

Arlington Historic Preservation Master Plan Implementation Framework

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Introduction

The *Implementation Framework* is the final component of the historic preservation plan for Arlington. It is a companion document to the *Arlington Historic Preservation Master Plan (Master Plan)*, which describes the County's broad policies for historic preservation. The *Implementation Framework* completes the *Master Plan* by describing how the County will accomplish the efforts implied in its strategies, setting out an approach to implementation focused on the actions of County staff and elected and appointed officials.

The *Master Plan's* Statement of Intent builds from the County's vision, which emphasizes attractive residential and commercial neighborhoods and sustainable communities and articulates the County's intent for historic preservation in Arlington. The statement of intent is below:

To sustain itself as a successful urban village, Arlington will retain the distinctive character of its many historic neighborhoods and commercial centers and will share the history of Arlington through these resources. This will be accomplished through a combined approach that includes education, programs, incentives, and land use policies that are integrated and balanced with future growth.

The *Master Plan's* priority recommendations include 1) a Historic Resource Inventory (HRI) that ranks the historic significance of properties in the County's comprehensive historic resource survey and 2) an increase in districts designated under the local ordinance, both local historic districts and neighborhood character conservation districts. The HRI provides an opportunity to identify and strategically protect the best of the County's historic structures. Designation offers the strongest protection for these resources.

Attaining the *Master Plan's* three goals requires that a range of coordinated actions take place—some by the County's Historic Preservation Program (HPP) and others through partnerships with other agencies and nonprofit organizations. The *Implementation Framework* envisions a structure that will enable the County to better coordinate actions in support of accomplishing the three goals. It is organized by goal and describes options and recommended approaches for County government—staff and elected and appointed officials. Responsibilities to be assumed by private and nonprofit partners are not identified.

The *Implementation Framework* benefited from significant input by County staff in many departments as well as members of the Historical Affairs and Landmarks Review Board (HALRB) and other commissions. It provides a practical guide to what the County can accomplish and how. The recommendations herein will require the addition of resources—whether human or capital—to realize the *Master Plan's* goals, but where less costly options are available, they are noted. Cost ranges are indicated in the matrix at the end of this document.

This document is best understood when read with the *Master Plan* document. Alphanumeric organizers refer to the organizing structure of the *Master Plan* and correspond to specific strategies. Thus, an implementation recommendation next to note [1.A.1] in this document can be linked to text in item 1.A.1 in the *Master Plan*.

Implementation Matrix

Goal 1: Enhance Public Understanding of Arlington's History and Character	Year 1-2	Year 3-5	Year 6-10	Cost Range Estimate	Who Might Implement
1.A Compile the County's Historical Record					
1.A.1 Develop an Interpretive Framework based on the County's Statement of Significance		■		\$\$\$	Consultant; HPP; Heritage Orgs
1.A.2 Engage in Focused Historical Research	■	■		\$\$	Expanded HPP
1.A.3 Collect and Preserve the County's Artifacts and Material Culture			■	\$\$\$\$ - \$\$\$\$\$	Heritage Orgs; Expanded HPP
1.B Tell Arlington's Story					
1.B.1 Create and Support Museum Activities, Programs, and Exhibits			■	\$\$\$\$	HPP; County Staff; Heritage Orgs; Consultant
1.B.2 Create Interpretive Panels, Historic Markers, and Public Installations about Arlington History	■			\$\$ - \$\$\$	HALRB; HPP; Expanded HPP; Heritage Orgs; County Staff
1.B.3 Publish Popular Arlington History Guides		■		\$\$\$	Consultant; Expanded HPP; Heritage Orgs
1.B.4 Expand Use of the County's Website	■			\$ - \$\$	Expanded HPP
1.B.5 Provide Historic Preservation Educational Programs	■	■		\$	Expanded HPP; Heritage Orgs
1.B.6 Create and Publish Architectural Style Books	■			\$\$\$ - \$\$\$\$\$	Consultant; HALRB; Expanded HPP; Heritage Orgs
1.C Communicate the Benefits of Preservation					
1.C.1 Reframe the Message	■			\$ - \$\$\$	HALRB; HPP; Heritage Orgs
1.C.2 Continue the Awards Program	■			\$	HALRB; HPP
1.C.3 Publicize Rehabilitation Tax Credits	■	■		\$	HPP; Heritage Orgs
1.C.4 Publicize the Historic Architectural Survey	■			\$\$	HPP
1.C.5 Actively Update the Public on the State of Historic Preservation	■			\$	HALRB; HPP
1.C.6 Take Advantage of Opportunities for Historic Preservation Programming	■	■		\$\$\$	Expanded HPP; Heritage Orgs
Goal 2: Better Integrate Preservation Values into County Planning, Land Use, and Other Policies and Practices					
2.A Set Clear Priorities: Create a County Historic Resource Inventory	■			\$\$\$\$	Consultant; County Staff; HPP
2.B Integrate Historic Resource Inventory into Land Use Policies	■			\$\$ - \$\$\$	County Staff; HPP
2.B.1 Use Historic Resource Inventory to Guide Stewardship Policies	■			\$	County Staff; HPP
2.B.2 Integrate the Historic Resource Inventory with the County's Information Systems	■			\$	County Staff; HPP
2.C Integrate Historic Preservation with Other County Policies					
2.C.1 Work Collaboratively with County Agencies	■			\$	County Staff; Expanded HPP
2.C.2 Cross-Train Line Staff		■		\$	HPP
2.C.3 Regularly Brief Policy Makers	■			\$\$	HPP
2.D Pursue Cultural and Heritage Tourism		■		\$\$\$	County Staff; HPP
2.E Investigate Development-Related Ordinances as Preservation Tools	■			\$\$\$	County Staff; HPP; HALRB
2.E.1 Revise Section 31A: Historic Preservation Districts of the Zoning Ordinance	■			\$\$ - \$\$\$	HALRB; County Staff; HPP; Consultant
2.F Identify Significant Archaeological Sites		■		\$	HALRB; HPP; Heritage Orgs
2.G Seek Diversified, Sustainable Funding for Historic Preservation Programming and Partnerships	■	■		\$	HPP; HALRB











