

Historic Preservation Master Plan *for* Asheville and Buncombe County, North Carolina

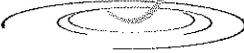
*Presented to the Historic Resources Commission of
Asheville and Buncombe County*

Presented by: Heritage Strategies, LLC



September 24, 2013

HERITAGE *strategies*



September 24, 2013

Ms. Stacy Merten
Historic Resources Commission
City of Asheville
70 Court Plaza – 5th Floor
Asheville, NC 28801

**Re: City of Asheville and Buncombe County
Historic Preservation Master Plan**

Dear Ms. Merten:

Heritage Strategies, LLC is pleased to submit this proposal to prepare a Historic Preservation Master Plan for the City of Asheville and Buncombe County.

The Historic Preservation Master Plan will take a broad-based approach to the role of historic preservation in Asheville and Buncombe County's planning, growth management, economic development, and resource conservation strategies. It will coordinate closely with the region's comprehensive planning and related plans and processes, and will recognize the central role of historic character to Asheville's identity and quality of life.

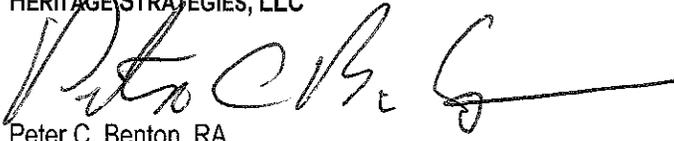
Heritage Strategies specializes in preservation planning for historic communities. We have worked in historic communities throughout the United States and are experienced in work with community preservation programs, historic preservation commissions, and state CLG programs. In addition to preservation planning, we have planned and implemented projects focused upon heritage tourism and the adaptive reuse of historic buildings as a basis for community revitalization.

Our staff exceeds the Secretary of the Interior's Professional Qualifications Standards, and we are thoroughly familiar with the Secretary of the Interior's Standards for the Treatment of Historic Properties.

We look forward to the opportunity of working with you. As requested, we have enclosed five bound copies of our proposal and a separate copy of our price proposal for your review and consideration. Should you have any questions regarding our proposal or should you require any additional information, please do not hesitate to contact us by phone at 484-354-2385 or by email at pbenton@heritagestrategies.com.

Sincerely,

HERITAGE STRATEGIES, LLC



Peter C. Benton, RA
Principal

CITY OF ASHEVILLE AND BUNCOMBE COUNTY
HISTORIC PRESERVATION MASTER PLAN

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PRICE PROPOSAL – included under a separate sealed cover

CITY OF ASHEVILLE AND BUNCOMBE COUNTY
HISTORIC PRESERVATION MASTER PLAN

1. Introduction

Heritage Strategies, LLC is pleased to submit this proposal to prepare a Historic Master Preservation Plan for the City of Asheville and Buncombe County. The Preservation Plan will take a broad-based approach to the role of historic preservation in the region's planning, growth management, economic development, and resource conservation strategies. It will coordinate closely with comprehensive planning and related plans and processes, and will recognize the central role of historic character to Asheville's identity and quality of life.

We specialize in preservation planning for historic communities and are uniquely qualified to undertake the preparation of a preservation plan for Asheville and Buncombe County. Our plans assist communities in preserving and enhancing their historic character while accommodating change. Key points relative to our qualifications and experience include:

Heritage Strategies is experienced in the preparation of community preservation plans. We have prepared preservation plans and design guidelines for communities of many types, from small crossroads villages to large urban centers. Our preservation plans embrace the broad goals and wide range of activities communities are engaged with. We understand how to craft preservation programs to the interests and character of the community and its residents.

Heritage Strategies uses historic preservation as a basis for community revitalization. We use preservation as a means to achieve the economic revitalization and enhancement of historic communities. Our experience with National Heritage Areas in particular focuses upon preservation programs that use heritage tourism as an economic development and revitalization strategy.

Heritage Strategies helps build public support for preservation. We implement public participation programs that engage residents and stakeholders, identify their interests and capabilities, and tailor preservation strategies to their strengths. One of our principals, Elizabeth Watson, is a professional facilitator and is skilled in conducting public participation workshops.

Heritage Strategies is experienced in the adaptive reuse of historic buildings and sites. We have implemented many rehabilitation and adaptive reuse projects involving historic buildings and sites, which helps give our preservation planning the depth of real life application. We have worked with building owners and developers, including the use of preservation tax credits, and understand how historic preservation works in their interests.

Heritage Strategies is experienced with Secretary of the Interior's Standards. We have undertaken many planning and implementation projects for the National Park Service. We understand the value of the Secretary of the Interior's Standards for the Treatment of Historic Properties and how they are applied in everyday circumstances. We are experienced in the Secretary of the Interior's Standards for Preservation Planning.

Heritage Strategies has national experience and perspective. With our national experience, we bring fresh eyes to preservation planning in Asheville. We have addressed a wide range of circumstances in historic communities across the country, and we know how to find what works best.

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Heritage Strategies, LLC

Heritage Strategies is a preservation planning firm established by three long-time colleagues with extensive experience in historic preservation. Heritage Strategies specializes in work with historic communities, historic properties, cultural landscapes, and national heritage areas. Heritage Strategies' principals are all former senior staff members of John Milner Associates, Inc. and led many of JMA's preservation planning, design guideline, cultural landscape, and restoration projects. The firm is a small, woman-owned business based in Pennsylvania.

Historic Communities

Heritage Strategies staff has worked with many historic communities focusing upon the stewardship of building and landscape resources and the enhancement of community character. We are experienced in the adaptive reuse of historic buildings, the revitalization of historic downtowns, and the strengthening of historic neighborhoods. We recognize that economic viability is central to the success of a community, and we help local partners collaborate in ways that reinforce the best aspects of their communities.

Heritage Strategies' expertise ranges from the preparation of community preservation plans and design guidelines to the development of comprehensive revitalization strategies. Our project approach relies upon building consensus among constituents around shared values. We are experienced in working with local, state, and federal review agencies having responsibility for compliance with historic preservation programs and regulations.

Historic Properties

Heritage Strategies is experienced in the rehabilitation and adaptive reuse of historic buildings and landscapes. Our work with historic properties includes master plans, feasibility studies, conceptual design, interpretive plans, and historic structure reports. We have worked with non-profit historic sites, institutions such as colleges and universities, government entities, developers, and private property owners. Heritage Strategies has extensive experience in project implementation for both historic buildings and landscapes.

We are familiar with the complexities involved in adapting historic buildings and landscapes to modern uses without compromising historical integrity. This familiarity includes not only the accommodation of modern programmatic requirements within a historic context, but also compliance with modern building codes, provision of handicapped access, the installation of modern mechanical, electrical, lighting, and fire safety systems, and ecological and site engineering considerations.

Cultural Landscapes

Heritage Strategies is experienced in the preparation of cultural landscape reports, landscape management plans, and landscape conservation and design strategies. Much of our project experience stems from work on cultural landscape reports for the National Park Service. Our work ranges from the preparation of cultural landscape assessments and reports for national parks to the development of comprehensive landscape preservation and management plans for private clients such as colleges and universities.

Heritage Strategies staff is experienced in the methodology for assessing cultural landscapes through the recognition of historical contexts and significance, identification of character-defining patterns and features, analysis of issues and opportunities, and development of appropriate treatment guidelines and recommendations. A cultural landscape perspective infuses all of the work we do.

National Heritage Areas

Heritage Strategies principals have undertaken planning and implementation projects for fifteen state and national heritage areas. One of our principals, Elizabeth Watson, has served as executive director of a heritage area for seven years. All of our heritage area projects have included the development of heritage tourism initiatives,

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interpretive plans, stewardship strategies, and implementation programs involving multiple historic and cultural sites and multiple partners at local, state, and federal levels.

Heritage Strategies' plans outline strategies to strengthen heritage tourism and development as central to regional economic revitalization. Recent projects include the preparation of management plans for the *Crossroads of the American Revolution National Heritage Area* in New Jersey, *Niagara Falls National Heritage Area* in New York, *Abraham Lincoln National Heritage Area* in Illinois, and *Sangre de Cristo National Heritage Area* in Colorado.



Heritage Strategies is currently completing a preservation plan for Topeka, the state capital of Kansas

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Project Understanding

Asheville and Buncombe County are interested in preparing a historic preservation master plan addressing the key role that its historic building and landscape resources play in the region's identity and quality of life. The plan will take a holistic approach to historic preservation, recognizing not only officially designated resources and programs, but the full scope of ways in which historic resources, historic landscapes, and historic character touch community life.

Asheville is a historic community located in a beautiful natural setting. Known for over a hundred years as a health resort and unique visitor destination, Asheville has developed into the regional center for Western North Carolina. The city is notable not only for its historic character and spectacular setting, but also for the interests and inclinations of its residents. Asheville is internationally recognized for leadership in the arts as well as a setting in which regional crafts thrive. The city is a magnet for individuals seeking a special place where natural, historic, and artistic attributes combine to offer a unique quality of life.

The city's special character has been strengthened through the preservation of historic buildings and other resources. Asheville has had a historic preservation program in place since 1979, and its comprehensive and downtown planning have supported preservation goals, as noted in the Request for Proposals. The proposed historic preservation plan will recognize and build upon these achievements and broaden their approach by explicitly incorporating historic preservation into the larger vision of the city and region's development, future growth management, and strategic planning. The plan will reach out to residents and visitors to increase their awareness of and appreciation for the community's historic character and the elements that comprise it.

Preparation of the historic preservation plan will provide Asheville and Buncombe County with a focused document concentrating upon the community's unique issues and opportunities. The plan will outline the vision and strategies Asheville can use to ensure that preservation plays an important role in the community's continued evolution. The preservation plan will:

- Define a **vision, goals and objectives** for preservation-related efforts within the city and county;
- **Highlight issues** the community is facing with regard to the recognition, preservation, and viability of historic buildings and landscapes;
- Embed a historic **preservation ethic and perspective** within the wide range of community interests and activities as outlined in the community's comprehensive planning and related plans and processes;
- Provide **guidance** for the public and private sector management of historic resources and landscapes to preserve them for future generations;
- Identify **strategies for revitalizing and enhancing** historic commercial areas and historic neighborhoods, using heritage resources and community character to strengthen the local economy and quality of life;
- Chart an **implementation program** to ensure that the historic preservation plan is a user-friendly document that incorporates a realistic vision that the community can embrace and realize for years to come.

The plan will address strategies for the preservation of historic resources in the unincorporated areas of Buncombe County. It will explore ways to work with disadvantaged property owners in historic neighborhoods and local historic districts, as noted in the RFP, and seek strategies that encourage and support the appropriate maintenance and care of historic buildings.

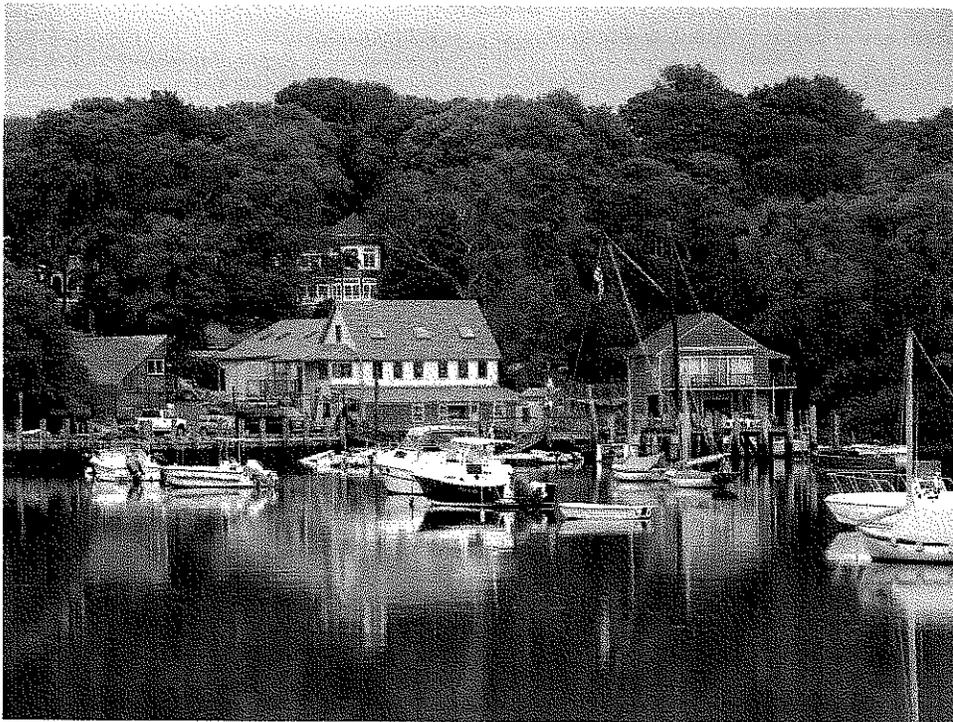
The preservation plan will engage the local artistic community and reinforce the synergies between artistic, historic, and natural resource enhancement. In particular, the plan will reinforce the role of interpretation and heritage tourism as an educational and promotional strategy in concert with the region's artistic initiatives.

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The hallmark of the Heritage Strategies' approach is the personal involvement we give to our projects and the close collaborative relationships we develop with our clients and their partners. Our team's plans address long-term sustainability by offering measurable steps and achievable results.

Our planning approach begins with understanding the physical landscape and how the city and county evolved over time, especially the landscape's historic context prior to recent growth. Our planning process engages the community and stakeholders regarding their concerns, expectations, and capabilities; crafting a community vision is critical in building support and partnerships. Throughout the project, we will be committed to creative, realistic, and achievable results that support Asheville's long-term planning and community development goals and objectives. We will use the planning process to help forge community consensus regarding the benefits of historic preservation and the conservation of community character.

