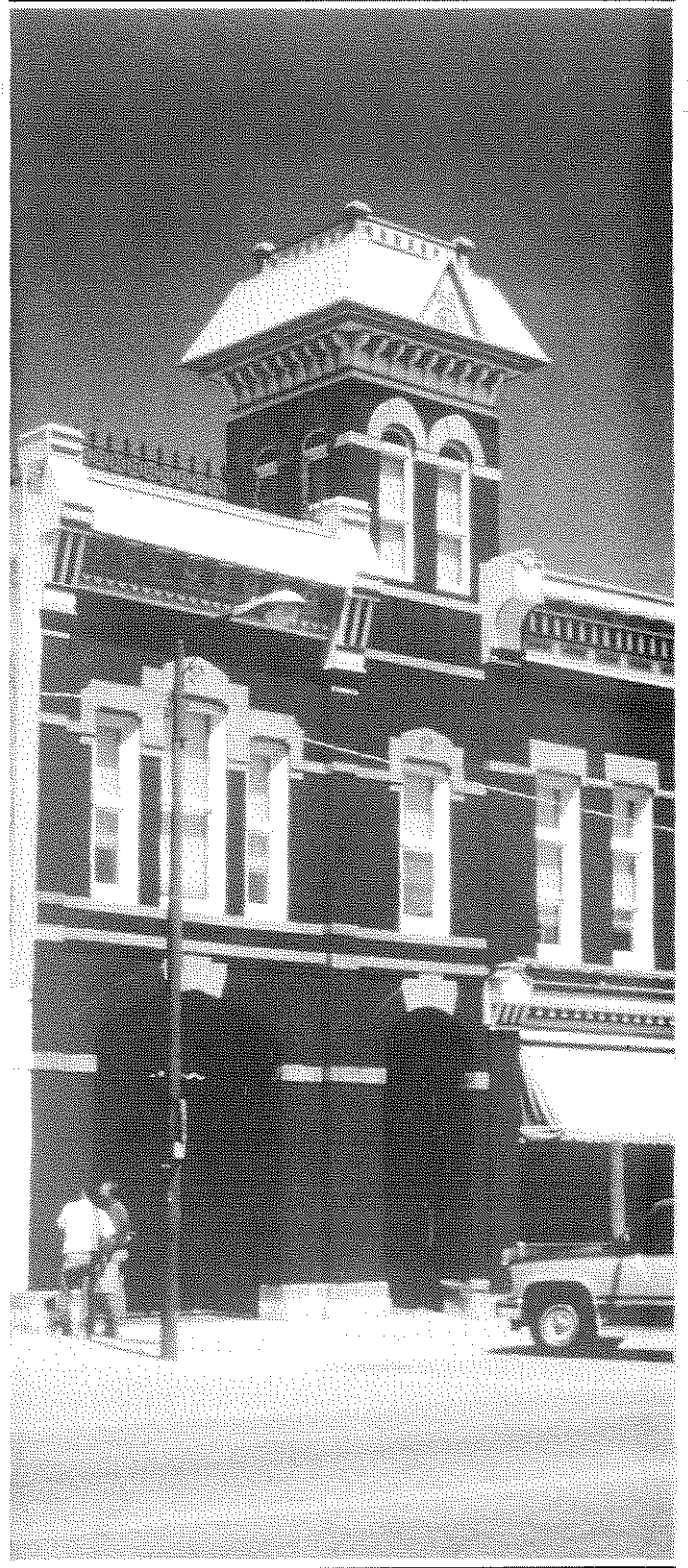


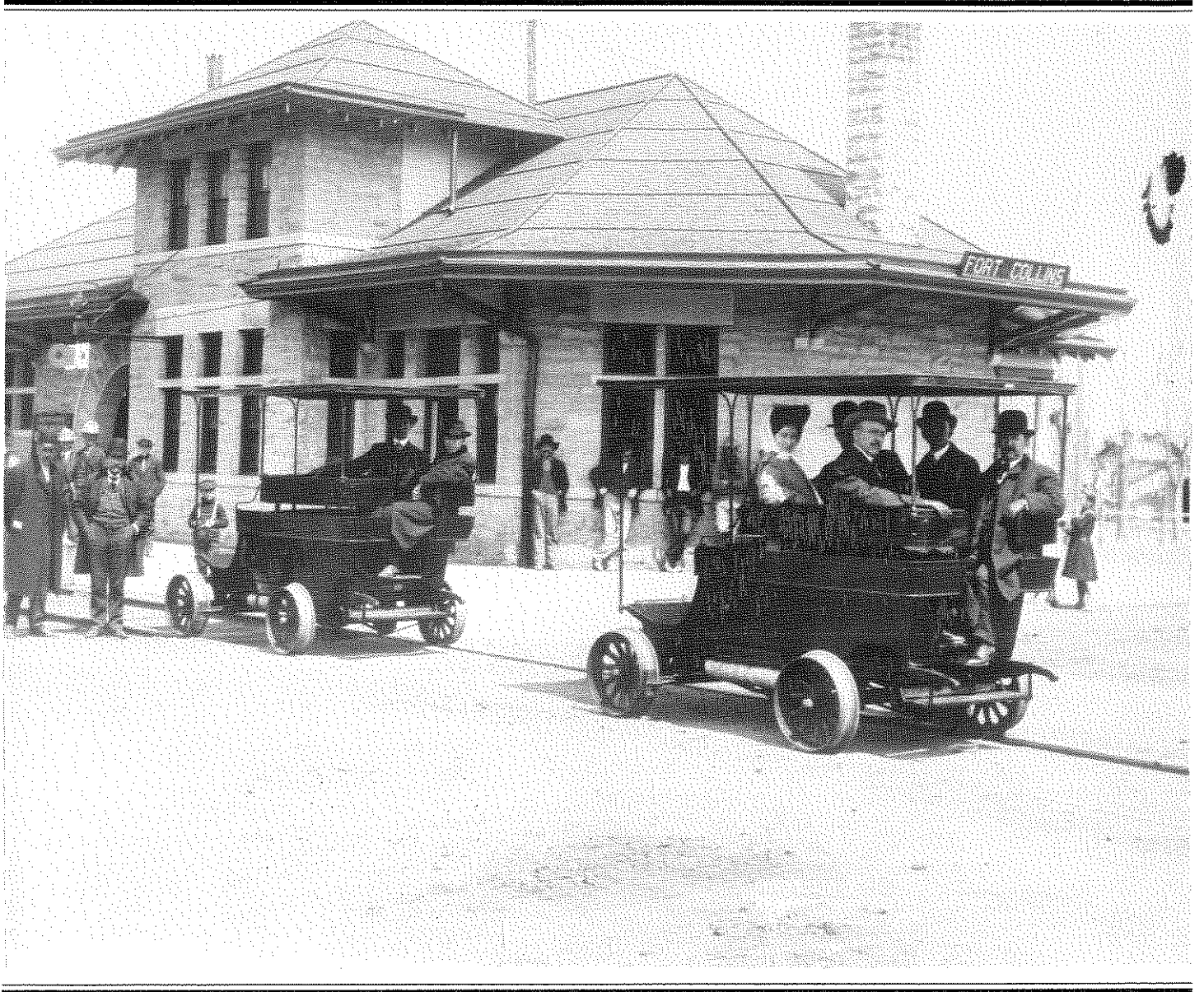
# Action Plan

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Survey, Identification and Prioritization ·  
Education and Awareness · Incentives ·  
Planning and Regulation · Landmark  
Designation Program · Administration ·  
Conclusion



# I. Survey, Identification, and Prioritization

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**Goal:** To determine what historic resources are within the Urban Growth Area, how significant these resources are, the nature and degree of threat to their preservation, and methods for their protection.

## *I.A. Historic Contexts*

Historic contexts are the framework for identifying, evaluating, and prioritizing historic resources. Preservationists are often asked whether every old building must be saved. The answer is clearly no! However, which ones should be saved and which ones should not depends on an evaluation of how important a part of the community heritage each resource is. Communities have realized that some of their most important historic buildings are not the recognizable landmark buildings everyone knows; thus there is well-founded concern that important buildings will be lost because there is no knowledge of their historic value. The development of historic contexts is therefore highly important to protecting historic resources.

## *Identification*

Many communities have completed a reconnaissance survey of their properties over 50 years old. While that effort usually revealed some identifiably important buildings, there was little historic information about the kinds of vernacular architecture common to western cities and about residents or businesses occupying the buildings. This is the problem Fort Collins faces. The City over the years has been a target for a considerable amount of reconnaissance survey work. This work has been completed by private consultants and CSU students. The areas surveyed are:

