in conjunction with other Rhode Island destinations e. Plan/promote heritage festivals | immediate and ongoing | RIDED, DPD, Convention and Visitors Bureau, Convention Center, Johnson & Wales Tourism Program |
| | 3. Recognize and protect more of Providence's historic resources | a. Target new NR districts: Smith Hill, 20th c. resources b. Target new local districts: Doyle Ave., Smith Hill c. Maintain PHDC staff levels, increase as needed | short term | RIHPC, DPD, City Council, Mayor, neighborhood groups |
| | 4. Prepare/implement citywide demolition delay ordinance | a. Revise model ordinance to include current National Register listed/eligible properties b. Solicit City Council and community support | short term | PPS, DPD, DIS, City Council, Mayor, neighborhood groups |
| | 5. Establish inter-departmental review process for city projects affecting historical resources | a. Executive mandate creating the process b. Establish working group, build support among key personnel c. Improve enforcement of zoning ordinance regarding variances for historic properties | short term | Mayor, department heads, key administration personnel |
| | 6. Establish local property tax credits for rehabilitation | a. Research use of credits in other Rhode Island communities b. Inform city and state officials of the benefits of credits, solicit their support c. Draft legislation for submittal when local economy improves | long term | General Assembly, Mayor, DPD, Tax Assessor |
| | 7. Strengthen technical skills of city staff and board/commission members involved in the city's physical development | a. Perform organizational analysis, determine needed skills b. Update job descriptions/qualifications c. Educate employees | short term | DPD, DIS, DPW, municipal unions |
| | 8. Promote protection of natural features (parks, open spaces, scenic views, street trees) | a. Identify features to preserve b. Establish street tree ordinance, plant trees where appropriate c. Establish overlay zones to protect views d. Plan public open spaces for positive impact on streetscapes | short term | DPD, Sharpe Tree Fund, neighborhood groups |

| Goals | Actions | First Steps | Timeframe | Participants |
|---|---|---|------------------------|--|
| <i>Institutional Buildings</i> | | | | |
| Balance institutional expansion with the preservation of neighborhoods/city tax base. | 1. Require institutional master plans to include inventory of historic properties, statement of intended use, regular maintenance program and enforcement mechanisms | a. Amend the zoning ordinance regarding institutional master plans b. Increase community involvement in institutional planning | immediate and ongoing | DPD, City Council, institutions, neighborhood groups |
| | 2. Prepare an inventory and maintenance program for city-owned historic properties | a. Develop inventory database; update regularly b. Develop city policy/programs for preservation and maintenance of historic public properties | short term and ongoing | RIHPC, PPS, PHDC, City departments responsible for properties |
| | 3. Establish site plan review process for institutional expansion/alteration/remodeling, especially adjacent to local historic districts and in/adjacent to National Register districts | a. Establish criteria for evaluating institutional expansion, timeframes, and review process b. Draft ordinance with input from institutions | short term | DPD, City Council, institutions |
| <i>Local Historic Districts</i> | | | | |
| Strengthen the mechanism for designation and administration of local historic districts | 1. Maintain at least 2 full-time preservation planning staff positions in DPD | a. Tighten job descriptions/qualifications to ensure hiring of preservation professionals b. Maintain positions in budget | immediate and ongoing | DPD, municipal unions |
| | 2. Prepare Historic Districts Handbook and other educational materials for PHDC and property owners | a. Edit draft handbook; distribute to PHDC and staff as interim training manual b. Seek grant funding for handbook publication c. Publish PHDC brochure in English and Spanish; seek grants for translating to other languages as needed d. Provide annual notice to historic district property owners about review process | short to mid-term | PHDC staff |
| | 3. Clarify designation process through public meetings and direct contact with property owners | a. Amend zoning ordinance to include designation criteria b. Develop official petition form for designation proponents c. Hold early informal public information meetings in neighborhoods where districts are proposed d. Invite residents in prospective districts to attend PHDC meetings e. Improve direct contact with property owners | short term | DPD, PHDC, City Council, neighborhood groups, individual property owners |
| | 4. Devise signage program for city gateways and local historic districts | a. Identify funding sources, begin fundraising b. Determine appropriate locations for signs c. Design sign prototypes (design competition) | long term | DPD, DPW, RIDOT, local artists/art students |