Goal 3: Protect Historic Neighborhoods, Corridors, Commercial Centers, and Civic Buildings	Year 1-2	Year 3-5	Year 6-10	Cost Range Estimate	Who Might Implement
3.A Address Development Pressures					
3.A.1 Provide Feasible Incentives				\$ - \$\$\$\$\$	Expanded HPP HALRB; Expanded HPP
3.A.2 Pursue Multiple-Resource Local Historic Districts				\$	
3.B Explore Alternative Protection Strategies					
3.B.1 Create Visually Oriented Architectural Stylebooks and Design Books				\$\$\$ - \$\$\$\$\$	
3.B.2 Include Preservation in Area, Sector, and Neighborhood Plans				\$	HPP; County Staff
3.B.3 Explore the Use of Zoning, Review, and Other Tools to Achieve Preservation Goals				\$ - \$\$	HPP; County Staff
3.C Implement Public Policies for County-Owned Properties				\$	HPP; County Staff
3.D Protect and Interpret Significant Archaeological Resources				\$	HALRB; HPP; County Staff; Heritage Orgs

Chart Key	Symbol
High: reasonable potential to be more than one million dollars; likely to require outside expertise (consultants), capital planning, and construction monies or other significant financial outlay	\$\$\$\$\$
Moderately High: reasonable potential to be more than one hundred thousand dollars but less than one million dollars; likely to require monies for outside expertise (consultants)	\$\$\$\$
Moderate: reasonable potential to be more than fifty thousand but less than one hundred thousand dollars	\$\$\$
Low: reasonable potential to be more than twenty-five thousand but less than fifty thousand dollars	\$\$
Modest: reasonable potential to be less than twenty-five thousand dollars; likely to be achievable with existing or part-time additional staff	\$

Who	Symbol
County- existing staff	
County- expanded staff	
Heritage orgs	

Goal 1: Enhance Understanding of Arlington’s History and Historic Character

Although public entities are often the repositories and stewards of historical records and archival materials, typically, research and storytelling around local history is undertaken by private, nonprofit groups like historical societies, history or genealogy clubs, museums, and other heritage groups. Robust nonprofit partners are a valuable complement to local governments. Thus, the recommendations below that pertain to actions more suited to local nonprofit organizations include supportive roles for the County.

1.A Compile the County’s Historical Record

1.A.1 Focus Efforts around the County’s Statement of Significance and the Creation of an Interpretive Framework

Using the Statement of Significance as a starting point, undertake creation of an interpretive framework: a guide for the County and partnering organizations to use in developing engaging interpretive programs and publications around Arlington’s stories. It would also establish priorities for further research or public programming.