Heritage Strategies' approach to preservation planning is results-oriented. We understand that the development of effective and implementable strategies to preserve, promote, and enhance historic resources is the most important aspect of the planning process. Our holistic approach to planning recognizes the interconnectedness that exists between all of the resources within the community, whether it be an architecturally significant building, cultural resource, natural feature, landscape feature, or public art. Identifying the opportunities and constraints in the community as they relate to historic preservation is critical to ensuring the success of the preservation plan and creating a future vision that cannot only be realized, but also sustained.



Heritage Strategies is preparing a preservation plan for the resort community of Falmouth, Massachusetts on Cape Cod.

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2. PROJECT APPROACH AND SCHEDULE

Scope of Work

In order to assist the City of Asheville and Buncombe County with the preparation of a historic preservation master plan, Heritage Strategies proposes the following scope of work. This scope of work is based upon the Request for Proposals issued by the Historic Resources Commission and Heritage Strategies' experience in preservation planning for historic communities. We look forward to discussing the scope with the Planning staff and members of the Historic Resources Commission and refining it as desired.

1.0 PROJECT INITIATION

Task 1.1 – Initial Meeting, Steering Committee Meeting #1

An initial meeting will be held with Heritage Strategies, City of Asheville Planning staff (Planning staff), a representative of the North Carolina State Historic Preservation Office (SHPO), and members of the proposed Historic Preservation Plan Steering Committee (Steering Committee) which will oversee the development of the preservation plan. Planning staff will be responsible for assembling the Steering Committee prior to the initial meeting.

The purpose of the meeting will be to 1) present an overview of the planning approach and process; 2) conduct an initial discussion of issues, goals, and objectives with the Steering Committee; and 3) review administrative requirements for the project, including finalizing the scope of work, meeting schedule, anticipated deliverables, roles and responsibilities, and lines of communication.

Heritage Strategies also will undertake an initial tour of the city and county in the company of Planning staff and, if possible, representatives from the Steering Committee. Staff and committee members will guide the planning team through Asheville's historic neighborhoods and outlying regions to point out areas of special interest and resources, landscapes, and locations requiring special consideration during the planning process.

Task 1.2 – Field Survey

During the initial visit, Heritage Strategies will conduct an in-depth field survey of the city and county to become familiar with communities, resources, landscapes, development trends, and growth management issues. Heritage Strategies will review the location, context, and condition of the city and county's identified historic resources. In addition, Heritage Strategies will seek to identify other types of non-designated historic resources, landscapes, and community characteristics that should be considered in the preservation plan. Digital photographs will be taken during the site visit and subsequent field surveys to document existing conditions within the city and county and identified historic resources. Additional field survey work will be undertaken throughout the planning process as appropriate.

Task 1.3 – Background Information

Relevant background information will be provided to the project team by the Planning staff. As much background information as possible will be provided before the initial visit; additional material will be provided during the visit and during the course of the project as appropriate. Suggested background information includes, but may not be limited to:

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- ✓ Histories and historical information on the city and county;
- ✓ Cultural resource inventories;
- Historic maps and aerial photographs;
- — Archeological reports; *Full Rev*
- ✓ Historic photographs and images;
- ✓ GIS base mapping of the city and county;
- ✓ Comprehensive Plan;
- Zoning and land development ordinances; *— vpo*
- ✓ Downtown and neighborhood master plans and revitalization plans;
- ✓ Natural resource inventories;
- ✓ Fiscal year 2014 budget;
- ✓ Visitor information and interpretive materials;
- List of organizations and individuals with preservation interests;
- — Other relevant city and county initiatives; and
- Any other document determined to be relevant to this planning process.

Sarah's Chair

Task 1.4 – Review of Existing Materials

Heritage Strategies will review existing background materials provided by the Planning staff. Pertinent information will be considered and incorporated throughout the planning process. Some documents, such as the existing zoning ordinances, will be reviewed to determine if updates may be recommended in relation to preservation planning goals; these will be identified in the recommendation phase of the project.

Task 1.5 – Public Workshop #1, *The Planning Process and Community Goals and Interests*

Heritage Strategies will facilitate a public workshop that will serve as a public introduction to the preservation plan project and a public education session. Planning staff should participate in the presentation and discussion. Attendance and participation at the public workshop by a diverse group of city and county residents will be encouraged and is integral to a successful planning process. The workshop will be scheduled in consultation with the Planning staff and Steering Committee with the goal of having strong attendance. Planning staff will be responsible for organizing the workshop including publicizing the meeting to the community.

Heritage Strategies will give a brief PowerPoint presentation on historic preservation, the planning process, and preservation philosophy. The role of federal, state, and local preservation programs and the Secretary of the Interior's Standards will be reviewed.

As part of the interactive public workshop, Heritage Strategies will engage attendees in an open forum to discuss what they perceive to be the goals and issues associated with historic preservation in Asheville. Feedback from attendees will be welcomed and documented for further consideration by the Steering Committee and the project team.

Heritage Strategies will provide internet-ready documents for the city to incorporate onto a location on its website designated for the preservation plan. Future meeting dates and times may also be posted in this manner to maximize the visibility of the planning process to the general public. *As stipulated in the Request for Proposals, meeting materials and documents will be provided to Planning staff for review at least eight days in advance of scheduled meetings throughout the project. Documents to be posted on the city website will meet the website accessibility requirements outlined in the Request for Proposals.*

Deliverables: Meeting agenda
PowerPoint outlining the planning process, preservation philosophy and approach

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2.0 HISTORICAL OVERVIEW

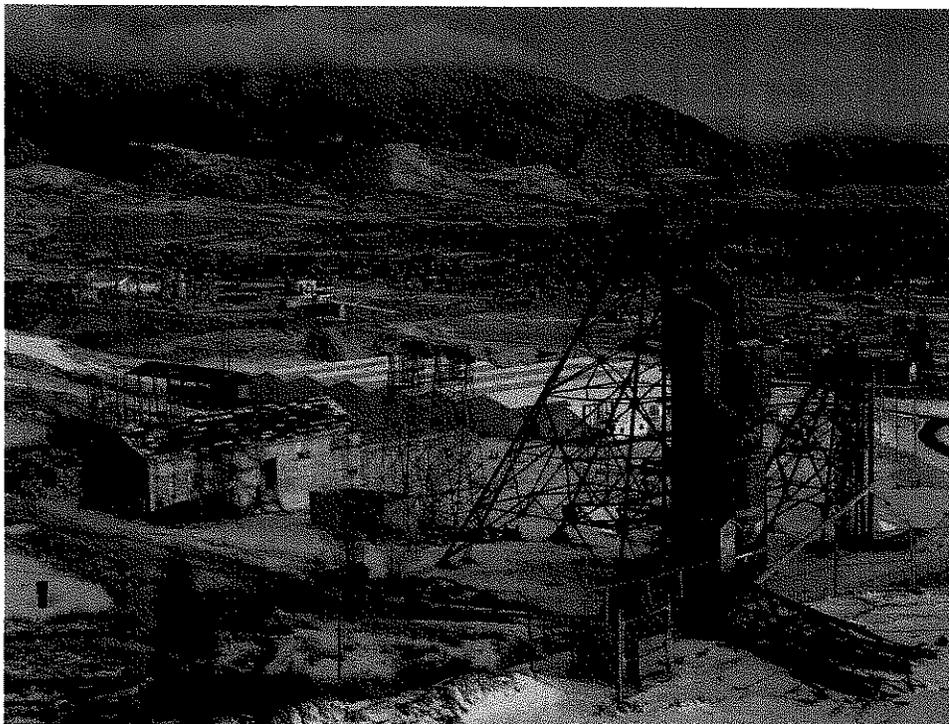
Task 2.1 – Historical Overview

Utilizing documentation provided by the Planning staff, Heritage Strategies will prepare an overview of Asheville's historical development. This is not intended to be a complete history of Asheville and Buncombe County, but a summary of the region's contextual development and physical evolution over time. The historic contexts of the city's early landscape and development will be identified and tied to larger regional and national trends. The historical overview will provide an important basis for understanding existing conditions and developing recommendations that support an understanding and appreciation of the city's roots and origins.

Task 2.2 – Overview of Planning and Development

In addition to the general historical overview, Heritage Strategies will prepare an overview of planning and growth management in Asheville and Buncombe County, including trends in the revitalization and adaptive reuse of historic buildings. This overview will help provide a background for understanding how historic preservation has fit into the planning process over time and the development and regulatory climate for preservation initiatives. Heritage Strategies will rely on documentation and insights provided by Planning staff to develop an accurate timeline of events.

Deliverables: Historical overview and overview of planning and development



Heritage Strategies worked with Butte, Montana to preserve and interpret community and industrial resources within an extensive open space and trail network enhancing quality of life for residents and visitors.

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3.0 VISION, GOALS, ISSUES, AND OBJECTIVES

Task 3.1 – Existing Conditions Analysis

Following its initial field survey discussed in Task 1.2 above, Heritage Strategies will assess the city and county's existing land uses and the contexts in which historic buildings, landscapes, and other historic resources are located. Heritage Strategies' existing conditions analysis will focus on understanding Asheville's historic landscape and its visual characteristics and significance. The analysis will outline the impacts of development upon those resources and identify issues and processes that both support and impede preservation goals and opportunities. Additional field work will be undertaken during subsequent visits as appropriate.

Heritage Strategies will look at the broad range of planning issues facing Asheville as defined through its comprehensive plan, including zoning, land development, traffic, design standards, environment and natural resources, open space and recreation, and others, to seek a holistic approach to preservation that helps incorporate historic buildings and landscape features into the evolving fabric of the community in a positive way. Processes that address preservation issues in a thoughtful and responsible manner will be developed along the lines created for protecting significant natural resources.

A component of the existing conditions analysis will include representative photo-documentation of the city and its historic building and landscape resources, and the impacts of development. Digital photos taken during the field surveys will be incorporated, as appropriate, into the final document as examples of specific conditions and issues.

Task 3.2 – Community Character Areas

As appropriate with respect to the existing conditions analysis, Heritage Strategies will define character areas within the city and county with distinct backgrounds, visual characteristics, significance, and influences. These community character areas will be identified based upon the combined character of the urban fabric, natural landscape, the historic cultural landscape, changing development patterns as they have emerged, and other current conditions.

Character areas will help identify shared attributes associated with historical events, historical integrity, architectural character and uses, historic resources, and landscape characteristics. The community character areas may be graphically shown on maps and used to organize preservation concepts and understanding within the city. It is anticipated that recommendations, treatments, and approaches to preservation issues may be tailored to conditions associated with identified character areas.

Task 3.3 – Outline of Issues and Opportunities

Based upon the existing conditions analysis and other work completed to date, Heritage Strategies will prepare a preliminary outline of issues and opportunities with respect to the city and county's historic resources, historic landscapes, and community character. This outline will provide the basis for initial discussions on vision, goals, alternatives, and recommendations.

Task 3.4 – Draft Vision and Goals Statement

Based upon the analysis of existing conditions, Heritage Strategies will prepare a draft vision and goals statement for the preservation plan for review by and discussion with Planning staff and the Steering Committee.

Task 3.5 – Focus Group Sessions

During Heritage Strategies' second visit, the planning team will facilitate up to four (4) focus group sessions to obtain additional input from special interest groups and organizations within the greater community. Specific focus group

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topics will be determined in discussion with Planning staff and the Steering Committee and may include public officials, community businesses, neighborhood groups, local preservation interests, visitor bureau and interpretive sites, owners of historic buildings, or area developers.

Focus group sessions are generally 1½ hour discussions that focus on identifying areas of concern, major issues, and goals for the planning process and for historic preservation in the city. Discussions will use the preliminary outline of issues and opportunities as a point of departure. Heritage Strategies will provide background materials as appropriate to assist participants in the expression of their ideas and to guide the discussion. Input received through the focus group sessions will be considered by the team as the planning process moves forward.

Task 3.6 – Steering Committee Meeting #2

Heritage Strategies will facilitate a second Steering Committee meeting to review and discuss work completed to date, including the review of existing resources, public workshop, historical overview, and focus group sessions. This meeting will occur during the same trip as the focus group sessions. A presentation of Heritage Strategies' initial findings will be made to the Steering Committee who will provide feedback and guidance to the project team. The primary purpose of the meeting will be to review a potential vision and goals for historic preservation within the city. Heritage Strategies will facilitate discussion on a vision and goals based upon the project's findings to date.

It is suggested that Heritage Strategies meet informally with the City Manager and Deputy City Manager during this visit to discuss the city's interests, goals, and objectives from their perspective and to coordinate the preservation plan with other city initiatives.

Task 3.7 – Public Workshop #2, *Vision, Goals, Existing Conditions, and Preliminary Recommendations*

Heritage Strategies will facilitate a second public workshop that will build on the efforts of the initial kick-off public workshop. Heritage Strategies will prepare a PowerPoint presentation to present information to attendees on the historical development and significance of the city, potential goals and objectives of the planning process, and existing conditions with respect to both historic resources and community character. This workshop will be held during the same trip as the focus group and second Steering Committee meeting. Planning staff will be responsible for the organization and publicizing of the meeting.

Following their presentation, Heritage Strategies will engage attendees in an open forum to discuss the subject matter as well as preliminary observations, alternatives, and recommendations. Feedback from attendees will be incorporated into the development of the vision, goals, and preservation approach for the city. As with all documents associated with the proposed public workshops, Heritage Strategies will work with Planning staff to have appropriate materials available for integration on the city's website. Maintenance and updating of the website will be the responsibility of the city.