- CBD (excluding Old Town) -- contains approximately 300 structures. Many buildings remain unsurveyed.
- Old Town -- contains approximately 38 structures. Surveys were completed as part of the Old Town National Historic District designation.
- Laurel School Historic District -- this area contains approximately 665 structures. Surveys were completed as part of the National Historic designation. However, the information is incomplete to support a local landmark designation of individual structures, or as a local district.

- Holy Family Neighborhood -- contains approximately 600 structures. Surveys are incomplete.

- 1992 Survey - approximately 132 structures from throughout the community were surveyed as part of the development of the Residential Architecture and CBD historic contexts. In addition, 12 known agricultural properties and four schools were included in the survey.

Since most of the information on the survey forms is incomplete, except for the 1992 survey, Fort Collins' first priority is developing historic contexts which provide the historical background for evaluating these historic resources and prioritizing their preservation treatment. At present, general historic contexts for Fort Collins have been identified for the following chronological periods and themes:

- a. Euro-American Exploration and the Fur Trade c.a. 1540-1858
- b. The Colorado Gold Rush, Early Settlement, and the Creation of Fort Collins, 1844-1864
- c. Establishing the City: Old Town and New Town, 1867-1877
- d. The Railroad Era, Colorado Agricultural College, and the Growth of the City, 1877-1900
- e. Sugar beets, Streetcar Suburbs, and the City Beautiful, 1900 -1919
- f. Post World War I Urban Growth, 1919-1941
- g. Post World War II Urban Growth, 1942-present

These historic contexts are not complete, and need to be added to as more thematic research and surveys are completed. Additionally, historic overviews have been written for the following areas as a part of neighborhood surveys and National Register nominations:

- Residential Architecture: 1867 - 1940
- Central Business District Development: 1862 - 1940
- Old Town Historic District
- Holy Family Neighborhood
- Westside Neighborhood
- Poudre River - Water Resource Development
- Laurel School Historic District

More information needs to be added to these overviews as surveys are completed in the specific geographic areas. Therefore, the Landmark Preservation Commission has prioritized the following geographic areas and themes for completing historic contexts and surveys:

- Agriculture - All resources associated with agriculture within the Urban Growth Area including the Poudre River
- Central Business District
- Eastside Neighborhood
- Westside Neighborhood, particularly the west side of College Avenue, and West Mountain Avenue
- City Park Neighborhood
- Holy Family Neighborhood
- East Elizabeth Street Neighborhood

When many people think of historic preservation they think of fine old buildings. However, the same concern for identification and protection of historic buildings should be extended to the history and resources of the ancient Asiatic pioneers who hunted in the area thousands of years ago and to their Native American descendants. Archaeological projects can be significant and rewarding, revealing otherwise unobtainable information about our past and contributing to the community's understanding of itself. Little is known about what archaeological resources remain in the Fort Collins area because they are buried in the ground or are very hard to see on the surface. Identifying them requires background research to identify the most likely places to look, and fieldwork to determine whether resources really exist in the expected locations. More research, including historic context and survey work, needs to be undertaken to identify and protect these historic resources.

### *Evaluation*

Historic resources within historic contexts are evaluated for significance according to local, state and national criteria. As Fort Collins' historic resources are evaluated, they are categorized according to the following designations:

#### A. National Register of Historic Places

These are sites, buildings, objects, associated multiple properties, and districts that are either listed on the National Register of Historic Places or that have been determined eligible for listing. National Register properties are distinguished by having been documented and evaluated according to uniform standards. The Secretary of Interior's National Register criteria for evaluation and documentation standards are used by every State and Territory and by Federal agencies to identify important historic properties worthy of preservation.

#### B. State Register of Historic Places

These historic resources have been determined eligible for or are listed on the State Register of Historic Places by the Colorado Historical Society. Colorado's State Register of Historic Places was established in 1975. The criteria for inclusion in both the State and the National Registers are similar. National or State Register designation, however, provides little real protection for historic resources.

### C. Local Landmark Designation

The City's Landmark Preservation Ordinance has specific criteria for determining the significance of local resources. Resources receiving local designation may also be eligible for the State or National Register. However, the local designation process provides more protection and is a relatively simple process. Therefore, the first priority for significant historic properties will be to seek local landmark designation.

### D. Historic Resources of Merit

These properties have been determined eligible for local, state or national designation; however, they have not gone through the formal designation process. When a property is determined eligible, the owner is sent a certificate of Historic Resource of Merit, as well as a packet of information on local, state and National Register designation. Hopefully, the owner will pursue designation and the financial incentives which are available for designated properties.

### E. Historic Conservation Areas

These are overlays of historic areas that define geographical boundaries of historic resources. The conservation area may be defined by neighborhood, age, cultural landscape, or by property types such as commercial, residential or agricultural/industrial conservation areas. The definition of these areas is intended to signal historic importance, which may include a mixture of landmarks, districts, sites, and buildings; and/or historic areas without enough historical significance or integrity to qualify as a historic district, but which retain historic features that contribute to the quality of the neighborhood and community. This can be used as a preservation planning tool for protecting the historic character of a community.

### F. Resources in the Urban Growth Area

These are resources that will not be under the direct jurisdiction of the Fort Collins' preservation program until annexation; however, it will be in the City's interest to encourage the preservation of identified resources to the extent possible. The methods of encouraging preservation in the City program may not be applicable to resources outside the city and some alternative approaches for these resources may be warranted.

## *Prioritization of resources for protection*

One of the primary objectives of the Historic Resources Preservation Program is to offer a process for determining which historic resources are worthy of preservation and to suggest measures for their protection. National Register Bulletin #24 states that the National Park Services does not recommend establishing preservation priorities by numerical evaluations. "The experience of the National Park Service suggests that the complexities inherent in historic resource evaluations and the number of other factors that must be considered in establishing preservation priorities do not lend themselves to simple numerical formulas. Case-by-case evaluation of resources may provide a more accurate assessment of the significance of resources and thus a more realistic basis for planning decisions". Therefore, the National Park Service created the methodology of developing historic contexts to properly determine the significance, threats, protection methods, and priorities for the property types within the historic context.

For the purposes of the Historic Resources Preservation Program, priorities will be established first through an objective evaluation of the historic importance of a structure or district; and secondly, by an assessment of need for preservation protection resulting from existing or future actions or conditions that may adversely affect the historic interest of a property. Furthermore, during this process, decisions concerning the application of preservation protection measures will be made.

The diagram on the following two pages shows the general relationship of historic importance and the need for protection ("Preservation Necessity") to various protection measures.

Protection measures have been identified for historic resources of varying priority. Level **6** represents a group of measures that would apply to high priority resources; lower levels include measures that apply more broadly, including corresponding lower priority resources. (See the diagram on the next page.)