Recommendation: Hire a consultant to facilitate development of the interpretive framework. This will likely include compiling existing research and convening Arlington’s historians and museum professionals. The consultant should have a professional background in interpretation. The Department of Parks, Recreation and Cultural Resources (PRCR) has interpretive experience and could provide guidance and assistance to develop the interpretive framework internally through collaboration with the HPP.

1.A.2 Engage in Focused Historical Research

The interpretive framework will serve as an intellectual organizer, identifying where focused historical research could fill gaps and enrich key stories of interest to residents and visitors. These key stories should include pieces of Arlington’s history that typically have been underrepresented, such as the Native American presence in Arlington, the role of African-Americans in Arlington’s development, and in more recent history, the role of various immigrant groups. The research can be undertaken with the assistance of various entities—the County’s HPP or PRCR, local history and heritage groups, student interns, and partnership opportunities.

Recommendation: Support research by providing funding and/or staff time; different approaches will be warranted by different research needs. Provide moderate financial support for Arlington’s heritage-related nonprofit groups to conduct research and compile compelling, well-documented stories around key themes, as identified in the Interpretive Framework. County staff—new, temporary, or intern—in the HPP or PRCR can supplement this effort by conducting research and compiling stories around key themes, sometimes working with consultants on a topic-by-topic or case-by-case basis.

1.A.3 Collect and Preserve the County’s Artifacts and Material Culture

As a major urban county, Arlington needs a countywide collection policy, registration system, and proper storage facilities for archives and historical materials. Such a facility could be developed by a capable partner organization with the support of the County. A model for an acquisitions policy can be found in the Public Art Master Plan.

Recommendation: Participate in the pursuit of a countywide archival, artifact storage, and interpretive/exhibit space, currently referred to by advocates as the Arlington Heritage Center.

This will include organizing/guiding a planning process to determine vision and goals, costs, possible funding sources, etc. for various organizations with capacity and interest in such activities. It would also include providing grants or other funding to various organizations with capacity and interest in such activities. Creating such a facility would require professional feasibility, planning, and design studies and significant capital costs. The use of professional facilities planners, designers, and other museum professionals is highly recommended to ensure that the facilities and exhibits are high quality.

1.B Tell Arlington's Story

1.B.1 Create and Support Museum Activities, Programs, and Exhibits

The County is exploring creation of an Arlington County Heritage Center, which will house artifacts and historical/cultural materials, including the County's historical records, as well as offer public programs and exhibits. For recommended approach, see 1.A.3 above.

In addition to this effort, installation at strategic places of temporary exhibits on Arlington history could be enjoyed by many citizens and visitors.

Recommendation: Create engaging exhibits on Arlington's history at highly visible sites; these activities will include involving and supporting Arlington's heritage organizations where appropriate. HPP and PRCR are likely to be partners in this effort.

1.B.2 Create Interpretive Panels, Historic Markers, and Public Installations about Arlington History

1.B.2.a Neighborhood gateways, historic transportation routes, and Metro stations would be good locations for interpretive panels and other installations. WalkArlington's Walkabouts initiative—mapped, informative walking tours—would provide ideal locations as well.

Recommendation: Create partnerships with other organizations, such as the Virginia Civil War Trails and WalkArlington, to create more engaging and unique interpretive/display panels, engaging the public in selection of sites and themes. Provide partial funding for the design and installation of panels.

Recommendation: Hire an interpretive or historic preservation consultant to create more engaging and unique interpretive/display panels around Arlington's important and undertold stories; these might include historic photographs, maps, and text. Fund design and installation of panels.

1.B.2.b Develop historic house marker program in which plaques would be installed either on the façade or on the sidewalk near prominent landmarks or former residences of notable persons.

Recommendation: Design and purchase plaques, offering them at cost to owners of qualifying resources.

1.B.2.c Encourage creation of public art works that also have interpretive value or that highlight threatened resources, such as Lustron or Sears houses.

Recommendation: Commission works emphasizing the County's heritage and hold temporary exhibitions in threatened buildings. HPP and PRCR are likely partners in this effort.