- Deliverables:
- Existing conditions analysis and community character areas (as appropriate)
 - Outline of issues and opportunities
 - Draft vision and goals statement
 - Focus group meeting agendas
 - Steering Committee meeting agenda
 - PowerPoint presentation for the public workshop

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4.0 PRESERVATION PLAN STRATEGIES AND RECOMMENDATIONS

Task 4.1 – Preservation Context

Understanding the framework of preservation-related regulations, guidelines, policies, and procedures at all levels of government is important when undertaking preservation planning at the local and regional level so that their potential opportunities, impacts, and restrictions can be coordinated into a unified preservation approach. Heritage Strategies will identify the larger preservation context, particularly related to state and federal policies. The preservation context will include an outline of federal legislation and programs, state programs, regional preservation efforts, and local preservation programs; Heritage Strategies will discuss how each of these may impact or benefit the city.

Task 4.2 – Preservation Approach

Heritage Strategies will outline a preservation approach for Asheville and Buncombe County that is tailored to the accepted goals, development issues, and community attitudes of the community. The preservation approach will synthesize the information obtained during the existing conditions analysis and identification of issues into a holistic approach to preservation fully incorporated into the city's comprehensive plan and the community's land development processes. The preservation approach will be based upon the *Secretary of the Interior's Standards for the Treatment of Historic Properties*. Community preservation policies will be stated, and overall preservation strategies outlined. The preservation approach will assist the city in achieving the appropriate balance of embracing new development and change and preserving significant elements of the city's history.

Task 4.3 – Preservation Plan Recommendations

Based upon the preservation approach noted above, Heritage Strategies will prepare specific preservation-related recommendations for Asheville that will focus on a wide range of planning topics. Options and alternatives for the future of preservation and planning in the city will be developed in outline form, with specific attention given to:

- Recognition of the region's historical significance;
- Documentation of building and landscape resources;
- Goals and strategies of the city and county's comprehensive plan;
- Preservation of resources and resource management;
- Community revitalization strategies;
- Interpretation and education;
- Heritage tourism potential;
- Zoning and land development ordinances;
- Land development review processes and procedures;
- Identification of suggested local historic districts;
- Potential for building rehabilitation and adaptive reuse;
- Possible design review for designated historic buildings and districts;
- Proposed public investment and infrastructure;
- Incentives for preservation;
- Partnerships and linkages; and
- Natural resource protection.

Task 4.4 – Steering Committee Meeting #3

Heritage Strategies will meet the Steering Committee in a work session to review the preservation approach and draft recommendations for the preservation plan. The purpose of the meeting will be to review and refine the recommendations in accordance with community attitudes and interests. Input and feedback from the committee

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members will be integrated, as appropriate, into the draft preservation plan. Implementation and priorities will be reviewed. Upon receiving input and informal consensus on the general, overall recommendations from the Steering Committee, Heritage Strategies will prepare the draft plan under Task 5.0 below.

Heritage Strategies would be pleased to meet informally with the City Manager during this visit to review the preservation approach and recommendations.

Task 4.5 – Public Workshop #3, Review of Strategies and Recommendations

Heritage Strategies will facilitate a public workshop to discuss the preservation approach and draft recommendations for the preservation plan as approved by the Steering Committee to receive public input. A PowerPoint presentation will be developed to present recommendations to workshop attendees. The presentation will be followed by an open, interactive forum for residents to ask questions and provide comments to the planning team, staff, and Steering Committee. The Planning staff will be responsible for the logistics, organization, and publicizing of the meeting.

- Deliverables:
- Draft preservation context and approach
 - Outline of preservation plan recommendations
 - Steering Committee meeting agenda
 - PowerPoint presentation for the public workshop



Heritage Strategies principals worked with Old Wethersfield, Connecticut's first town, on a master plan to help preserve historic resources and community character while strengthening its historic commercial center.

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5.0 DRAFT HISTORIC PRESERVATION MASTER PLAN

Task 5.1 – Draft Historic Preservation Master Plan

Following Steering Committee Meeting #3, a draft Historic Preservation Master Plan will be prepared by Heritage Strategies. Four (4) bound copies and a digital copy of the initial draft preservation plan will be provided to the Planning staff and Steering Committee, and SHPO for review and comment. Chapters may be submitted on a rolling basis. Comments and requests for changes and modifications to the plan will be consolidated into a single document by the Planning staff and provided to Heritage Strategies, who will make requested changes to the draft plan. The initial draft will be submitted in text form; photographs and maps will be incorporated into the chapters after organization and revisions have been completed.

Pending further discussions with the Planning staff and Steering Committee, it is anticipated that the draft Historic Preservation Plan will include the following components:

- 1. INTRODUCTION AND EXECUTIVE SUMMARY**
Including project background, purpose of the plan, overview of planning process, summary of the preservation context, vision and goals, and summary of the plan's chapters and recommendations.
- 2. HISTORIC ASHEVILLE – HISTORICAL OVERVIEW AND EXISTING CONDITIONS**
Including an overview of Asheville's historical development, historic contexts, historic resources, planning background, and existing historic preservation program.
- 3. PLANNING CONTEXT**
Review of federal, state, and local preservation programs and how they are interrelated and interdependent, based upon grassroots initiative.
- 4. PRESERVATION APPROACH**
The preservation plan's concept, approach, vision statement, and goals for historic preservation in Asheville and their relationship to preservation principles and *The Secretary of the Interior's Standards*.
- 5. STRENGTHENING ASHEVILLE'S PRESERVATION PROGRAM**
Context, issues, and recommendations for strengthening Asheville's historic preservation program reviewing the identification and surveying of historic resources, designation of historic resources, creation and management of local historic districts, treatment of historic properties, engagement with residents, community education and outreach, advocacy, and networking.
- 6. COORDINATING WITH CITY PROGRAMS AND PROCESSES**
Incorporation of historic preservation perspectives and processes into initiatives and programs city-wide including planning, economic development, downtown investment, neighborhood revitalization, housing, code enforcement, public works, and others as appropriate.
- 7. HERITAGE TOURISM**
Use of heritage tourism to support economic development, community revitalization and enhancement, and quality of life and as a means of community outreach and education.
- 8. APPENDIX**
Supporting materials such as the city's preservation ordinance, background documents, inventories of historic resources, and references.

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Task 5.2 – Steering Committee Meeting #4

Heritage Strategies will meet with the Planning staff and Steering Committee to review the draft preservation plan. Following the meeting, Heritage Strategies will incorporate final comments approved by the Planning staff and Steering Committee into the final preservation plan document. A final copy of the plan will be submitted to the SHPO for review and approval.

Task 5.3 – Public Meeting #4, *Review of the Draft Preservation Plan*

Heritage Strategies will facilitate a joint meeting of the Historic Resources Commission and Planning and Zoning Commission where it will present the draft preservation plan to commission members, the public, and interested stakeholders. A PowerPoint presentation will be developed to present the plan at the commission meeting. The presentation will be followed by a discussion with commission members and the public. The Planning staff will be responsible for the logistics, organization, and publicizing of the meeting. Heritage Strategies recommends that a copy of the draft plan also be placed on the city's website for public access and review.

Deliverables: Draft Historic Preservation Master Plan
 PowerPoint presentation for the public meeting

6.0 PLAN ADOPTION PROCESS

Task 6.1 – City Council Public Hearing and Adoption

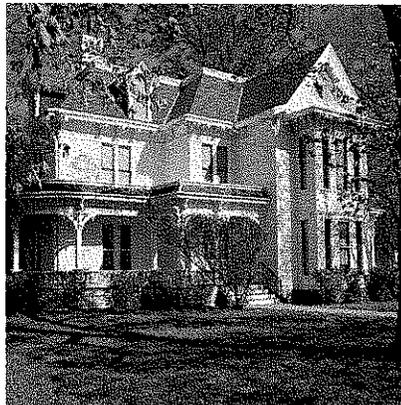
Upon completion of the Historic Preservation Master Plan, Planning staff will attend a regularly scheduled City Council meeting to discuss the plan, and City Council will set a date for a public hearing. Planning staff will present the preservation plan at the public hearing with support from Heritage Strategies. City Council will decide on adoption of the plan and any final revisions that should be made.

7.0 FINAL HISTORIC PRESERVATION PLAN

Task 7.1 – Final Historic Preservation Master Plan

Heritage Strategies will make final revisions requested by City Council. Following adoption, Heritage Strategies will prepare four (4) bound copies, a digital PDF copy, and Microsoft Word copy of the final Historic Preservation Master Plan for the Asheville and Buncombe County and provide them to the city. Two of the bound copies shall be provided to the SHPO by the city.

Deliverable: Final Historic Preservation Master Plan



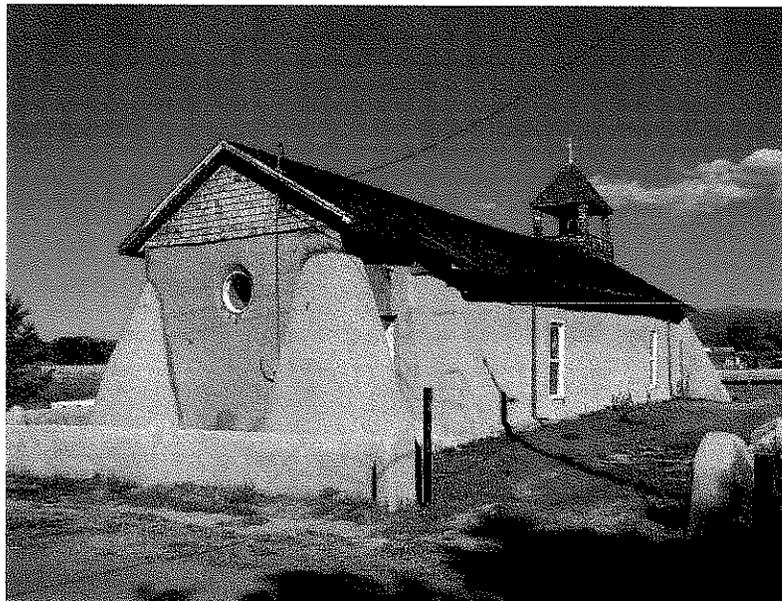
The preservation plan we prepared for Independence, Missouri remains a central component of the city's comprehensive plan.

CITY OF ASHEVILLE AND BUNCOMBE COUNTY
HISTORIC PRESERVATION MASTER PLAN

PRELIMINARY SCHEDULE

Heritage Strategies has prepared the preliminary schedule below for preparation of the Historic Preservation Master Plan for Asheville and Buncombe County. The team is flexible with regard to scheduling and will consult with Planning staff and the Steering Committee during Task 1.0 in detailing and refining the schedule in accordance with the city and county's planning needs and processes. It is anticipated that the schedule may be further adapted to the calendar and project interests as appropriate with Planning staff guidance and approval as the preservation planning work proceeds.

Task 1.0 – Project Initiation	November 4 to November 22, 2013
Task 2.0 – Historical Overview	December 2 to January 31, 2013
Task 3.0 – Vision, Goals, Issues, and Objectives	November 25 to January 17, 2014
Task 4.0 – Preservation Plan Strategies and Recommendations	January 20 to March 7, 2013
Task 5.0 – Draft Historic Preservation Master Plan	
5.1 Draft Historic Preservation Plan	March 10, 2013 to April 25, 2014
Initial Planning staff/Steering Committee Review	April 28 to May 16, 2014
Revised Plan for Public Review	May 19 to June 6, 2014
5.2 & 5.3 Public Meeting & Steering Committee Meeting	Week of June 9, 2014
Task 6.0 – Plan Adoption Process	June 16 to July 18, 2014
Task 7.0 – Final Historic Preservation Master Plan	July 14 to July 25, 2014

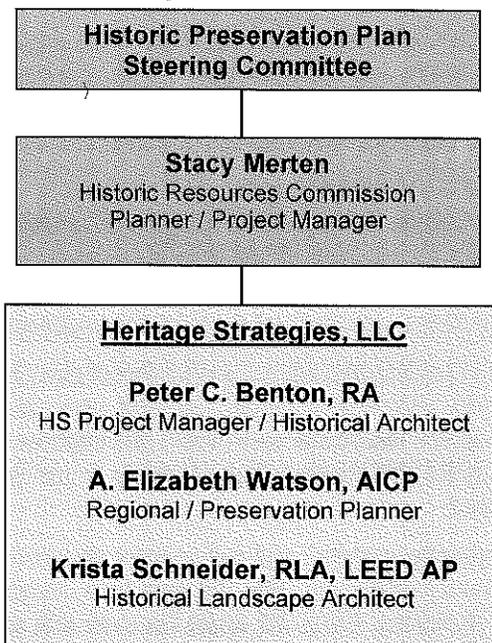


Heritage Strategies prepared a management plan for the Sangre de Cristo National Heritage Area in Colorado that concentrated upon preservation of Hispano heritage and culture.

3. PROJECT TEAM AND QUALIFICATIONS

Information on the Heritage Strategies staff who will be directly involved in the project is presented below. Resumes listing education, specific project experience, and descriptions of related projects for each individual are included in the Appendix at the end of this proposal. Heritage Strategies staff fully meets requirements of the Secretary of the Interior's Guidelines for Professional Qualifications Standards (36 CFR Part 61, Appendix A) for professionals working in the field of historic preservation.

Organization Chart



Peter C. Benton, RA – Project Manager / Historical Architect

Peter Benton is a Principal with Heritage Strategies and a registered architect with thirty years' experience in the design and execution of architecture and preservation planning projects. From 1984 to 2009, Peter was a Project Manager, Senior Associate, and Associate Director with John Milner Associates, Inc. during which period he had primary responsibility for the firm's planning work. He specializes in developing preservation and interpretive programs for historic communities, historic sites, heritage areas, and scenic byways.