High  
Priority  
Resources

Level **6**

- 
- Colorado Historical Fund Grant (Emergency Funds)
  - local property tax rebate program
  - Development fee waiver
  - Loan pool

Level **5**

- 
- Revolving loan programs for residential and commercial property
  - Rehabilitation grant program
  - Federal funding sources
  - State tax credits

Level **4**

- 
- Local sales tax waiver on construction materials
  - Provide letters of support for CHS grant
  - Awards
  - Plaques
  - Design Assistance Program
  - Colorado Historical Fund Grant

Level **3**

- 
- Preservation Assistance Response Team
  - Landmark designation (non-consensual)

Level **2**

- 
- House moving
  - Historic Conservation Area
  - Demolition ordinance
  - Federal tax credits
  - Building Codes/Uniform Code for Building Conservation
  - Federal mortgage programs
  - Design guidelines
  - Historic Resources of Merit Program
  - Local Landmark Designation
  - Local Landmark Designation Assistance Program

Level **1**

- 
- Technical information and assistance
  - Resource Book
  - Notification Program for Owners
  - Workshops and seminars
  - Zoning incentives
  - Annexation, Zoning, and LDGS
  - Public Attention
  - K-12, CSU, displays, tours, resource book, and library
  - Comprehensive Plan

Low  
Priority  
Resources



# Resource Priority

and

# Corresponding Measures For Protection

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## Key

Historic Importance

Preservation Necessity

**MOST IMPORTANT/MODERATE**

**5 4 3 2 1** — Protection Measures

**MOST IMPORTANT/HIGH**

**6 5 4 3 2 1**

**MOST IMPORTANT/MODERATE**

**5 4 3 2 1**

**MOST IMPORTANT/NONE OR LOW**

**4 3 2 1**

**IMPORTANT/HIGH**

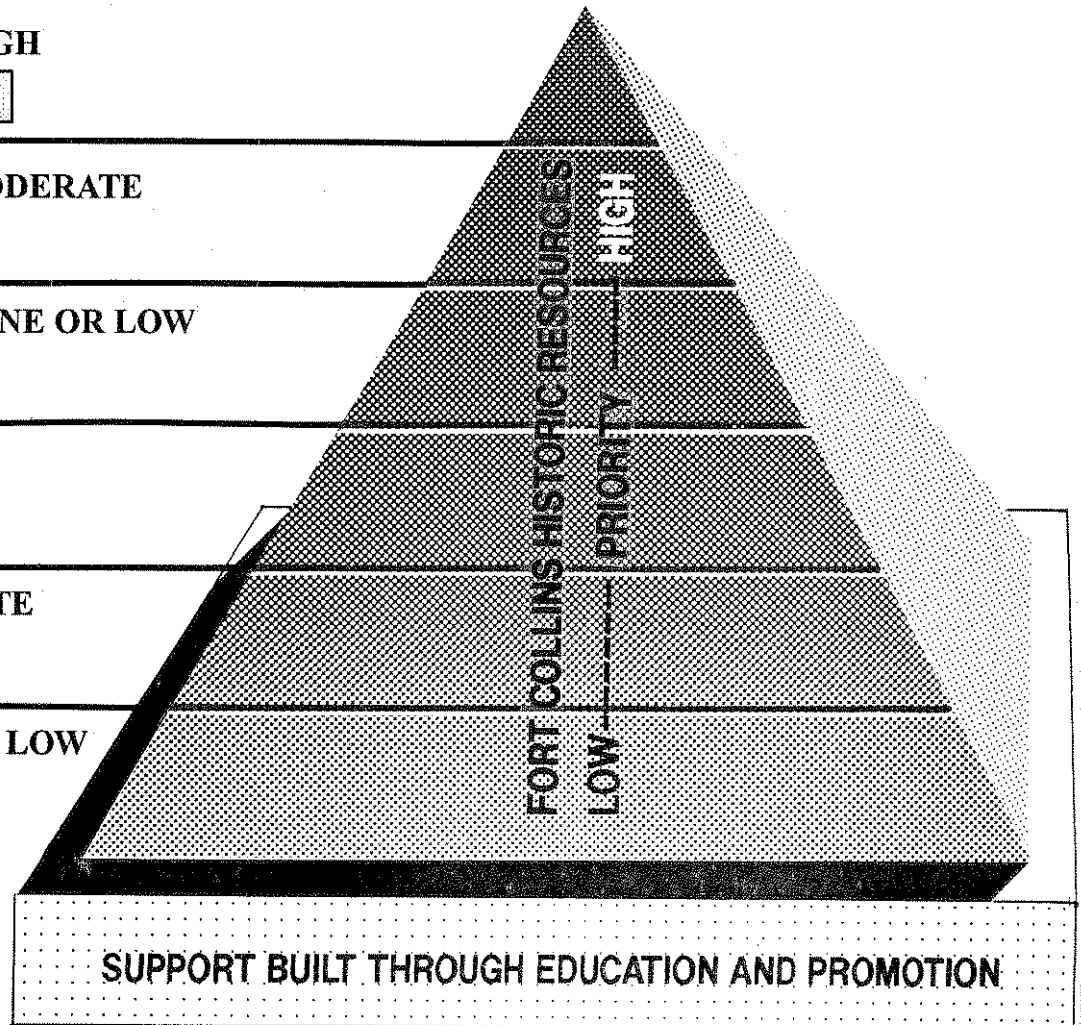
**3 2 1**

**IMPORTANT/MODERATE**

**2 1**

**IMPORTANT/NONE OR LOW**

**1**



Evaluation and prioritization will be completed with reference to and/or as part of the preparation of a historic context and/or during the survey of individual structures. Evaluation and prioritization will be made by the Landmark Preservation Commission with recommendation from City staff.