1.B.3 Publish Popular Guides to Arlington History

A broad range of publications could be created for targeted audiences. For example, a well-designed, popular guide to Arlington's history and historic neighborhoods with photos and maps linking buildings,

urban form, and geographic features to the story would be popular with residents and DC visitors staying in Arlington's hotels.

Recommendation: Develop heritage tourism publications. HPP staff would be the likely lead organization, working with the HALRB and the County's historians and heritage organizations on content creation. The County's Convention and Visitors Service is equipped to provide technical support on document design, printing, and the distribution of the finished product. In some cases, the County will benefit from hiring a consultant to develop publications and to redesign existing outreach material.

Recommendation: Make existing and new brochures available on the County's web site as downloadable Adobe documents.

1.B.4 Expand Use of the County's Website

The County's HPP web pages will expand to include a section on County history and historic resources, information on the County's historic architectural survey/Historic Resource Inventory (preferably in searchable database and/or map form), design guidelines, tax credit information, walking tours, and heritage tourism information.

Recommendation: Expand and update the web site using in-house information technology and web design capabilities. Make the links to the HPP's web pages easier to locate in the overall website.

1.B.5 Provide Historic Preservation Educational Programs

The tie Arlington residents feel to their neighborhoods is an opportunity for strengthening support for historic preservation through heritage activities and educational programming. Heritage-based education programs offer an opportunity to reach young residents—and their parents.

1.B.5.b Develop a heritage-related curriculum for Arlington schools, which will meet the standards of the Commonwealth and the local school board.

Recommendation: Hire a consultant to develop a curriculum for Arlington schools that is adaptable for home schooled students, public summer school programs, and other nontraditional educational groups. Arlington schools would be involved in this action.

1.B.5.c Increase visibility of Arlington's heritage sites and events.

Recommendation: Develop educational programming with the Department of Parks, Recreation, and Cultural Resources that links the themes of the Statement of Significance with County-owned historic sites, such as Fort C. F. Smith.

1.B.6 Create and Publish Architectural Style Books

The HALRB, the Planning Commission, and a handful of neighborhoods/community groups have expressed interested in the creation of design publications, which would encourage the conservation of Arlington's traditional historic character. Guidelines would include basic architectural plans for frequently encountered changes—additions, rehabilitations, window replacements, porch enclosures, and siding, for example—in Arlington's primary building types and styles.

Recommendation: Hire a consultant to work closely with HPP, the HALRB, Planning, the Neighborhood Conservation Advisory Committee, and others to create style guides. Provide these documents at workshops and educational programs – such as first-time homebuyers' fairs – and online.

1.C Communicate the Benefits of Preservation

1.C.1 Reframe the Message

Arlington's historic character is comprised of a combination of factors, only one of which is architectural, and the rationale for preservation activities has been expanding to include historical contexts (connecting historic buildings to their stories) and urban design contexts (why certain types of development took place in certain areas at certain times). These expansions have benefited the HPP by generating wider attention and support and should continue to be part of the rhetoric for preservation. In addition, the demonstration of the benefits of historic preservation—such as economic impacts—will extend preservation's growing support even further. The HPP and HALRB are the logical leads for these activities.

Recommendation: Create an outreach strategy to focus media and public attention on prevailing preservation issues, such as teardowns and monster additions, and on historic preservation solutions and models.

Recommendation: Describe the work of the HPP and HALRB in terms of reinforcing neighborhoods and protecting the pleasant scale created by Arlington's historical role as a laboratory for middle class housing.

Recommendation: Hire an economic consultant to determine the economic impact of historic preservation in the County and to write a report for public distribution.

1.C.2 Celebrate Excellence through the Awards Program

The annual Preservation Design Awards is a juried awards program that highlights restoration, adaptive reuse, new additions, and new construction that exhibit excellent design, craftsmanship, and sensitivity to surrounding historic buildings and neighborhoods.

Recommendation: Actively promote the Awards Program through public relations and better use of the County web site, expanding the program where appropriate.

1.C.3 Publicize Rehabilitation Tax Credits

With 54 listings in the National Register of Historic Places—of which 9 are neighborhoods and 6 are garden apartment complexes—many Arlington property owners are now eligible for federal and Virginia rehabilitation tax credits. An informational brochure and information on the County's website directing citizens to the HPP for guidance would ensure that those who need help navigating the required documents and standards for rehabilitation find the organizations and/or professionals who can assist them.