Peter has prepared preservation plans for a wide range of historic communities, often as part of a comprehensive plan process. As an architect, he is experienced in the restoration and adaptive reuse of historic buildings and sites. He has led a number of architectural restoration and rehabilitation projects and prepared Historic Structure Reports for nationally prominent buildings such as the Washington Monument and Lincoln's Gettysburg Depot.

Peter will serve as Heritage Strategies' Project Manager and Historical Architect for work on the preservation plan. He will be the principal point of contact and will collaborate with Elizabeth Watson in coordinating all aspects of the project. Peter is anticipated to work a minimum of 138 hours on the project as indicated in the project budget submitted with the price proposal. Peter is based in Birchrunville, Pennsylvania.

CITY OF ASHEVILLE AND BUNCOMBE COUNTY
HISTORIC PRESERVATION MASTER PLAN

A. Elizabeth Watson, AICP – Regional / Preservation Planner

Elizabeth Watson is a Principal of Heritage Strategies and a nationally recognized leader in heritage development and community stewardship, known for her knowledge, energy, and creativity combined with practical experience. Elizabeth is a co-author of *Saving America's Countryside*, the National Trust's guide to preserving American communities and landscapes. Her community facilitation skills help inspire broad-based support for projects in which she is engaged.

As an independent consultant and former senior staff member at John Miiner Associates, Inc. Elizabeth prepared management plans and strategic plans for over a dozen state and national heritage areas, most in collaboration with other Heritage Strategies principals. Her heritage area plans focus specifically upon preservation planning for historic communities and revitalization strategies through heritage development.

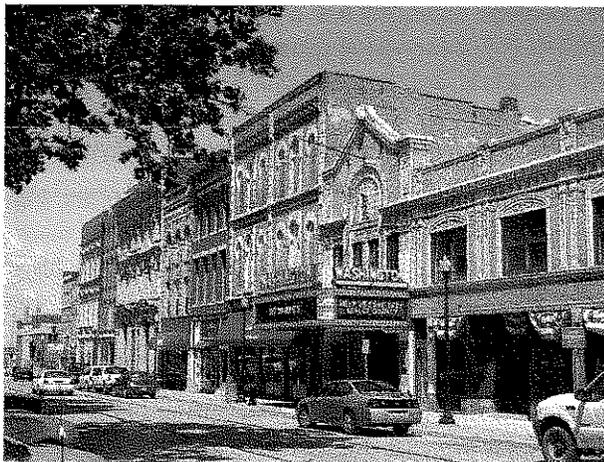
Elizabeth will serve as Regional and Preservation Planner for the project and will collaborate with Peter Benton in all aspects of the preservation plan. Elizabeth will lead the team in public engagement and community stewardship strategies. She is an experienced community facilitator and will be a contributing author and final editor of the preservation plan document. Elizabeth is anticipated to work a minimum of 130 hours on the project as indicated in the project budget submitted with the price proposal. Elizabeth is based in Chestertown, Maryland.

Krista L. Schneider, RLA, LEED AP – Historical Landscape Architect

Krista Schneider is a Principal with Heritage Strategies and a registered landscape architect specializing in work with cultural landscapes. She has a deep appreciation of the historical development of both designed and vernacular landscapes. She is experienced in recognizing significant historic contexts, identifying character-defining patterns and features, assessing existing conditions, and developing landscape treatment guidelines and recommendations.

Krista has conducted a wide range of landscape guideline and treatment plans for historic landscapes throughout the United States involving national parks, historic communities, heritage areas, and scenic byways. She has extensive experience in the methodology of cultural landscape assessment and treatment through projects undertaken for the National Park Service and has applied that methodology creatively in her work with historic properties, historic communities, and regional landscapes.

Krista will serve as Historical Landscape Architect and will concentrate upon preservation and design strategies associated with the historic community landscape. She will also help integrate preservation strategies with the community's strategies for natural resources. Krista will assist the team with writing, design, and production of the preservation plan document. Krista is anticipated to work a minimum of 96 hours on the project as indicated in the project budget submitted with the price proposal. Krista is based in Sugarloaf, Pennsylvania.



Heritage Strategies' plan for the Abraham Lincoln National Heritage Area in Central Illinois focuses upon activating partnering communities for preservation, interpretation, and revitalization.

4. FIRM REFERENCES

Heritage Strategies offers the following references relative to our experience in preservation planning for historic communities. Descriptions of the projects for which references are provided are included in the Appendix, the next section of this proposal.

City of Topeka, Kansas

Comprehensive Historic Preservation Plan

Heritage Strategies is currently completing work on a Comprehensive Historic Preservation Plan for the City of Topeka, the state capital of Kansas. The plan addresses the role of historic resources in the city's character and identity and outlines how historic preservation is related to all aspects of the city's comprehensive planning.

Mr. Tim Paris
Planner, Topeka Planning Department
City of Topeka
620 SE Madison Street
Topeka, KS 66603
785-368-3728
tparis@topeka.org

Montana's Copperway – Regional Historic Preservation Plan and Heritage Tourism Strategy for Butte and Anaconda, Montana

Heritage Strategies recently completed a preservation plan and tourism strategy for Butte and Anaconda, Montana encompassing ways in which the two towns can preserve historic resources and use heritage assets to strengthen the local economy and enhance quality of life.

Mr. Jim Jarvis
Historic Preservation Officer
Butte-Silver Bow Planning Department
155 W. Granite Street
Butte, MT 59701
406-497-6258
jjarvis@bsb.mt.gov

City of Independence, MO

Comprehensive Plan, Historic Preservation Component

Heather Carpini is the new Historic Preservation Manager for the City of Independence. The historic preservation plan for Independence was completed by Heritage Strategies' principals Peter Benton and Elizabeth Watson in 2000. Heather can testify to the plan's continuing importance in guiding preservation activities within the city.

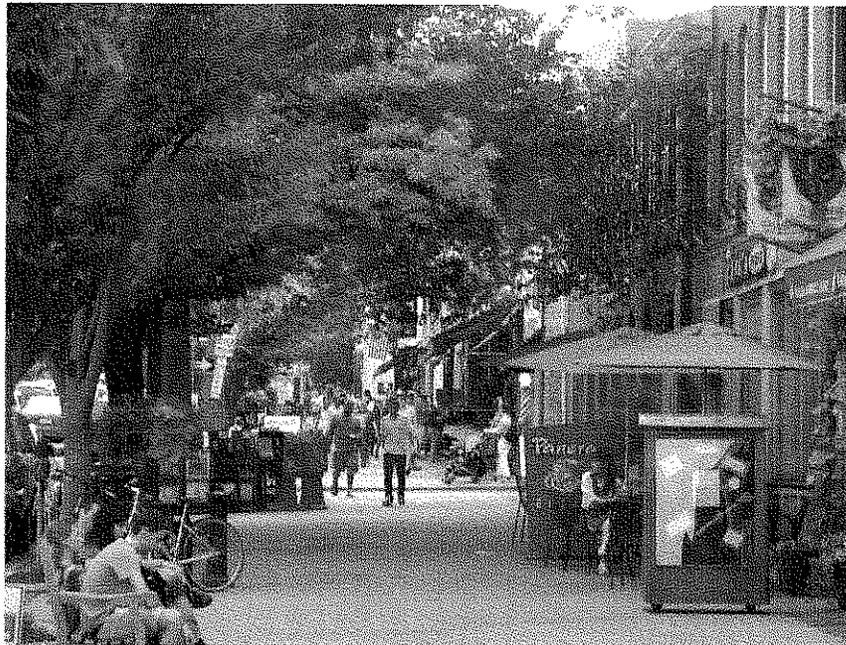
CITY OF ASHEVILLE AND BUNCOMBE COUNTY
HISTORIC PRESERVATION MASTER PLAN

Ms. Heather Carpini
Historic Preservation Manager
City of Independence
Community Development
111 E Maple Avenue
Independence, MO 64050
816-325-7419
hcarpini@indepmo.org

Abraham Lincoln National Heritage Area Management Plan

The Abraham Lincoln National Heritage Area coordinates preservation and interpretation in over 50 participating communities in Central Illinois. Chapters 6 and 7 of their heritage area management plan outline historic preservation and revitalization strategies that support community and heritage area goals.

Ms. Sarah Watson
Executive Director
Looking for Lincoln Heritage Coalition
209 South 6th Street
Springfield, IL 62701
217-785-5268
swatson@lookingforlincoln.com



Heritage Strategies' management plan for the Crossroads of the American Revolution National Heritage Area features historic villages as visitor attractions and service centers.

HERITAGE *strategies*



Statement of Qualifications

Heritage Strategies, LLC, is a professional consulting firm specializing in planning for historic communities, cultural landscapes, heritage areas, and historic properties. Our firm helps clients strengthen their communities by creatively recognizing, reinforcing, and enhancing the rich and diverse heritage embodied within them. Broad in scope, scale, and geography, our project experience has given us the ability to envision possibilities and shape tangible solutions.

Heritage Strategies is a collaboration of three long-time colleagues whose interdisciplinary specialties encompass the fields of planning, landscape architecture, and architecture—all focused on historic preservation and heritage development. We work closely together to craft a multi-disciplined and targeted planning approach that addresses the unique challenges and opportunities inherent in each project. Our clients are as diverse as the sites they represent and include federal, state, and local government entities, non-profit organizations, foundations, and private citizens.

Historic Communities

- Preservation Plans
- Community Revitalization Plans
- Design Guidelines
- Interpretive Plans
- Comprehensive Plans
- Ordinances
- Facilitation and Consensus-Building
- Project Implementation

Cultural Landscapes

- Cultural Landscape Reports
- Cultural Landscape Assessments
- Landscape Management Plans
- Landscape Conservation and Design
- Site Master Plans

Heritage Areas

- Heritage Area Management Plans
- Scenic Byway Plans
- Heritage Development Programs
- Implementation Projects

Historic Properties

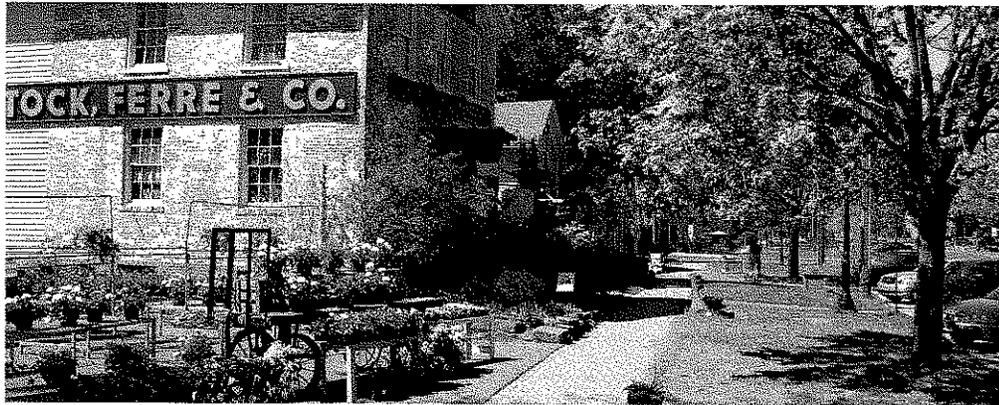
- Master Plans
- Conceptual Design and Feasibility Studies
- Conditions Assessments
- Interpretive Plans
- Historic Structure Reports
- Strategic Planning and Facilitation
- Implementation Projects

HERITAGE *strategies*

Historic Communities

The recognition and enhancement of a historic community's unique sense of place is an important component of any integrated economic revitalization strategy. Working together with residents, community leaders and elected officials, Heritage Strategies provides the vision, programming and technical assistance needed to help preserve, rehabilitate, adaptively reuse, and interpret historic resources. We understand how to accommodate change in a way that strengthens historic character, enhances quality-of-life, and promotes visitation and economic vitality.

Representative Projects



Town of Wethersfield



Tredyffrin Township

Tredyffrin Township • Preservation Plan • Tredyffrin Township, Pennsylvania

Town of Wethersfield • Old Wethersfield Master Plan • Wethersfield, Connecticut

City of Independence • Preservation Plan • Independence, Missouri

Nelson County • Rural Design Guidelines • Nelson County, Kentucky

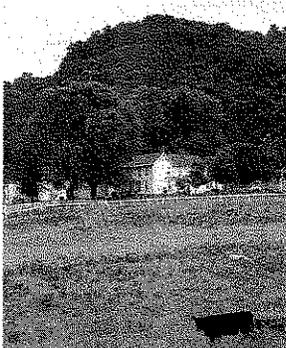
Birmingham Township • Preservation Plan • Birmingham Township, Pennsylvania

Louisville • Interpretive and Heritage Development Feasibility Study, Louisville, Kentucky

Kentucky Facade Guidelines • Downtown Design Guidelines • Multiple Cities, Kentucky

City of Baltimore • Historic District Design Guidelines • Baltimore, Maryland

Borough of Elverson • Preservation Plan and Design Guidelines • Elverson, Pennsylvania



Nelson County, Kentucky

HERITAGE *strategies*

Cultural Landscapes

Cultural landscapes are distinctive landscapes that have been shaped by man through the conscious or unconscious manipulation of natural systems. They can range in scale from small gardens or parks; to farmsteads and country estates; to towns and villages; to broad regional areas. Cultural landscapes can be intentionally designed or can be everyday vernacular landscapes that have evolved over time. The social and cultural attitudes of individuals, families or communities are reflected through cultural landscapes, and their understanding can be central to an understanding of our civilization.