The evaluation of historic resources and prioritization of measures for their protection is a continuous process. For example, newly-identified resources will be added as more historic context and survey work is completed. The status of historic importance and/or preservation necessity may change over time. Also, new protection measures may be identified. **A partial list of structures for which survey, evaluation and prioritization has been completed is provided in Appendix B.** An effort should be part of the annual work program to update and reevaluate this list.

The following procedures will be used to determine priorities:

1. Sites, Buildings, Objects, Multiple Properties, or Districts (including contributing buildings) designated as a **Local Landmark** will be eligible for the following protection measures, although priority for receiving the assistance will be determined by the level of threat to the property. (See criteria for Determining "Preservation Necessity").

#### **Level 6**

---

Colorado Historical Fund Grant (Emergency Funds) (See Action III.E)  
Local property tax rebate program (See Action III.A.3)  
Development fee waiver (See Action III.B)  
Loan pool (See Action III.C)

#### **Level 5**

---

Residential property revolving loan program (See Action III.D.1)  
Commercial Property revolving loan program (See Action III.D.2)  
Affordable housing revolving loan program (See Action III.D.3)  
Rehabilitation grant program (See Action III.E)  
Federal funding sources (See Action III.F)  
State tax credits (See Action III.A.2)

#### **Level 4**

---

Local sales tax waiver on construction materials (See Action III.A.4)  
Provide letters of support for CHS Grant (See Action III.E)  
Awards (See Action II.H)  
Plaques (See Action II.I)  
Design Assistance Program (See Action III.H)  
Colorado Historical Fund Grant (See Action III.E)

#### **Level 3**

---

Preservation Assistance Response Team (See Action IV.F)

## Level 2

---

House moving (See Action IV.J)  
Historic Conservation Area (See Action IV.I)  
Demolition ordinance (See Action IV. G)  
Federal tax credits (See Action III.A.1)  
Building Codes/UCBC (See Action IV. E)  
Federal mortgage programs (See Action III.D.4)  
Design guidelines (See Action IV.H)

## Level 1

---

Technical information and assistance (See Action II.B)  
Resource Book (See Action II.O)  
Workshops and seminars (See Action II.L)  
Zoning incentives (See Action III.G)  
Annexation, Zoning and LDGS (See Action IV.C)  
Public attention activities (See Action II.A)  
K-12, CSU, displays, tours, resource book, and library (See Action II)  
Comprehensive Plan (See Action IV.B)

2. Sites, Buildings, Objects, Multiple Properties, or Districts (including contributing buildings) listed in the **State or National Register** will be eligible for the following protection measures, although priority for receiving the assistance will be determined by the level of threat to the property. (See criteria for determining "Preservation Necessity").

## Level 6

---

Colorado Historical Fund Grant (Emergency Funds) (See Action III.E)  
Loan pool (See Action III.C)

## Level 5

---

Affordable housing revolving loan program (See Action III.D.3)  
Federal funding sources (See Action III.F)  
State tax credits (See Action III.A.2)

## Level 4

---

Provide letters of support for CHS Grant (See Action III.E)  
Awards (See Action II.H)  
Plaques (See Action II.I)  
Colorado Historical Fund Grant (See Action III.E)

## Level 3

---

Preservation Assistance Response Team (See Action IV.F)

## Level 2

---

Local landmark designation (See Action V.B)  
Local Landmark Designation Assistance Program (See Action V.C)  
House moving (See Action IV.J)  
Historic Conservation Area (See Action IV.I)  
Demolition ordinance (See Action IV. G)  
Federal tax credits (See Action III.A.1)  
Building Codes/UCBC (See Action IV. E)  
Federal mortgage programs (See Action III.D.4)  
Design guidelines (See Action IV.H)

## Level 1

---

Technical information and assistance (See Action II.B)  
Resource Book (See Action II.O)  
Workshops and seminars (See Action II.L)  
Zoning incentives (See Action III.G)  
Annexation, Zoning and LDGS (See Action IV.C)  
Public attention activities (See Action II.A)  
K-12, CSU, displays, tours, resource book, and library  
Comprehensive Plan (See Action IV. B)

3. **Historic Resources of Merit** have been determined eligible for the National Register or Local Landmark Designation. However, they have not gone through the formal designation process. They will be eligible for the following protection measures, although priority for receiving the assistance will be determined by the level of threat to the property. (See criteria for determining "Preservation Necessity").