Recommendation: Better use the website to promote rehabilitation tax credits, informing the public about eligibility and navigating the process.

Recommendation: Provide a limited pool of funds to provide modest matching grants or loans to owners of eligible historic properties to retain knowledgeable experts (consultants or local heritage organizations) to guide them through the rehabilitation tax credit process. This could take the form of a loan to be repaid from the applicant's tax refund, with the proceeds of repayment going into a revolving fund.

1.C.4 Publicize the Historic Architectural Survey

Currently, the HPP sends a letter to each neighborhood civic association before its neighborhood is surveyed. However, many citizens and even other County departments have little knowledge of the Survey.

Recommendation: Make the Survey database now stored with HPP available to County departments and to the public on the County's website. This requires digitizing the existing paper survey files. The website will provide an overview of the survey, regular updates about which neighborhoods have been completed, where the information is housed, and any major highlights, such as landmark buildings.

1.C.5 Provide Regular Public Updates on the State of Historic Preservation

HPP will provide an easily accessible account of what the HPP and HALRB accomplishes each year and will update the public on the value of historic preservation activities year round.

Recommendation: Publish and distribute an annual update document in a downloadable format on the County's website and provide regular updates to the webpage and through the County's heritage groups' members.

1.C.6 Take Advantage of Opportunities for Historic Preservation Programming

National Historic Preservation Month, Black History Month, Women's History Month, Arlington History Days, and other heritage-related holidays offer an opportunity for the County to raise the profile of its own history throughout the year. Popular educational events and celebrations like Neighborhood Day and even the Arlington County Fair generate interest in the County's history by local and regional residents as well as the press.

Recommendation: Provide grants, coordination, and guidance to local heritage organizations to create programs and events highlighting Arlington's history and historic resources during heritage and community events.

Goal 2: Better Integrate Preservation Values into County Planning, Land Use, and Other Policies and Practices

Historic preservation is one of many considerations that affect land use, planning, and other County initiatives in affordable housing, arts, and parks and recreation. Optimally, historic preservation would be fully integrated with the County's mainstream planning and economic development functions.

2.A Set Clear Priorities: Create a County Historic Resource Inventory

The Historic Resource Inventory (HRI) is a proposed ranking system to objectively categorize the level of historic significance for the County's surveyed historic resources. It will result in a comprehensive ranked inventory of historic resources.

Recommendation: Consistency and credibility is required for fair application of the criteria, so the process must be highly professional and objective. Retain an architectural historian / historic preservation consultant to apply the criteria to all surveyed resources. Collaboration with County staff will be required to provide clear, consistent public information on the ranking effort and to develop an appeals process.

Recommendation: Notify property owners of their property's ranking.

Recommendation: Develop a system for periodically reviewing and potentially changing the resource rankings due to shifts in historical perspectives, new research, or significant changes to properties. Ranking reviews can be scheduled regularly or on an as-needed/case-by-case basis.

2.B Integrate Historic Resource Inventory into Land Use Policies

The HRI, when complete, will match each ranking category with appropriately scaled interventions to achieve historic preservation objectives.

Recommendation: Amend/add addenda all master plans and area/sector plans to add Essential, Important, and Notable historic resources. This can be accomplished in one County Board approval as a comprehensive sector/area/master plan update.

Recommendation: Add the HRI ranking information to the real estate assessment database.

Recommendation: Develop and approve interventions for each category. This will require collaboration between departments and may include hiring a consultant to facilitate the process. County Board approval will be required for the interventions to become policy.

2.B.1 Use Historic Resource Inventory to Guide Stewardship Policies

The HRI interventions will require integration with the Comprehensive Plan, General Land Use Plan, sector plans, other area plans, and the Zoning Ordinance. Clear information regarding what the various categories mean will be required for County staff to implement the HRI. For other recommended actions, see Goal 3 in this document.

Recommendation: Conduct HPP-run briefings and training sessions for all County Board members, commission members, department heads, and staff to introduce the process and meaning of the HRI rankings.

2.B.2 Integrate the Historic Resource Inventory with the County's Information Systems

The paper files/data of the historic architectural survey will be converted to a GIS-compatible format to become more widely available and useful for planning staff. The data on historic resources will be integrated with other data and maps. When the HRI's ranked system is adopted, these categories will also be displayed in GIS.

Recommendation: As properties are ranked for inclusion in the HRI, format the records in a manner compatible with the County's information systems, paying attention to address format, file type, etc.