Heritage Strategies has extensive experience in identifying and developing recommendations for the preservation and rehabilitation of significant cultural landscapes, including national park properties, academic campuses, battlefields, and rural estates.

Representative Projects



Stories of the Chesapeake Heritage Area

Stories of the Chesapeake Heritage Area • Cultural Landscape and Scenic Resource Assessment • Kent, Talbot, Queen Anne's and Caroline Counties, Maryland

Harriet Tubman Special Resource Study • Cultural Landscape Assessment • Dorchester and Caroline Counties, Maryland

Chickamauga-Chattanooga National Military Park • Cultural Landscape Report • Walker and Catoosa Counties, Georgia

John C. and Margaret K. White Horticultural Park • Landscape Management Plan • Fairfax County, Virginia

Painted Desert Community Complex • Cultural Landscape Report • Petrified Forest National Park, Arizona

Heart of Chesapeake Country Heritage Area • Cultural Landscape and Scenic Resource Assessment • Dorchester County, Maryland

West Rim Drive • Cultural Landscape Assessment • Grand Canyon National Park, Arizona

Warrenton Country School • Cultural Landscape Assessment • Warrenton Training Center • Warrenton, Virginia

Good Fellow Club Youth Camp • Cultural Landscape Report • Indiana Dunes National Lakeshore, Indiana

Grant-Kohrs Ranch National Historic Site • Cultural Landscape Report • Deer Lodge, Montana



Chickamauga Battlefield



Grant-Kohrs Ranch NHS

HERITAGE *strategies*

Heritage Areas

Heritage areas are designated regions where residents use natural, cultural, historic and recreational resources to strengthen community identity, build local economy, and enhance quality-of-life. Through broad-based strategies and partnerships, heritage areas use the character and special qualities of a place as a primary means thorough which to achieve community goals. Supported by state and federal programs and incentives, heritage areas encourage, leverage, and reward grassroots initiatives in revitalization, stewardship, and heritage development.

Heritage Strategies is experienced in working with national and state heritage areas to envision, develop, and implement successful local and regional heritage area initiatives. We help forge partnerships among residents, local governments, businesses, and non-profit organizations to provide long-lasting relationships that reinvigorate communities.

Representative Projects



Crossroads of the American Revolution National Heritage Area

Crossroads of the American Revolution National Heritage Area • Management Plan • New Jersey

Outer Banks Scenic Byway • Corridor Management Plan • Outer Banks, North Carolina

Susquehanna Heritage Area • Management Plan • Binghamton, New York



Silos & Smokestacks National Heritage Area

Shenandoah Valley Battlefields National Historic District • Management Plan and Interpretive Plan • New Market, Virginia

Silos & Smokestacks National Heritage Area • Interpretive Plan • Waterloo, Iowa

Lincoln Highway Heritage Corridor • Interpretive Plan • Central and Western Pennsylvania

Lower Eastern Shore Heritage Area • Management Plan • Maryland's Eastern Shore



Lower Eastern Shore Heritage Area

Brandywine Valley Scenic Byway • Corridor Management Plan • Wilmington, Delaware

Religious Freedom Scenic Byway • Corridor Management Plan Interpretation • Charles County and St. Mary's County, Maryland

Journey Through Hallowed Ground • Corridor Management Plan • Virginia, Maryland, Pennsylvania

HERITAGE *strategies*

Historic Properties

Historic properties contribute to the character and quality of a community, whether they are private homes, visitor attractions, institutions, or public facilities. The appreciation, stewardship, and appropriate treatment of historic properties are central to Heritage Strategies' purpose and experience. We have worked with a wide variety of historic properties over many years to assist those responsible for their stewardship realize their vision, goals, and needs.

Representative Projects



Erie Canal Harbor

Erie Canal Harbor • Master Plan and Implementation • Buffalo, New York



Bard College

Bard College • Preservation Master Plan • Annandale-on-Hudson, New York

West Point Revolutionary War Forts • Preservation Plan • West Point, New York

Elizabeth Mine • Master Plan • Strafford, Vermont

Eastern Flank Battlefield Park • Master Plan • Franklin, Tennessee

Washington & Lee University • Preservation Plan • Lexington, Virginia

Black Jack Battlefield • Master Plan • Baldwin City, Kansas

Virginia Military Institute • Preservation Master Plan • Lexington, Virginia

Moravian College • Preservation Plan • Bethlehem, Pennsylvania

Fort Griswold • Preservation Plan and Implementation • Groton, Connecticut



Historic Camton at Eastern Flank Battlefield Park

HERITAGE *strategies*

City of Topeka *Historic Preservation Plan*

Location: Topeka, Kansas

Client: City of Topeka

Prime Consultant: Heritage Strategies, LLC



Kansas State Capitol



Rehabilitated building showcasing downtown investment

Topeka is the state capital of Kansas and played a prominent role in the turbulent days of the state's founding before the Civil War. Over the past one hundred and fifty-eight years, Topeka has developed as a center of the state's political, social, and economic life. The city remains a vital and unique place today. Topeka's historic buildings, neighborhoods, and landscapes are essential features of its character and make it an outstanding place to live and work.

Heritage Strategies prepared a preservation plan for Topeka that identifies the many ways in which historic resources contribute to the city's economy and quality of life. The plan is a comprehensive document that outlines how historic preservation interests are embedded in city and community initiatives and how the city, stakeholders, and residents can use historic preservation principles and resources in support of their broader goals and activities.

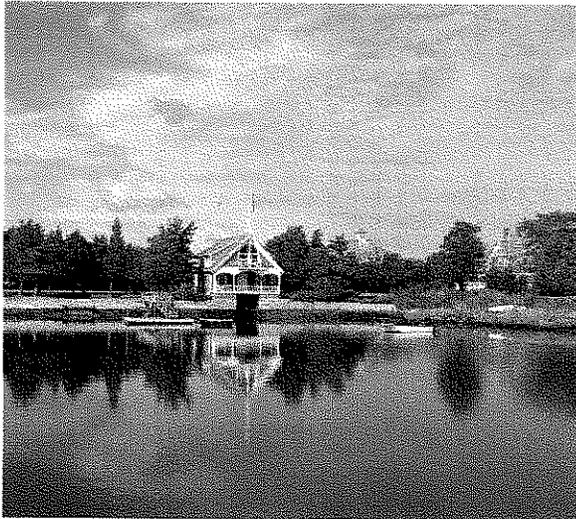


Prominent homes are highly valued

HERITAGE *strategies*

Town of Falmouth *Historic Preservation Plan*

Location: Falmouth, Massachusetts
Client: Town of Falmouth
Prime Consultant: Heritage Strategies, LLC

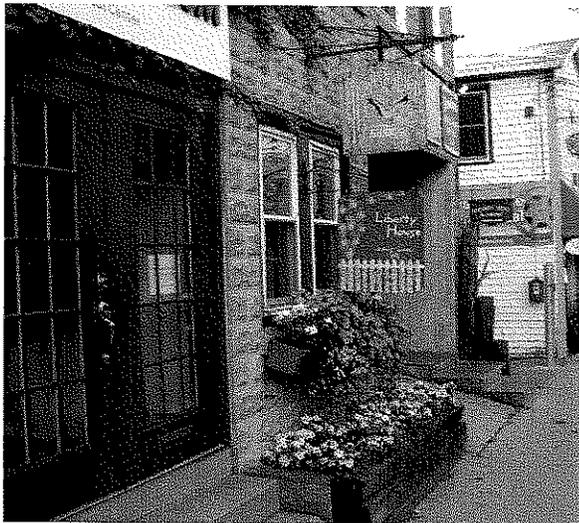


Boathouse and mansions along Falmouth's western coast.

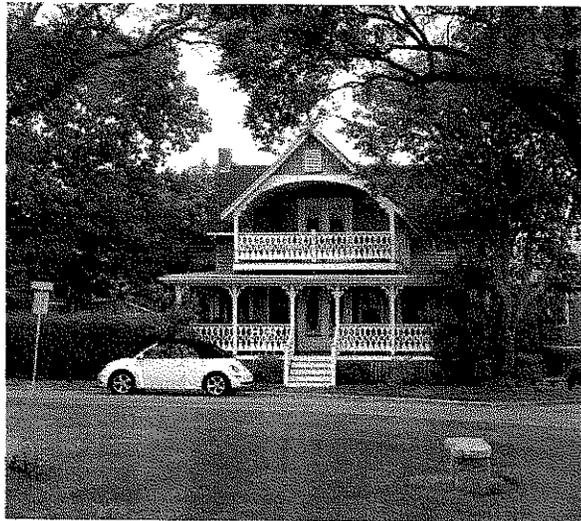
Located on the western end of Cape Cod, Falmouth was founded in the seventeenth century as a farming community and developed into a center for whaling and other maritime activities. With the coming of the railroad in the late eighteenth century, Falmouth transformed into a summer resort community popular with wealthy families from Boston. Shingle style mansions and beach cottages were constructed along the picturesque coastline close to the historic villages.

Falmouth experienced rapid growth in the late twentieth century as the Cape became more accessible by automobile. Neighborhoods of suburban style second homes filled the landscape near the water, and the town's harbors filled with sailboats and other recreational craft.

Today Falmouth is thriving as a summer destination. Heritage Strategies is assisting the town in preserving the historic buildings and landscapes that contribute to the town's special character.



Shops in the harbor village of Woods Hole.



Cottage in a historic planned neighborhood near the beach.

HERITAGE *strategies*

Old Wethersfield *Community Master Plan*

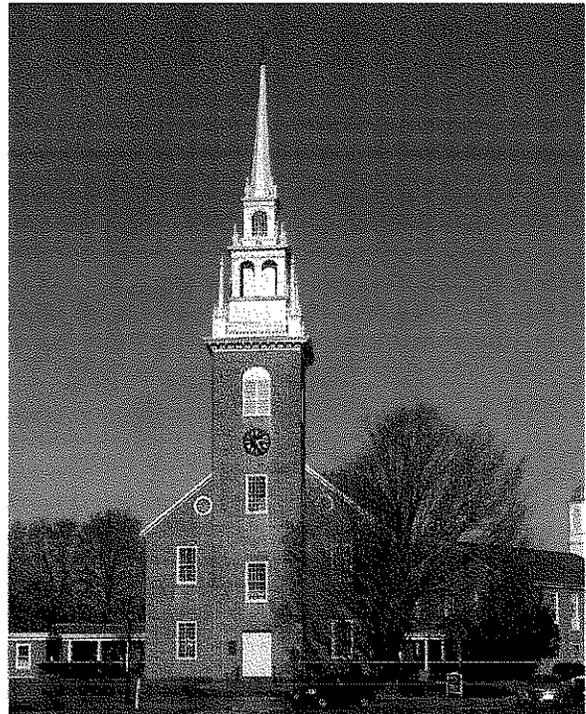
Location: Wethersfield, Connecticut
Client: Town of Wethersfield
Prime Consultant: John Milner Associates, Inc.
JMA Project Director: Peter Benton

Wethersfield was the first permanent English settlement in Connecticut, established in 1635, and was one of the first three towns to be developed along the Connecticut River. With landscape and built resources representing the seventeenth to the twenty-first centuries, it forms an important continuum of architectural, socioeconomic, and cultural history.

Today, Old Wethersfield is Connecticut's largest historic district. Its history is communicated to visitors and residents through its historic buildings and neighborhood landscapes, house museums and exhibits, and over a century of strong community preservation traditions.

Wethersfield was designated a Preserve America community in 2005. The master plan for Old Wethersfield supported ongoing preservation programs, strengthened business uses in the village center, outlined potential streetscape improvements, introduced a coordinated wayfinding system, and recommended a comprehensive program for community interpretation.

First Congregational Church (right).



Historic business in the village center.



Village cemetery.

HERITAGE *strategies*

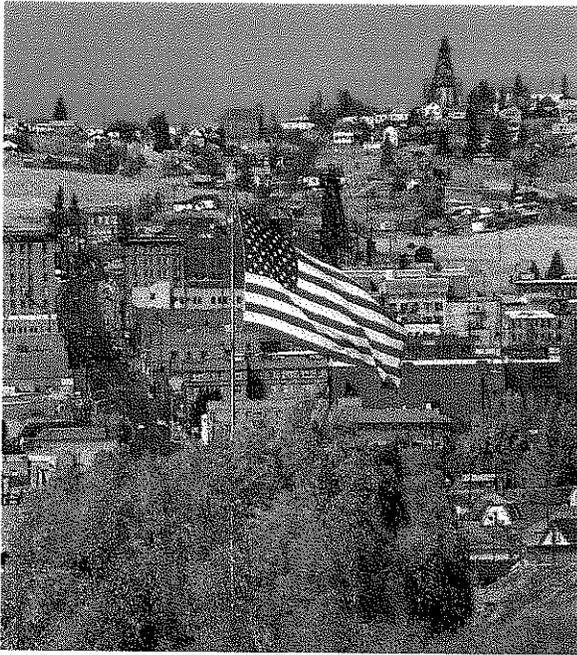
Montana's Copperway

Regional Historic Preservation Plan and Heritage Tourism Strategy

Location: Butte and Anaconda, Montana

Client: Butte-Silver Bow County

Prime Consultant: Heritage Strategies, LLC



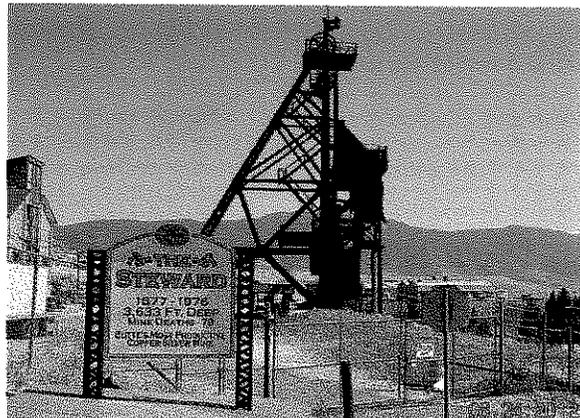
Historic Uptown Butte

In 1992, Butte and Anaconda, Montana – copper mining and smelting towns respectively – entered into a programmatic agreement with the Montana SHPO, the EPA, and the Advisory Council on Historic Preservation to preserve the nation's largest National Historic Landmark district. Cleanup of copper-mining toxins would require decades, in what is also the nation's largest Superfund site. The agreement was based on a plan centered on the region's industrial history, classifying historic resources for treatment according to their potential for supporting interpretive themes. Economic development in the distressed communities was a major goal.