| Goals | Actions | First Steps | Timeframe | Participants |
|--|--|---|------------|--|
| Neighborhood Conservation | | | | |
| Preserve and protect the integrity of Providence's neighborhoods | 1. Establish a neighborhood conservation overlay zone, with review procedures for alterations, demolition, and new construction | a. Survey National Register districts and other areas to determine locations for neighborhood conservation zoning b. Draft zoning amendment and design regulations (less restrictive than for local historic districts) c. Encourage neighborhood self-help repair training programs, tool lending shops d. Add conservation zoning to PHDC Handbook | short term | DPD, City Council, Mayor, neighborhood groups |
| | 2. Target code enforcement to specified neighborhoods on a rotating basis, while providing technical and financial assistance for home improvement | a. Identify local and National Register districts with the most code violations; prioritize for enforcement b. Restructure code enforcement program to include referrals to PHDC where necessary, and retrain staff accordingly c. Include preservation standards in minimum housing code standards | immediate | DPD, DIS/Code Enforcement |
| | 3. Initiate vacant lot clean-up program and review process for new development on vacant lots in NR districts | a. Secure additional funding for PRA Special Vacant Lot Program b. Develop site plan review standards for new development on vacant lots in NR districts | short term | DPD, PRA |
| | 4. Amend zoning ordinance to require DPD comment on development proposals in NR districts | a. Define kinds of projects to be reviewed and establish trigger to notify DPD of proposals b. Establish time frames and review guidelines c. Prepare zoning amendment | short term | DPD |
| | 5. Prepare neighborhood plans for each city neighborhood | a. Establish citywide neighborhood planning process b. Initiate prototype plans in four priority neighborhoods | long term | DPD, neighborhood groups, preservation groups, local residents |
| | 6. Make rehab loan funds available (revolving funds) for National Register properties | a. Identify neighborhoods with active organizations experienced in loan administration b. Establish revolving fund(s) as nonprofits | long term | DPD, neighborhood groups, local banks |
| Downtown | | | | |
| Revitalize the downtown core and promote its historic, architectural, and cultural character | 1. Implement the Downcity Plan | a. Adopt the Downcity District overlay zone b. Create design review process c. Identify contributing and noncontributing buildings d. Compile inventory of historic buildings suitable for reuse as residential and arts-related space e. Explore financing options for adaptive reuse of historic buildings | immediate | DPD |

| Goals | Actions | First Steps | Timeframe | Participants |
|--|--|---|------------|---|
| Industrial Buildings | | | | |
| Promote the adaptive reuse of historic industrial buildings and complexes | 1. Survey industrial buildings for reuse potential | a. Seek grant funding for survey b. Create data base for survey information c. Use survey data to market industrial facilities for new uses | short term | RIHPC, PPS |
| | 2. Update building codes to facilitate adaptive reuse of industrial facilities | a. Draft state and local code revisions. b. Educate and train officials responsible for interpretation and enforcement of new regulations | long term | state and local building officials, RIHPC |
| Waterfront | | | | |
| Encourage development of vacant or underutilized waterfront areas, including increased public access, while protecting water-dependent land uses | 1. Prepare/implement design guidelines for the waterfront, in conjunction with Downcity and Old Harbor Plans | a. Update PPS draft waterfront guidelines, including heights, street patterns, views, and public access b. Draft zoning amendment | short term | DPD, PPS, City Council, neighborhood groups |

DPD: Dept. of Planning and Development
 DIS: Dept. of Inspection and Standards
 DPW: Dept. of Public Works
 CPC: City Plan Commission
 PHDC: Providence Historic District Commission
 PRA: Providence Redevelopment Agency

RIDOT: Rhode Island Dept. of Transportation
 RIHPC: Rhode Island Historic Preservation Commission
 RIDED: Rhode Island Dept. of Economic Development
 PPS: Providence Preservation
 SWAP: Stop Wasting Abandoned Property