Recommendation: Make the HRI accessible to County staff, developers, and the public through a user-friendly interface on the County's web site that integrates the HRI, the County's GIS, and the real estate database. See also Goal 1.B.4.

2.C Integrate Historic Preservation with County Policies

Historic preservation is an ethos as well as a set of activities. Preservation can take place in the course of fulfilling other County commitments.

2.C.1 Work Collaboratively with County Agencies

Recommendation: Seek appropriate opportunities for partnership between HPP and other departments, agencies and proponents for affordable housing, open space, public art, transportation, and other relevant agencies for the purposes of historic preservation.

2.C.2 Cross-Train Line Staff

Staff in historic preservation, parks and recreation, planning, and throughout the County will receive cross training to become familiar with each other's functions.

Recommendation: Develop a brief training module on historic preservation in the County, including historical themes, historic building archetypes, and key issues. HPP staff will conduct training workshops for specific audiences and mini-trainings at opportune events, such as the Historic Arlington Roundtable.

2.C.3 Regularly Brief Policy Makers

Regular flow of information will allow County decision-makers to formulate and support policies and avoid a case-by-case approach.

Recommendation: Brief the Planning Commission, Parks and Recreation Commission, Commission for the Arts, and County Board at least once annually, focusing on mid- and long-range issues for preservation in Arlington.

2.D Pursue Cultural and Heritage Tourism

The County will expand tourist visitation by highlighting local history and local heritage resources, thereby strategically creating opportunities to pull visitors who are already coming to see the "big four" (Iwo Jima, Arlington House, Arlington National Cemetery, and the West Wall of the Pentagon) or to stay in Arlington hotels while visiting Washington, DC.

Recommendation: Working with HPP, the Convention and Visitors Service, and local heritage organizations, develop mapped tours and interpretive brochures.

Recommendation: Develop guided tours for the Civil War forts that can be provided for a fee by appointment or at set times. This action would be led by HPP and PRCR.

2.E Investigate Development-Related Ordinances as Preservation Tools

For recommended approach, see 4.A.

2.E.1 Revise Section 31A: Historic Preservation Districts of the Zoning Ordinance

Section 31A sets the legal parameters for the County's historic preservation regulation and oversight functions. The ordinance is in need of updating to reflect new realities and needs in historic preservation.

Recommendation: Retain specialized legal counsel to direct the revision process for Section 31A. Another approach with a lower cost is a County staff-led collaborative process to revise Section 31A that includes HPP, the County Attorney's Office, the HALRB, the Planning Division, and other County departments and divisions.

2.F Identify Significant Archaeological Sites

Archaeology has captured increasing public attention in recent years, yet many of the County's archaeological resources are not documented.

Recommendation: Develop a prioritized plan for archaeological research, beginning with the listing/mapping Civil War sites, former rights-of-way, and other probable sensitive sites rich in resources.

2.G Seek Sustainable Funding for Historic Preservation Programming

Financial pressures have increased for public agencies everywhere, and Arlington County is no exception. County leadership is looking at how programs can help offset their costs.

Recommendation: Establish a historic preservation fund or trust for the program's funds administration and to allow voluntary contributions and charitable sales of salvaged architectural items.

Recommendation: Establish fees for Certificates of Appropriateness and other services as authorized by state law, proceeds of which will be dedicated to historic preservation programming. Such fees cannot exceed the cost to provide the service.

Goal 3: Protect Historic Neighborhoods, Corridors, Commercial Centers, and Civic Buildings

Ultimately, the protection of historic resources is the central purpose of historic preservation. In communities where the public sentiment is strongly supportive of historic preservation, there are proactive policies, practices, and enforcement. Thoughtful and timely implementation of recommendations for Goals 1 and 2 should broaden the community's awareness of the presence of significant historic resources and the critical role they play in the character and livability of Arlington. With greater public understanding and support, it is likely that the County will see a commensurate increase in public support for enacting appropriate protections for threatened resources.

3.A Address Development Pressures

Development pressures are the key threat to historic preservation in Arlington. Market demand for redevelopment, particularly for residential use, is extremely high due to the County's location at the heart of the metro region. A mix of incentives and regulations is recommended to address these demands.