Heritage Strategies, LLC, was asked to update the plan to capitalize on two decades of public and private investment in imaginative historic preservation and innovative cleanup. In an era when towns with high-quality historic resources, strong business communities, walkable neighborhoods, and great outdoor recreation can capitalize on heritage tourism, Butte and Anaconda have many opportunities for economic growth. The new plan provides strategies for collaborative heritage tourism and smart, redoubled historic preservation.



Façade and painted sign restoration



One of nine preserved headframes, the Steward, now serves to interpret Butte's mining history

HERITAGE *strategies*

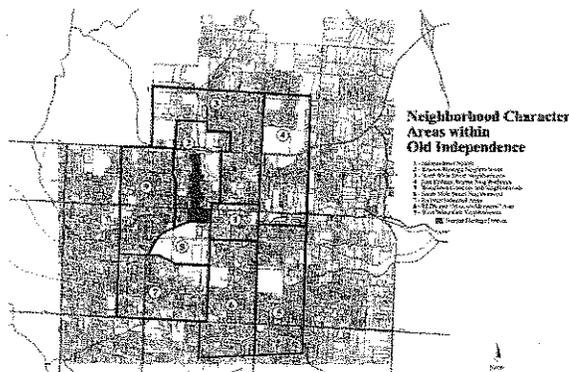
City of Independence *Comprehensive Plan* *Historic Preservation Component*

Location: Independence, Missouri
Client: City of Independence
Prime Consultant: John Milner Associates, Inc.
JMA Principal Planner: Peter Benton

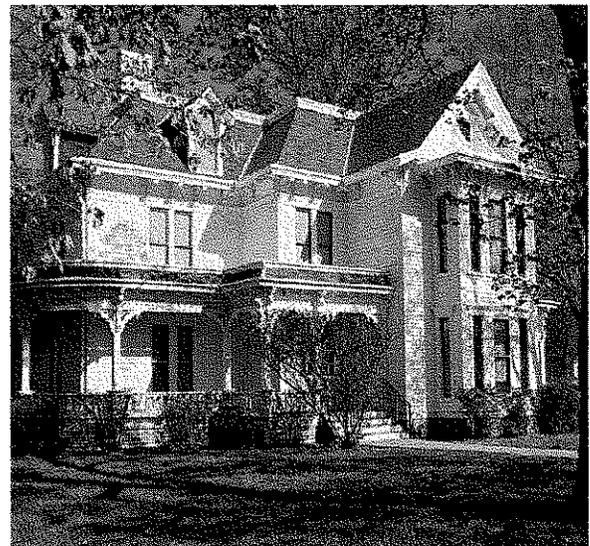
Independence, Missouri is best known historically as the trailhead for the Santa Fe Trail and as the home of President Harry Truman. In the mid-nineteenth century, Independence was the gateway to the west, as wagon trains gathered in the city's large central square to be fitted out for the long journey to the southwest. Today, at the center of the square is the county courthouse where Harry Truman served as Presiding Judge before being elected to the US Senate. Through its association with Truman, Independence has been heralded for its small-town American values.

Less well known is the city's history as a streetcar suburb of Kansas City. Late nineteenth and early/mid-twentieth century growth expanded the city's boundaries to include 78 square miles.

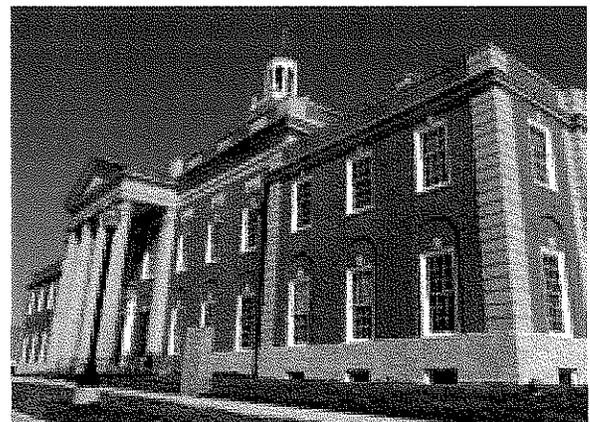
The preservation plan for Independence identified landscape character areas throughout the city and developed preservation strategies for each character area appropriate to its individual goals, resources, and significance. Character-defining features were identified and long-term recommendations outlined for the preservation of historic resources and strengthening of community character.



Map of downtown 'Old Independence' character areas.



Harry S. Truman National Historic Site. (City of Independence Department of Tourism)



The county courthouse on the central square. (City of Independence Department of Tourism)

HERITAGE *strategies*

Tredyffrin Township *Historic Preservation Plan*

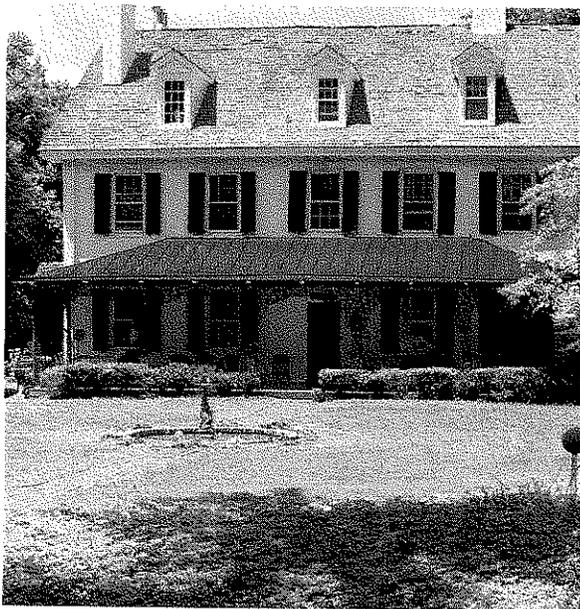
Location: Chester County, Pennsylvania

Client: Tredyffrin Township

Comprehensive Plan Consultant: McCormick Taylor

Preservation Plan Consultant: John Milner Associates, Inc.

JMA Principal Planner: Peter Benton



Greenwood Farm, core dated to 1757.

Located in the western suburbs of Philadelphia, Tredyffrin Township has experienced successive waves of development. Tredyffrin is a unique and culturally diverse community whose history is associated with early eighteenth century Welsh settlement, the Revolutionary War, agriculture, and growth as a railroad suburb. The township's historic resources include Valley Forge National Historic Park, gentleman farms, early roadways, charming neighborhoods, and prehistoric sites.

Tredyffrin's Historic Preservation Plan was undertaken as an independent project closely associated with development of a new township comprehensive plan. In consultation with engaged residents, a broad-based historic preservation program was developed for the township focused upon the preservation of resources and the strengthening of community character. The preservation plan contributed to the vision and strategies for the future of the township as outlined in the comprehensive plan.



Stafford Train Station.



Residence used as DuPortail's Quarters near Valley Forge.

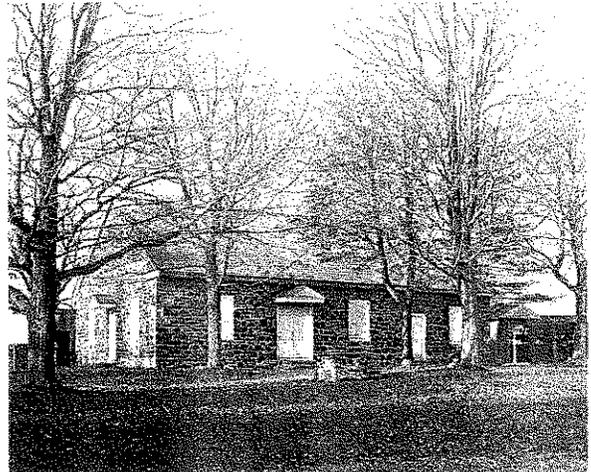
HERITAGE *strategies*

Birmingham Township *Cultural Resources Plan*

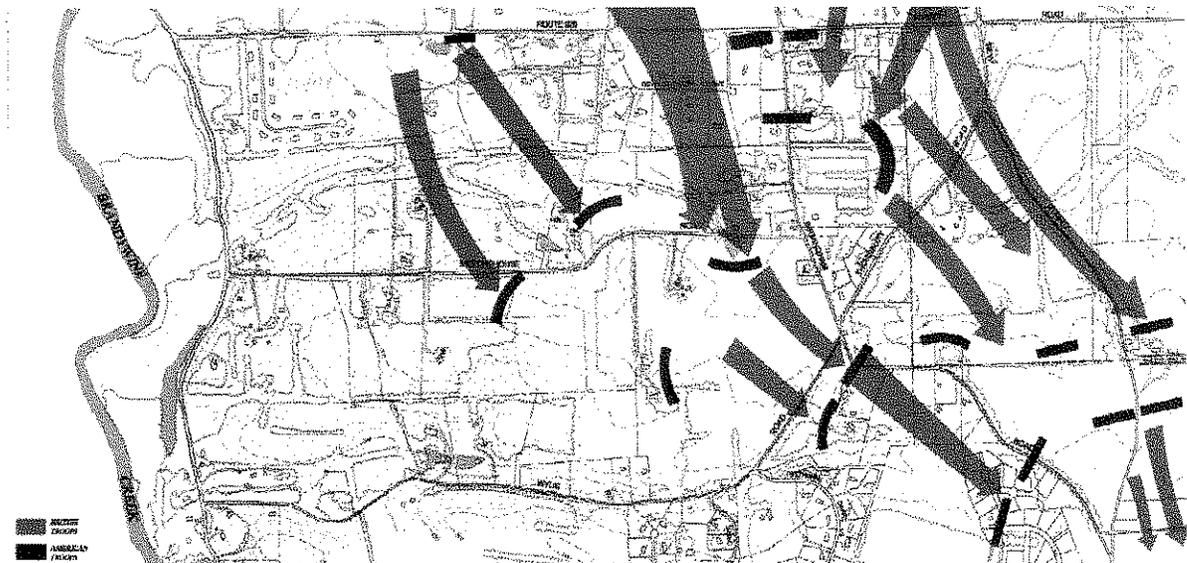
Location: Chester County, Pennsylvania
Client: Birmingham Township
Comprehensive Plan: Norman Day Associates
Cultural Resources Plan: John Milner Associates, Inc.
JMA Principal Planner: Peter Benton

Birmingham Township is located in the Brandywine River Valley in southeastern Pennsylvania. Settled by Quakers in the early eighteenth century, the township is nationally known as the site of the 1777 Battle of Brandywine in which George Washington's Colonial army stubbornly contested the British army's march on Philadelphia. The township's landscape is characteristic of the Pennsylvania countryside made famous through the Brandywine School of artists.

As part of a larger planning process, a cultural resource preservation plan was developed for Birmingham which became an appendix to the township comprehensive plan. While the township had a local historic district related to a portion of the battlefield, the larger landscape and associated historic resources had been neglected. The preservation plan outlined a broad program of resource identification, preservation, education and interpretation that could be implemented in a phased manner over time.



*Birmingham Quaker Meetinghouse (above).
Map of the Battle of Brandywine (below).*



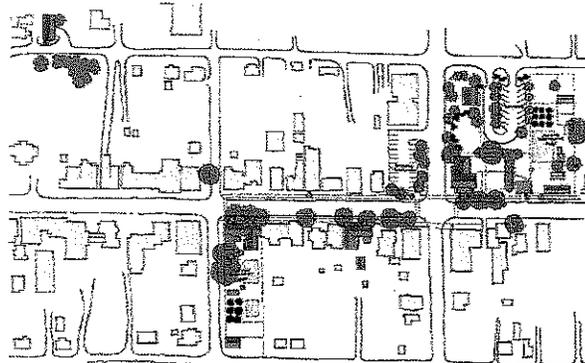
HERITAGE *strategies*

Stephens City *Preservation Plan and Implementation*

Location: Stephens City, Virginia
Client: Town of Stephens City
Prime Consultant: John Milner Associates, Inc.
JMA Principal Planner: Peter Benton



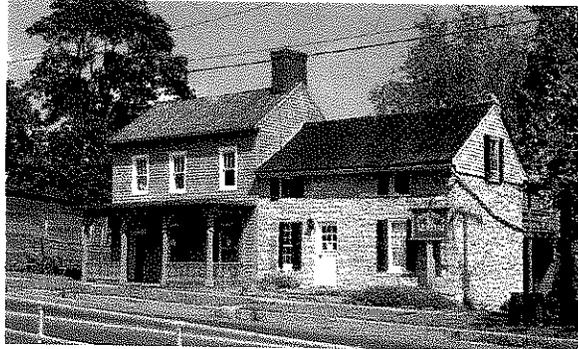
Late nineteenth century view of Main Street.



Plan of the town showing the locations of proposed interpretive sites.



Former tavern located at the central intersection.



The Stone House Museum.