## Level 3

---

Landmark designation (non-consensual) (See Action V.B)  
Preservation Assistance Response Team (See Action IV.F)

## Level 2

---

Historic Resources of Merit Program (See Action V.A)  
Local landmark designation (See Action V.B)  
Local Landmark Designation Assistance Program (See Action V.C)  
House moving (See Action IV.J)  
Historic Conservation Area (See Action IV.I)  
Demolition ordinance (See Action IV. G)  
Federal tax credits (See Action III.A.1)  
Building Codes/UCBC (See Action IV. E)  
Federal mortgage programs (See Action III.D.4)  
Design guidelines (See Action IV.H)

### Level 1

---

Technical information and assistance (See Action II.B)  
Resource Book (See Action II.O)  
Notification Program for Owners (See Action II.J)  
Workshops and seminars (See Action II.L)  
Zoning incentives (See Action III.G)  
Annexation, Zoning and LDGS (See Action IV.C)  
Public attention activities (See Action II.A)  
K-12, CSU, displays, tours, resource book, and library (See Action II)  
Comprehensive Plan (See Action IV. B)

4. **Historic Conservation Areas** are intended to signal historic areas, which may include a mixture of districts, sites, objects, and buildings; and/or historic areas without enough historical significance or integrity to qualify as a historic district, but which retain historic features that contribute to the quality of the neighborhood and community. They will be eligible for the following protection measures, listed in groups that correspond to levels of threat, or "Preservation Necessity". (See criteria for determining "Preservation Necessity").

### Level 3

---

Landmark designation (non-consensual) (See Action V.B)  
Preservation Assistance Response Team (See Action IV.F)

### Level 2

---

Historic Resources of Merit Program (See Action V.A)  
Local landmark designation (See Action V.B)  
Local Landmark Designation Assistance Program (See Action V.C)  
House moving (See Action IV.J)  
Historic Conservation Area (See Action IV.I)  
Demolition ordinance (See Action IV. G)  
Federal tax credits (See Action III.A.1)  
Building Codes/UCBC (See Action IV. E)  
Federal mortgage programs (See Action III.D.4)  
Design guidelines (See Action IV.H)

### Level 1

---

Technical information and assistance (See Action II.B)  
Resource Book (See Action II.O)  
Notification Program for Owners (See Action II.J)  
Workshops and seminars (See Action II.L)  
Zoning incentives (See Action III.G)  
Annexation, Zoning and LDGS (See Action IV.C)  
Public attention activities (See Action II.A)  
K-12, CSU, displays, tours, resource book, and library (See Action II)  
Comprehensive Plan (See Action IV. B)

5. Structures over 50 years old may have historic significance and are potentially eligible for the local, state or national designation. To promote the identification and protection of significant resources within this category, these structures are eligible for the following protection measures, listed in groups that correspond to levels of threat, or "Preservation Necessity". (See criteria for determining "Preservation Necessity").

### Level 3

---

Landmark designation (non-consensual) (See Action V.B)  
Preservation Assistance Response Team (See Action IV.F)

### Level 2

---

Local Landmark designation (See Action V.B)  
Local Landmark Designation Assistance Program (See Action V.C)  
House moving (See Action IV.J)  
Historic Conservation Area (See Action IV.I)  
Demolition ordinance (See Action IV. G)  
Federal tax credits (See Action III.A.1)  
Building Codes/UCBC (See Action IV. E)  
Federal mortgage programs (See Action III.D.4)  
Design guidelines (See Action IV.H)

### Level 1

---

Technical information and assistance (See Action II.B)  
Resource Book (See Action II.O)  
Notification Program for Owners (See Action II)  
Workshops and seminars (See Action II.L)  
Zoning incentives (See Action III.G)  
Annexation, Zoning and LDGS (See Action III.C)  
Public attention activities (See Action II.A)  
K-12, CSU, displays, tours, resource book, and library  
Comprehensive Plan (See Action IV. B)

### *Determining "Preservation Necessity" (or Threat)*

**"Preservation necessity" (or threat) is defined as the need for preservation protection efforts, both private and public, resulting from some existing or future action or condition that may adversely affect or alter the existing special architectural or historic interest of a property.** For the purpose of determining preservation necessity, alteration to features of the property's location, setting or use, may be relevant depending on a property's significant characteristics and will be considered. Preservation necessity will be based on an evaluation of the negative effects of an existing or future action or condition that may diminish the integrity of the property's location, design, setting, materials, workmanship, feeling or association. This evaluation will include the following criteria.

**1. Improper physical alteration or rehabilitation to all or part of the structure. An improper alteration or rehabilitation may include any new additions to the structure.**

- (None) Not at all.
- (Minor) To a small degree - this is a structure which apparently does not need any repair, other than surface repair. Alterations, if any, to the features of the structure do not significantly diminish its historic importance.
- (Moderate) To a moderate degree - refers to structures where alterations have diminished its historic importance but could be corrected.
- (High) To a high degree - refers to structures which have been significantly altered or the historical features have been covered up which have resulted in the loss of some or all of its significant historic characteristics.

**2. Neglect including but not limited to physical destruction, damage from vandalism or natural processes of a property resulting in its deterioration or destruction.**

- (None) Not at all
- (Minor) To a small degree - this is a structure which apparently does not need any repair, other than surface repair.
- (Moderate) To a moderate degree - refers to structures with one or more significant defects presently constituting a dangerous, unhealthy or unsightly habitat which could be corrected and made sound.
- (High) To a high degree - refers to structures which are no longer safe or adequate for use.