**Appendix G. Methodology Used to Rank Buildings in
San Francisco's Downtown Survey**

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| CRITERION | RATINGS: E - Excellent VG - Very Good G - Good FP - Fair/Poor |
|---|---|
| A. ARCHITECTURE | |
| <p>1. <i>Style/Type</i> Significance as an example of a particular architectural style, type, or convention</p> <p>2. <i>Construction</i> Significance as an example of a particular material or method of construction</p> <p>3. <i>Age</i> Of particular age in relationship to the periods of development of buildings in the area</p> <p>4. <i>Architect</i> Designed or built by an architect or builder who has made a significant contribution to the community, state, or nation</p> <p>5. <i>Design</i> Architectural quality of composition, detailing, and ornament measured, in part in originality, quality as urban architecture, craftsmanship, and uniqueness</p> <p>6. <i>Interior</i> Interior arrangement, finish, craftsmanship, and/or detail is/are particularly attractive or unique</p> | <p>E Especially fine or extremely early example if many survive; excellent example if few survive VG Excellent or very early example if many survive; good example if few survive G Good example FP Of no particular interest</p> <p>E Especially fine or extremely early example if many survive; excellent example if few survive VG Excellent or very early example if many survive; good example if few survive G Good example FP Of no particular interest</p> <p>E Built before April 18, 1906 VG Built between April 19, 1906 and 1930 G Built between 1931 and 1945 FP Built since 1945</p> <p>E Of particular importance to the history of the community, state or nation VG Of considerable importance G Architect or builder identified and known, but not of particular importance FP Unidentified or unknown</p> <p>E Excellent VG Very Good G Good FP Fair or Poor</p> <p>E Excellent VG Very Good G Good FP Fair or Poor</p> |
| B. HISTORY | |
| <p>7. <i>Person</i> Associated with the life or activities of a person, group, organization, or institution that has made a significant contribution to the community, state, or nation</p> | <p>E Person of primary importance intimately connected with the building VG Person of primary importance loosely connected, or person of secondary importance intimately connected G Person of secondary importance loosely FP No connection with person(s) of importance</p> |

| CRITERION | RATINGS: E - Excellent G - Good VG - Very Good FP - Fair/Poor |
|---|--|
| <p>8. <i>Event</i> Associated with an event that has made a significant contribution to the community, state, or nation</p> <p>9. <i>Patterns</i> Associated with, and effectively illustrative of broad patterns of cultural, social, political, economic, or industrial history, of the urban development of the city</p> | <p>E Event of primary importance intimately connected with the building</p> <p>VG Event of primary importance loosely connected, or event of secondary importance intimately connected</p> <p>G Event of secondary importance loosely connected</p> <p>FP No connections with event of importance</p> <p>E Patterns of primary importance intimately connected with the building</p> <p>VG Patterns of primary importance loosely connected, or patterns of secondary importance intimately connected</p> <p>G Patterns of secondary importance loosely connected</p> <p>FP No connections with patterns of importance</p> |
| C. ENVIRONMENT | |
| <p>10. <i>Continuity</i> Contributes to the continuity or character of the street, neighborhood, or area</p> <p>11. <i>Setting</i> Setting and/or landscaping contributes to the continuity or character of the street, neighborhood, or area</p> <p>12. <i>Landmark</i> Significance as a visual landmark</p> | <p>E Of particular importance in establishing the character of a distinguished area</p> <p>VG Of importance in establishing or maintaining the character of a distinguished area</p> <p>G Compatible with the character of a distinguished area</p> <p>FP Incompatible with the character of an area</p> <p>E Of particular importance in establishing the character of the area</p> <p>VG Of importance in establishing or maintaining the dominant character of the area</p> <p>G Compatible with the dominant character of the area</p> <p>FP</p> <p>E A structure which may be taken as symbol for the city or region as a whole</p> <p>VG A conspicuous and familiar structure in the context of the city or region</p> <p>G A conspicuous and familiar structure in the context of the neighborhood</p> <p>FP Not particularly conspicuous or familiar</p> |
| D. INTEGRITY | |
| <p>13. <i>Alterations</i> Has suffered little alteration and retains most of its original materials and design features</p> | <p>E No changes or very minor changes</p> <p>VG Ground floor remodeled, cornice removed, or minor alterations which do not destroy the overall character</p> <p>G Overall character changed, but recognizable through removal of major cornice/parapet, alteration of upper floors, or gross alteration of any major elements</p> <p>FP Altered beyond recognition</p> |

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