Stephens City is an historic crossroads town in the Shenandoah Valley of Virginia. First settled by Pennsylvania Germans in 1734 and incorporated as a town in 1758, Stephens City developed as a regional market center providing services to the surrounding agricultural community and to commercial wagon traffic along the busy Valley Turnpike. Merchandizing, wagonmaking, blacksmithing, harness making, pottery, and fine carpentry were among the services it provided. During the Civil War the town was frequently a no man's land, caught between the opposing Union and Confederate armies.

The historic character of Stephens City is well preserved but threatened by increased contemporary development. The preservation plan made a comprehensive assessment of issues threatening the historic town and made a series of recommendations to guide future growth and change and promote economic viability. Subsequent projects included development of a new zoning ordinance and a master plan for historic house museums located in center of the town.

HERITAGE *strategies*

Kentucky Historic Façade Rehabilitation Guidelines

Location: Kentucky
Client: Kentucky Heritage Council
Prime Consultant: John Milner Associates, Inc.
JMA Project Director: Peter Benton



Cast iron storefronts are a common feature of Kentucky's small towns.

The state of Kentucky has many small cities and towns with historic downtown cores that retain a high degree of integrity. Economic revitalization of these downtown areas is the goal of several statewide programs. The Kentucky Façade Guidelines were developed to assist local communities by demonstrating how historic commercial buildings can be featured elements of the revitalization strategy.

The Kentucky Façade Guidelines provide an overview of the historical development of commercial architecture within the state. Guidelines for the maintenance, repair, and restoration of historic building features assist owners, designers, contractors, Main Street managers, and local officials in preserving and enhancing the character of their communities. The guidelines include background information on materials conservation that explains the science behind rehabilitation recommendations.



Downtown streetscape.

HERITAGE *strategies*

City of Baltimore *Design Guidelines*

Location: Baltimore, Maryland

Client: City of Baltimore

Prime Consultant: John Milner Associates, Inc.

JMA Project Director: Peter Benton

Baltimore's Commission for Historical and Architectural Preservation (CHAP) reviews proposed construction projects within the city's thirty-three local historic districts. To assist property owners and designers in understanding the review process and in designing projects that preserve the character and integrity of historic buildings and landscapes, CHAP undertook the preparation of the Baltimore City Historic Preservation Procedures and Design Guidelines, which were made publicly available online.

The Baltimore design guidelines outline the process undertaken for CHAP review, including submission requirements and the role of local advocacy groups within each historic district. In formulating these procedures city legislation, current practices, and comparable procedures used in other cities across the country were consulted. The design guidelines portion of the document outline concepts and best practices for identifying and retaining the historical integrity of character-defining elements of buildings and landscapes within historic districts.



Baltimore's Inner Harbor (Source: CHAP).



Baltimore is a city of rowhouses.



Marble steps are character-defining features.

HERITAGE *strategies*

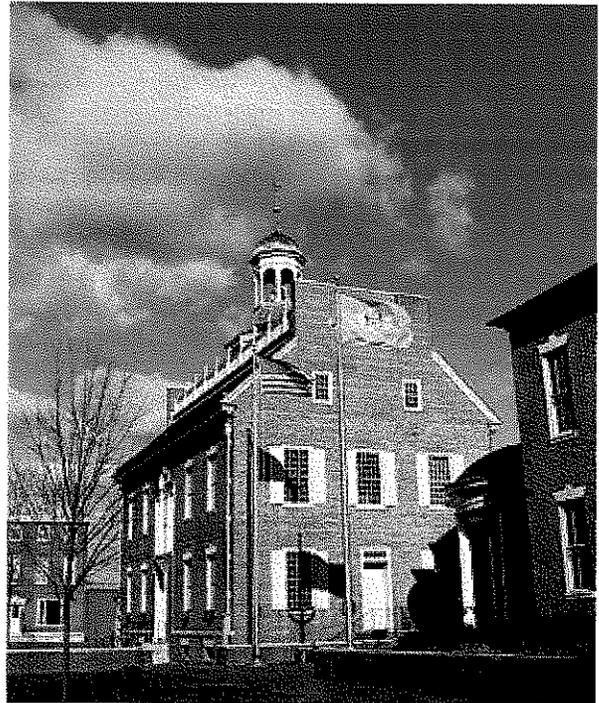
City of Dover *Design Standards and Guidelines*

Location: Dover, Delaware
Client: City of Dover
Prime: John Milner Associates, Inc.
Project Manager: Peter C. Benton

The City of Dover, founded in 1683, is the capital of the State of Delaware. The city's oldest buildings, including the restored State House, date from the late-eighteenth and early-nineteenth centuries and are grouped around Dover's historic Green. By the late-nineteenth century the community had grown to include industrial buildings, a commercial center, a college campus, and extensive neighborhoods encompassing all income levels.

The preparation of design guidelines for Dover was a part of a wider preservation planning project that included the expansion the local historic district, as well as the creation of a Historic District Commission. Working with the City and State Historic Preservation Office, a set of "Design Standards and Guidelines" were developed for Dover's local and National Register historic districts.

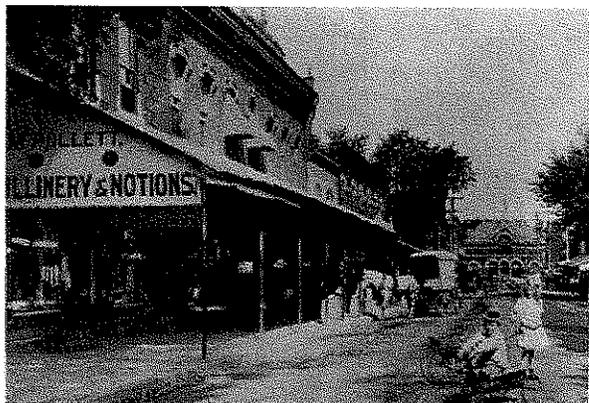
The design guidelines emphasized the importance of proper maintenance and repair of historic building fabric as well as issues related to additions, alterations, new construction, landscaping, and building demolition. The Standards and Guidelines promote recognition and understanding of the Dover's character-defining elements.



The Old State House.



Buildings bordering Dover's Green.



Lookerman Street in downtown Dover, ca. 1900.

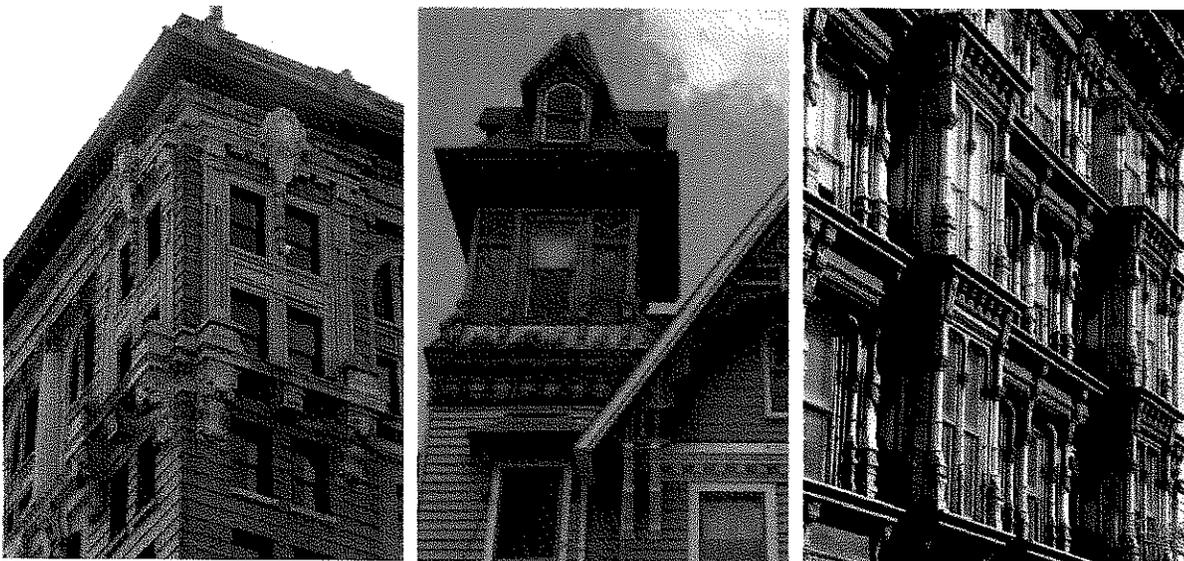
HERITAGE *strategies*

City of Binghamton *Historic Design Guidelines*

Location: Binghamton, New York
Client: City of Binghamton
Prime: Bergmann Associates
Project Director: Peter C. Benton
Design Guideline Sub-consultants: Heritage Strategies, LLC

The City of Binghamton, located in southern New York on the Susquehanna River, emerged as an industrial center in the mid-to-late nineteenth century and became known as the "Valley of Opportunity." Industrial giants such as IBM, Endicott Johnson, and AnSCO were founded here and helped develop the valley's reputation as a high-tech center of innovation by the mid-twentieth century. After World War II, the city and neighboring communities declined as industrial jobs and corporate headquarters moved elsewhere.

Binghamton was one of New York State's first urban cultural centers and has been undertaking a program of downtown revitalization focusing upon its historic commercial and industrial districts. The Historic Design Guidelines prepared for the city will assist property owners within those historic districts to preserve the character of their buildings while undergoing rehabilitation and adaptive reuse. The guidelines will also serve an educational resource for owners of historic buildings throughout the city.



Left: The city's Security Mutual Building is representative of the ornate masonry found in the downtown district; Center: Roof detail in Binghamton's residential historic district; Right: The Perry Building's highly ornate wrought iron façade.

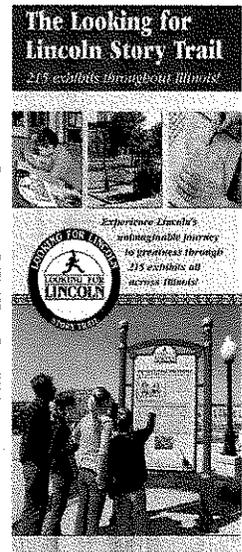
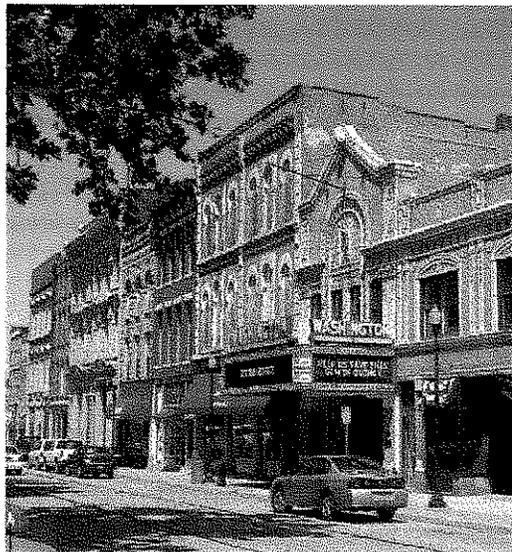
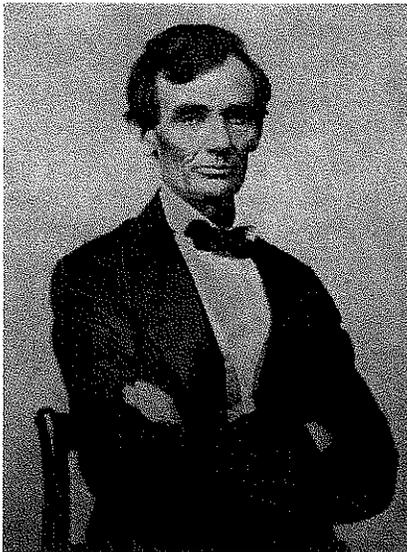


Panorama of Binghamton ca. 1900.

HERITAGE *strategies*

Abraham Lincoln National Heritage Area *Management Plan*

Location: Springfield, Quincy, Bloomington, Decatur and 42 counties of Illinois
Client: Looking for Lincoln Heritage Coalition, Inc.
Prime Consultant: Heritage Strategies, LLC



Clockwise from left: Lincoln portrait, 1860; Downtown Quincy, Illinois; the Looking for Lincoln Story Trail brochure; Lincoln Home, Springfield.



Abraham Lincoln spent most of his life in central Illinois, today a rich farming region dotted with quintessentially American small towns. As a country lawyer, Lincoln honed critical friendships here that supported his political career.

The Looking for Lincoln Coalition (LFL) began a decade ago to encourage visitors anticipated for Abraham Lincoln Presidential Library and Museum (opened 2005) to also see the many places associated with Lincoln beyond Springfield. By the bicentennial of his birth in 2008, LFL had installed more than 200 “story trail” outdoor interpretive panels in 52 communities.

Congress recognized this region as a National Heritage Area in 2008 (P.L. 110-229), adding it to a national system of 49 places offering unique, authentic assets and stories associated with America’s history. Designation enables federal matching funds to support further programming, and the required plan now in preparation will serve as a blueprint for the next decade. This will allow LFL to interpret not only Lincoln’s life but also Illinois and the United States in the crucial decades before the Civil War, and to address critical needs for preservation, conservation, recreation, and community revitalization.