**3. Existence of adverse physical, visual, audible or atmospheric conditions that are external to the historic resource which are out of character with the structure, incompatible to its continued use and/or will alter its setting. For example, high volumes of heavy truck traffic adjacent to historic buildings could create negative physical, audible and atmospheric conditions (noise, fumes, vibration, etc.)**

- (None) Not at all
- (Minor) To a small degree - one or more conditions are present but they do not adversely effect the structure or its setting, but can be reasonably mitigated.
- (Moderate) To a moderate degree - one or more conditions are present that significantly effect the structure or setting and will eventually lead to its destruction or demolition.
- (High) To a high degree - one or more conditions are present that significantly effect the structure or setting, and will eventually lead to its destruction or demolition.

4. **Adopted and approved plans, policies, regulations or programs isolate the property from or alter the character of the property's setting** when that character contributes to the property's historic importance and eligibility for landmark designation. Adopted and approved plans, policies, regulations or programs may also directly or indirectly affect the liveability, economic viability or integrity of a historic resource. Affects may occur at the same time and place as the plan, policy, regulation or program is implemented or they may occur later than or at a distance from the location of the undertaking. For example, a type of threat might be caused by new traffic patterns which could affect the economic viability of a commercial historic district.

- (None) Not at all
- (Minor) To a small degree - one or more conditions are present, but they would not be harmful to the structure.
- (Moderate) To a moderate degree - one or more conditions are present which could lead to significantly diminishing the liveability, economic viability, or integrity of the structure.
- (High) To a high degree - one or more conditions are present which is likely to lead to the destruction or demolition of the historic structure.

5. There may be other **conditions or threats that are special or particular** to certain structures or settings which may adversely affect the preservation of the resource, including but not limited to absentee landlords; growth and expansion of the University; parking problems; school abandonment policies; state and federal tax policies; and lack of financing for historic structure rehabilitation.

- (None) Not at all
- (Minor) To a small degree - one or more conditions are present but they do not significantly affect the character of the structure or its setting.
- (Moderate) To a moderate degree - one or more conditions are present which significantly effect the structure or its setting, but can be reasonably mitigated.
- (High) To a high degree - one or more conditions are present that significantly effect the structure or setting, and will eventually lead to its destruction or demolition.



## Action Steps

**I.A.1 -- Delineate all currently surveyed historic resources into categories of historic importance and preservation necessity. Include a statement of the reason for placing them in one category or another for future LPC, staff and City Council. Update Appendix B.**

*I.A.1.1 -- Incorporate this information into the computerized data base and devise a means for mapping the resources.*

*I.A.1.2 -- Update the listing of resources by category each year as new historic context and/or surveys are completed.*

**I.A.2 -- Undertake and complete historic contexts and surveys in order of priority.**

*I.A.2.1 -- Reexamine priorities in each annual work program to change priorities as circumstances change.*

*I.A.2.2 -- Prepare grant request to the Colorado Historical Society for funding to survey highest priority area, or some reasonable portion of the area, depending on how many structures are in the area and amount of funding granted.*

*I.A.2.3 -- Develop a standardized request for proposals for professionally qualified surveyors of historic architectural resources. This should include a description of qualifications, of the work to be undertaken, of the standard of performance required, the project schedule, and the product expected. The description of the area to be surveyed and number of buildings to be surveyed can be specified for each survey.*

*I.A.2.4 -- Establish a schedule for consideration of updating surveys. To a large degree, areas that have been professionally surveyed will not change enough to require updates of surveys. However, there may be areas where redevelopment activity, or neighborhood stabilization projects might cause circumstances to change enough to require an update of the survey. As areas that were developed less than 50 years ago get older, surveys should be prepared for these properties. As the Historic Resources Preservation Program increases awareness of historic preservation, more local historic districts may be contemplated, and this could require an update of the survey, possibly with some more extensive research on the limited area. Circumstances change in unforeseen ways over time even with the best planning; a five-year period after the last priority area is surveyed is a reasonable interval after which the LPC should consider updating surveys in developing the annual work program.*

*I.A.2.5 -- Use existing heritage groups to channel their information on the history of sites, buildings, persons, events, etc. into surveys, development of historic contexts and other similar projects. This requires establishing consistent communication such that the LPC will be informed of what kinds of information heritage groups have access to, and heritage groups will know what information the LPC is seeking.*

*I.A.2.6* -- Establish a process for getting basic research completed by volunteer sources. The specific nature of the research should be specified by the LPC and City staff, and the volunteer should either be a qualified researcher or should be supervised by an LPC member or City staff. Training of volunteers will be necessary to insure consistent quality in surveys. Possible sources of volunteer researchers might be heritage group members or graduate students in the Colorado State University Historic Preservation Program.

*I.A.2.7* -- Arrange to place copies of surveys and historic contexts in the public or CSU libraries, with an announcement on a library bulletin board or similar location.

### *I.B. Create a Computer Database*

Using information developed through surveying, historic contexts and other research, historic buildings can be recorded in a database. This information can be triggered by a building permit application, by a demolition permit application, by a development review application or by a public works project. In this way, the knowledge that a development or construction activity will affect an identified historic resource will be known in time to mitigate the potential negative results of the proposed action.