3.A.1 Provide Feasible Incentives

Accommodating contemporary lifestyles within the smaller (two bedroom, one bath) units that characterize many neighborhoods of historic multiples – planned communities like Westover, for instance, can incrementally lead to loss of defining character through inappropriate additions. This issue recurs often and lends itself to cost-effective incentives. Because of the intense development pressures in the County, typical financial incentive programs for preservation —revolving loans, write down of mortgage interest, and purchase of façade easements, for example—have limited effectiveness. With land values very often outstripping the value of buildings, such incentives lose their power. However, local tax abatement, low-cost loans, and other financial programs may have applicability in some situations, and density bonuses have potential when dealing with developers.

Recommendation: Because any incentives adopted as part of the HRI will impact the fiscal and staffing burden of the County, conduct a fiscal impact study as part of any determination of incentives for historic preservation based on the completed HRI.

Recommendation: Explore the provision of local property tax abatement as an incentive to owners of locally designated historic resources. This could be linked to designated Essential or Important resources, in response to rehabilitation work, or simply made available to all designated resources.

Recommendation: Provide low-interest loans for renovation or maintenance work when owners of Essential and Important resources are low-income.

Recommendation: Through site plan review, provide density bonuses for developments that include sympathetic treatment of Essential or Important historic buildings or frontages.

Recommendation: Commission architectural plans for prototypical situations, such as additions to small 1930s – 1940s houses, that when used by property owners will receive expedited review by HALRB and County permitting offices.

Recommendation: Through development review, allow a reduced number of required parking spaces for development/redevelopment projects involving the preservation of Essential and Important resources.

3.A.2 Pursue Multiple-Resource Local Historic Districts

Designation as described in the historic district ordinance (Section 31A) is the only tool that Arlington can pursue that assures protection of historic resources. Under Virginia law, only designation under the local ordinance allows the County to regulate changes to privately owned properties, whether individual landmarks or contributing structures in a district. Locally designated resources in Arlington are more often single properties than multiple-property sites, but the benefits of local historic designation—increased property values and protection from inappropriate development, for example—accrue to residents more readily when a larger, multiple-property district is designated. There has been a history of resistance to local historic district designation that must be overcome before more districts can be created. These actions will be led by HPP and the HALRB.

Recommendation: Promote local district designations as a tool for neighborhood conservation, focusing on areas with high concentrations of “Essential” and “Important” buildings where pressures for redevelopment are emerging and where there is growing citizen interest and support.

Recommendation: Work with local residents towards an appropriate “neighborhood character conservation district” model for areas where historic character is tied more strongly to scale, massing, setback, materials, and the like than to architectural detail, as is the case for many historic garden apartments and planned developments. This approach would provide legal protections much like local historic districts but with a focus on different characteristics. Certificates of Appropriateness will be administratively reviewed in this new model type of historic district. This action requires revisions to Section 31A and the drafting of guidelines for each designated district.

Recommendation: Pursue designation for all Essential properties under the local historic district ordinance, Section 31A.

3.B Explore Alternative Protection Strategies

3.B.1 Create Visually Oriented Architectural Stylebooks and Design Books

For recommended approach, see 1.B.6.

3.B.2 Include Preservation in Area, Sector, and Neighborhood Plans

Neighborhood, area, and sector plans are detailed documents developed with input from neighborhood residents and businesses. Neighborhood Conservation plans are accepted as the input of the neighborhoods and should build and reflect neighborhood-level support for historic preservation activities, as the recent Penrose Neighborhood Conservation Plan does. Area and sector plans, which are formally adopted by the County Board, provide historic preservation policy guidance.

Recommendation: Integrate preservation considerations into plans for areas with significant historic resources—either strong concentrations of ranked HRI resources or key County landmarks. Planners in the Planning Division, Neighborhood Services Division, and Department of Parks, Recreation, and Cultural Resources will work with HPP staff to accomplish this.

3.B.3 Explore the Use of Zoning, Review, and Other Tools to Achieve Preservation Goals

Zoning Ordinance amendments implemented by staff in the recent past have improved the compatibility of new development and rehabilitation in existing historic neighborhoods. Further amendments to by-right zoning regulations have the potential to encourage rehabilitation and new infill that is more sensitive to historic neighborhood character and scale. In addition, other requirements for demolition permits could provide important information to future historic preservation and history constituents.