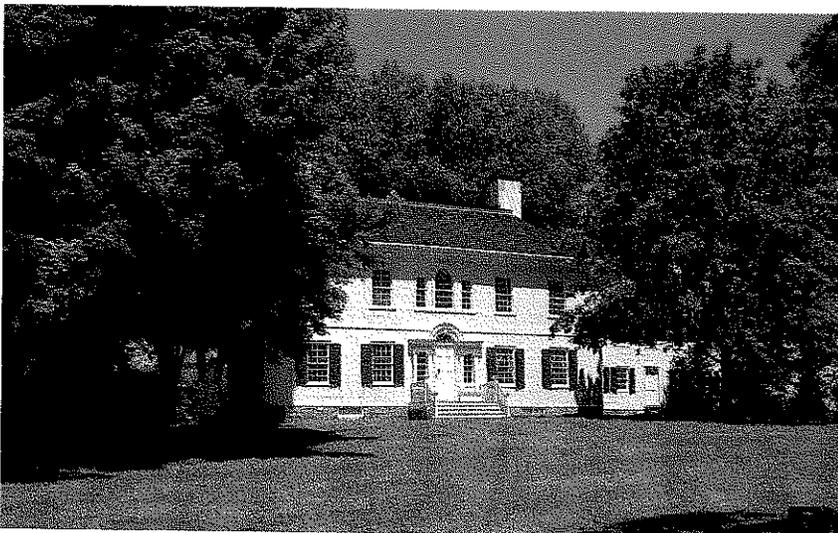
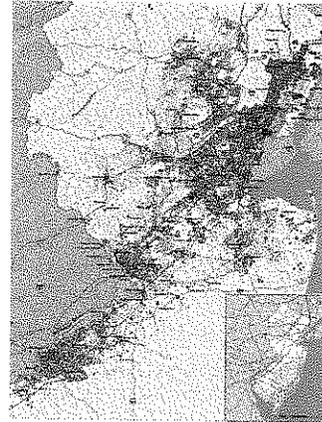
HERITAGE *strategies*

Crossroads of the American Revolution National Heritage Area *Management Plan*

Location: New Jersey
Client: Crossroads of the American Revolution Association
Credits: Conducted with John Milner Associates, Inc.
Project Manager: Peter C. Benton
Principal Heritage Area Planner: A. Elizabeth Watson

The Crossroads of the American Revolution National Heritage Area was designated by Congress in 2006 with the goal of interpreting and preserving resources associated with New Jersey's unique role in the American Revolution. Heritage Strategies principals Peter Benton and A. Elizabeth Watson led development of a management and interpretive plan for the heritage area.

A complex urban, suburban, and rural landscape, New Jersey's Revolutionary Era heritage is clearly evident within every community through place names, markers, monuments, historic buildings, interpretive sites, and landscape features. The management plan outlines how the heritage area's many partners will tell their Revolutionary Era stories through a coordinated framework to raise public awareness as an active and unifying element for community enrichment and pride. Through the Crossroads story, the heritage area will implement programming that encourages the preservation and stewardship of historic and natural resources, heritage tourism, community revitalization, and enhancement of local quality of life.



Morristown National Historical Park and other locations within the heritage area.

HERITAGE *strategies*

Saving America's Countryside A Guide to Rural Conservation

Written by Samuel N. Stokes, A. Elizabeth Watson,
and Shelley S. Mastran
Baltimore: The Johns Hopkins University Press, 1997.

Saving America's Countryside, a publication of the National Trust for Historic Preservation, is a comprehensive guide to protecting the natural, historic, scenic, and agricultural resources of rural communities. Co-authored by Elizabeth Watson and Shelley Mastran with Sam Stokes, the book demonstrates how to organize conservation programs, inventory community resources, pass effective ordinances, set up land trusts, take advantage of governmental programs, and shape public attitudes toward stewardship and conservation.



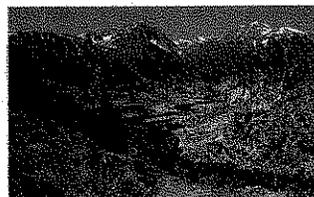
SECOND
EDITION

Saving America's Countryside

A GUIDE TO RURAL CONSERVATION



Samuel N. Stokes
A. Elizabeth Watson
Shelley S. Mastran



FOR THE NATIONAL TRUST FOR
HISTORIC PRESERVATION

HERITAGE *strategies*

Peter C. Benton, RA

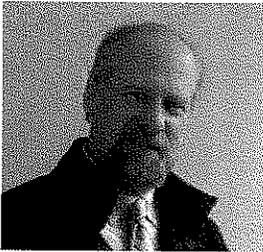
Principal, Heritage Strategies, LLC

Education

1979 University of Pennsylvania, Master's Degree in Architecture

1972 University of Virginia, Bachelor of Science in Architecture

Experience Profile



Peter Benton is a registered architect and planner with thirty years experience in the design and execution of architecture, planning and preservation planning projects. For twenty-five years, Peter served as project architect, principal preservation planner, senior associate, and associate director for John Milner Associates, Inc., nationally recognized leaders in historic preservation. At JMA, Peter had primary responsibility for the firm's planning and heritage development projects. The primary focus of his work has been the recognition and respect for the character and historical evolution of buildings and the landscapes in which they are located.

Peter has been responsible for a wide range of architectural projects involving the restoration, rehabilitation and adaptive reuse of historic buildings. His main interest, however, has been in planning for historic communities and landscapes. Peter is experienced in the preparation of community preservation and revitalization plans, design guidelines for communities and institutions, historic structure reports, management plans for heritage areas, master plans for historic properties, and interpretive plans for historic landscapes. He understands the value of community partnerships in achieving common goals, and his broad experience demonstrates his ability to conceive projects with vision and implement projects with practical determination.

Representative Projects

City of Independence Preservation Plan, Independence, Missouri

Project manager and author of a comprehensive preservation plan for the City of Independence. The city is the county seat and has a core of nineteenth century neighborhoods surrounded by a vast area of early twentieth century residential development. Independence is best known for the Harry S. Truman National Historic Site and as the beginning of the Santa Fe Trail.

Tredyffrin Township Historic Preservation Plan, Chester County, Pennsylvania

Project director and author of a preservation plan for this historic township in the center and most heavily developed portion of Chester County. The plan was undertaken in close coordination with the simultaneous preparation of a township comprehensive plan.

Birmingham Township Cultural Resources Plan, Chester County, Pennsylvania

Project manager and author of a preservation plan for this township that was the location of the Battle of Brandywine during the Revolutionary War. The township features a historic district encompassing preserved battlefield landscape and resources surrounded by intense late twentieth century residential development. The project was undertaken in conjunction with preparation of a township comprehensive plan.

Old Wethersfield Master Plan, Wethersfield, Connecticut

Project director for a master plan for Connecticut's first town, founded in 1635. The plan focused on preserving historic buildings and landscapes, revitalizing the historic village core, and interpretation for residents and visitors.

City of Baltimore Design Guidelines, Baltimore, Maryland

Project manager and co-author of comprehensive design guidelines for Baltimore's thirty-three local historic districts for use by property owners and the city's Commission for Historical and Architectural Preservation.

Kentucky Façade Guidelines, Kentucky

Project manager and principal author of design guidelines for historic downtowns in small cities throughout Kentucky. Prepared for the Kentucky Heritage Council and Renaissance Kentucky Alliance as a statewide community revitalization initiative.

City of Dover Design Guidelines, Dover, Delaware

A preservation program and design guidelines for the historic capital of the State of Delaware. The program outlined a flexible preservation approach, preserving historic character while accommodating contemporary change.

City of Binghamton Design Guidelines, Binghamton, New York

Design guidelines for the owners of historic properties city-wide as well as for use in evaluating review submissions for local historic districts and landmark buildings.

Louisville Landmarks Commission Design Guidelines, Louisville, Kentucky

Series of briefs describing the city's historic preservation ordinance, significance character-defining features of its six local preservation districts and local landmarks, and guidelines for the care and preservation of these resources. Used for public education and in review of applications for certificates of appropriateness.

Washington & Lee University Preservation Master Plan, Lexington, Virginia

Project director for a preservation plan for historic buildings and landscapes at Washington & Lee. The project included design guidelines for managing change while preserving historic campus resources and character.

Bard College Preservation Master Plan, Annandale-on-Hudson, New York

Project director for a preservation plan for Bard College in New York's Hudson Valley. The plan and its design guidelines present historic preservation in the context of the college's commitment to progressive education and sustainable development.

Washington Monument Historic Structure Report & Cultural Landscape Report, Washington, DC

Project manager and co-author of a comprehensive HSR/CLR for the Washington Monument, adjacent buildings, and the Monument Grounds undertaken for the National Park Service.

Lincoln's Gettysburg Depot Historic Structure Report, Gettysburg, Pennsylvania

Project manager and author of an HSR investigating the historic railroad depot where Lincoln arrived to commemorate the Battle of Gettysburg. Undertaken in advance of building's adaptive reuse as a visitor center.

HERITAGE *strategies*

A. Elizabeth Watson, AICP

Principal, Heritage Strategies, LLC

Education

1994 Harvard University, Graduate School of Design, Loeb Fellowship in Advanced Environmental Design

1981 Pennsylvania State University, Master of Regional Planning, Phi Kappa Phi

1976 University of Florida Preservation Institute, Graduate Studies in Historic Preservation

1974 Wake Forest University, Bachelor of Arts in History, Guy T. Carswell Scholar; cum laude

Experience Profile



As a planning consultant since 1993, Elizabeth Watson has worked in more than a dozen heritage areas, which combine regional planning with resource conservation, tourism development, and community education initiatives. She has also worked on greenway initiatives, including a statewide plan for the Commonwealth of Pennsylvania, and many other projects that combine historic preservation and land conservation. Elizabeth has been the part-time executive director of the Stories of the Chesapeake Heritage Area on Maryland's Eastern Shore since 2002. She is also the co-author of *Saving America's Countryside: A Guide to Rural Conservation* (Johns Hopkins University Press, 1997, 2nd ed.).

This book grew out of her earliest working experience, when she worked for the National Trust for Historic Preservation's Rural Program. She has also worked for the Land Trust Alliance and the Pennsylvania Department of Environmental Resources, and is the co-producer of the 1992 award-winning film made for the Chesapeake Bay Foundation, *Chesapeake: Living Off the Land*. She is currently at work on another book, *Lasting Landscapes*, as a James Marston Fitch Fellow.

Representative Projects

Sangre de Cristo National Heritage Area Management Plan, San Luis Valley, Colorado

Project director for a National Heritage Area focused upon the preservation of the unique Hispano heritage of the southern San Luis Valley and the revitalization of the valley's historic communities through heritage initiatives.

Butte-Anaconda Heritage Corridor Plan, Montana

Project director for an interpretive, revitalization, and heritage tourism plan for Butte and Anaconda, Montana and an interpretive greenway linking the two communities featuring the region's copper mining history and recent reclamation.

Outer Banks Scenic Byway Corridor Management Plan and National Scenic Byway Nomination

Project director for preparation of a scenic byway corridor plan for this internationally recognized North Carolina coastal region, and a successful federal nomination based on the region's cultural and natural intrinsic qualities, emphasizing the interrelationship of maritime communities with a 400-year-old relationship to land, sea, and sound.

Maryland's Historic National Road Corridor Management Plan, Maryland

Project planner for a corridor management plan for this National Scenic Byway that stretches across Maryland from Baltimore to the border with western Pennsylvania and crosses the state's urban, suburban, and rural landscapes.

Crossroads of the American Revolution National Heritage Area Management Plan, New Jersey

Project planner for a management plan for a National Heritage Area related to New Jersey's central role in the American Revolution. The plan focuses upon telling the region's Revolutionary War stories, preserving Revolutionary Era resources and landscapes, and engaging historic communities.

Abraham Lincoln National Heritage Area Management Plan, Central Illinois

Project planner for a National Heritage Area telling the nationally significant story of Abraham Lincoln's life and times in Ante-bellum America. The plan focuses upon engaging residents in the revitalization of the historic agricultural communities through appreciation of the region's role as an evolving frontier in the pre-Civil War Era.

Niagara Falls National Heritage Area Management Plan, Niagara Falls, New York

Project planner for this National Heritage Area telling the rich stories of Niagara Falls, including its natural history, central role in the French and Indian War, role in the nation's conservation movement, and industrial history as the place where large scale electrical generation was first undertaken.

Shenandoah Valley Battlefields National Historic District Management Plan, Virginia

Project director for preparation of management and implementation plans for this National Heritage Area preserving and interpreting Civil War battlefields, historic communities, and culture within the Shenandoah Valley.

Silos & Smokestacks National Heritage Area Interpretive Plan, Iowa

Project planner for a plan interpreting the story American agriculture. The plan developed interpretive themes and guidelines for presentation and included a workbook of potential projects, tools and media.

Lincoln Highway Heritage Corridor Interpretive Plan, Pennsylvania.

Project director for preparation of a comprehensive interpretive plan for the Pennsylvania portion of America's first transcontinental highway, including the Phase 1 implementation of interpretive exhibits.

Coker Creek Recreational Development, Tennessee

Investigated the heritage development possibilities relating to the Unicoi Turnpike National Millennium Trail, one of ten designated nationally. Coker Creek, a rural village in the Cherokee National Forest, anticipates creating a 3.6 mile walking trail with a "watchable wildlife" recreational facility and stimulating research on several significant archeological sites within the community.

Eco-tourism Initiative, Queen Anne's County, Maryland

Provided planning for this Eastern Shore county in identifying the development and programming required to boost local tourism relating to the county's significant location on the Chesapeake Bay and Atlantic Flyway. Resulted in the listing of a park, a trail, and a visitor center in the Chesapeake Bay Gateways Network; a grant of \$20,000 from the Chesapeake Gateways program for a series of outdoor interpretive signs in a park beside the Chesapeake Bay; and a test package for winter birding tourism.

Management Study for the Delaware & Lehigh Canal National Heritage Corridor, Pennsylvania

Developed and led the study of new management options for the D&L Corridor, supporting Congressional renewal of its authorizing legislation, and addressing key strategic questions regarding regional outreach, committee and staff structure, and board responsibilities. This work built on earlier completion of the corridor's management action plan.