Recommendation: Continue to seek amendments to by-right zoning regulations that encourage rehabilitation and new infill development sensitive to historic neighborhood character and scale—examples include lot coverage, scale, setback, massing, and height. restrictions.

Recommendation: Through the Planning Division, ensure that neighborhoods/areas with high concentrations of Essential and Important resources have appropriate zoning that will prevent unsympathetic density, lot coverage and scale, including building height.

Recommendation: Incorporate historic preservation provisions into the emerging Transfer of Development Rights program.

Recommendation: Require different demolition processes policies for Essential and Important resources. A 60-day waiting period on demolition permits for resources that are not locally designated will allow for investigation of alternative preservation strategies, such as County acquisition. Photography and salvage will be imposed as conditions on demolition permits for Essential and Important resources. Disposition of salvaged materials will be coordinated with HPP or a partner organization.

3.C Implement Public Policies for County-Owned Properties

Under the tiered HRI, specific preservation policies will be developed for all County-owned properties designated “Essential.” Potential policies might include designating Essential County-owned buildings as local landmarks or as National Register sites.

Recommendation: Develop a process for adaptive reuse and/or restoration in cases where the County is contemplating the purchase of Essential properties. This should be done in partnership between CPHD, PRCR, and other affected County departments, HALRB, and the Parks and Recreation Commission.

Under the HRI and the Public Spaces Master Plan, specific policies will be developed for all County-owned properties that are designated Important, Notable, or Minor.

Recommendation: In cases where the County is contemplating the purchase of Important, Notable, or Minor properties, develop a process for determining the primary purpose of the purchase, which could include open space, transportation, economic development, or historic preservation and interpretation. Affected County departments and commissions will develop criteria for considering potential parcels and mitigating strategies to be employed if the purchase is for purposes other than historic value.

There are several properties in County ownership now that are likely to have historic value as assigned by the HRI. Those of Essential ranking will also require attention when major changes are proposed.

Recommendation: Through collaboration between County HPP staff and the HALRB and other County departments and divisions, develop a process by which threats to County-owned HRI-ranked Essential resources can be identified and addressed collaboratively.

3.D Protect and Interpret Significant Archaeological Resources

Wider recognition of Arlington’s early past and understanding of its archaeological resources will increase as Goals 1 and 2 are advanced. The next step for the County and archaeology advocates is protection of key resources and their wider interpretation.

Recommendation: Develop a plan for the protection of Arlington's archaeological resources. County HPP staff and the HALRB will collaborate with archaeology advocates to accomplish this action.

First Steps

The timeframe and horizon envisioned in the Policy Framework is ten years. Strategies included in it represent five to ten years of effort for the County and its partner organizations. The accompanying matrix lays out a suggested timeline for completion; summarizes the cost ranges; and identifies roles and responsibilities for the strategies and action recommendations that comprise the *Implementation Framework*. Many activities in Goal 1 (Enhance Public Understanding of Arlington's History and Character) are appropriate for private nonprofit heritage and historic preservation groups to undertake, encouraged through County matching funds or purchase of their services. Goal 2 (Better Integrate Preservation Values into County Planning, Land Use, and Other Policies and Practices) and Goal 3 (Protect Historic Neighborhoods, Corridors, Commercial Centers, and Civic Buildings) will be carried out by the Historic Preservation Program or other County agencies and boards, under the leadership of the County Board.

Throughout the planning process for both the *Master Plan* and the *Implementation Framework*, the concept of a fully integrated Historic Resource Inventory was broadly supported by historic preservation advocates, private developers and real estate professionals, County staff in a variety of agencies, and commission members for planning, parks and recreation, and others. The HRI and its associated policies make up the central recommendations of the plan: create a prioritized inventory of historic resources and connect it to the other systems in the County. Completing this set of recommendations will ensure that preservation can be integrated with other agencies and programs and will make the protection of historic resources a more efficient and effective process. Upon adoption of the Policy Framework, it is recommended that the highest priority, short-term action be conversion of existing data into GIS layers, and professional application of the HRI system to the sites in the historic survey.

In tandem with completion of the HRI, the creation of additional local historic districts and of neighborhood character conservation districts offer the best opportunity to preserve Arlington's most historic resources. Strong prospects for these new districts can be identified through the rankings of the HRI in conjunction with an assessment of citizen interest and support. With these foundational tools in hand, preservation in Arlington can become its most effective, and the future of its distinctive neighborhoods will be more certain.