One of the most pervasive threats to historic buildings that are not well-known landmarks are routine applications for building permits that are approved without knowledge of the historic value of the building. Such projects often unknowingly obliterate the historic character or even demolish the building. In many of these cases, the same project could be approved, while at the same time preserving the historic character of the building. Alternatives to demolition can be proposed, with consultation, appropriate incentives may be proposed to preserve the building, a new location may be found, or as a last resort, the building can be documented. None of this can be attempted if there is no way of flagging proposed activities that affect these historic resources.

A database of historic buildings can also be an important element in historic preservation planning such as in landmark designations, outreach and education, etc. The database can be a means of integrating specific historic sites with other kinds of land use plans and regulations such as LDGS review, preparation of neighborhood plans, etc. The database can be used to notify City staff that they are reviewing a project that affects a historic property and may warrant special consideration or procedures in both the review and in subsequent inspections. The fact that work must conform with approved design plans can be noted in this way.

The information in the database can be organized in such a way that it can be sorted by address, by age, by property type, by zoning district, by degree of threat, by local designation, by eligibility for national or local designation, etc. The information can be mapped on a computer mapping system such as G.I.S., and might be coordinated with a county-wide mapping system.

Design of the database and retrieval system will depend upon both the uses to which information will be put, and on the software computer system to be used. This is an area where some professional consulting support would be beneficial.

Another important consideration is the process that follows the identification of historic resources associated with a building permit or development application. The first level of determination might be simply whether the proposed action would have a potential adverse effect on the historic resource, or whether it would have no adverse effect. A short time period for review at this level would be the goal. If an adverse effect was determined, a second review period and procedure would be required. This second review might specify some basic research to determine whether the property is represented in the historic context, its significance, its integrity, its eligibility for national or local designation, etc. If the property has not been evaluated by the historic context, some further historic research may be required. However, the design of the data base should attempt to record such information for each property listed in the data base to make this review as efficient as possible. If the building is found to be significant, the next step requires devising a strategy to mitigate the adverse effect, and to negotiate with the applicant for cooperation and support. If this is impossible to achieve, an attempt to find a new location is an alternative, and finally obtaining the opportunity to document the building would be a last resort.

This same procedure would be followed by both private and public projects. The database will also be an important consideration in preparing or updating new area or corridor plans, revising land use regulations, changing zoning, and in developing capital improvements programs. A significant effort will be necessary to integrate historic preservation into the planning processes of other City departments. Periodic training on historic preservation considerations for staff in other departments will be critical.

### *Action Steps*

*I.B.1* -- The LPC and staff will define objectives of a computer database and mapping system. This will include the kind of information to be included in the database, the potential for adding or updating information at a future time, how this information will be retrieved and used, how the database will be integrated with other departments, and some idea of the review procedures.

*I.B.1.2* -- Establish simple review procedures, time schedules for review, and incentives and regulations that can be used to encourage preservation, or mitigation of damaging impacts for historic resources identified by the database. The intent is to identify the project affecting a designated or non-designated historic resource, and to establish a short period to determine the project impacts, then attempt to devise a mitigation strategy.

*I.B.1.3* -- Establish a periodic training program for City staff that will potentially interact with historic resources. Include a fail safe method to ensure no project, either public or private, proceeds without checking the database to determine any effects on historic resources.

*I.B.1.4* -- Evaluate ways in which the database information can be applied to the preservation and education programs. Incorporate these as tools in the implementation of these elements of the program.

*I.B.1.5* -- Investigate possible methods of computer mapping of historic resources, including cooperation with Larimer County. A system that is compatible with the other City maps would be most useful. It is important to link historic resources with zoning districts and with infrastructure maps in such a way that any proposed changes to these systems would immediately show how and where they would impact historic resources.

## II. Education and Awareness

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**Goal:** To raise the level of awareness and understanding of and appreciation for the value of historic resource preservation in contributing to the quality of life in Fort Collins.

### *II.A Public Attention*

One of the most important tasks for preservationists is to take the initiative in portraying historic preservation in a positive light. In Fort Collins, like most communities, historic preservation labors in relative obscurity until a controversy arises, and in the crisis situation, lack of knowledge and understanding create negative publicity. This negative publicity is usually the most memorable thing about the controversy. The way to turn this situation to a positive one is through a concerted public education and marketing effort. This must be a joint effort of private and public organizations. Every heritage group in the community will be called upon to participate with the Landmark Preservation Commission and City staff, along with the Chamber of Commerce and other business groups to promote preservation.

### *Action Steps*

*II.A.1* -- Publicize all historic preservation events including those put on, or sponsored by the City, the Heritage Roundtable, the Colorado Historical Society, the National Trust for Historic Preservation, Library, Museum, etc. Events that occur on a regular basis build a following over time and media coverage is easier to encourage as the event is institutionalized. Preservation Week is an example of this type of event. When a variety of events occur on a regular year-round schedule, the public gets used to seeing notices of historic preservation activities and begins to anticipate their occurrence.

*II.A.1.1* -- Compile a list of preservation events, and events related to the history of Fort Collins, of the area, or specific historical topics of general interest. Arrange the events by calendar date. Determine a desirable events schedule, such as one event in each month, an event at each important holiday, the anniversary of an important historic occasion, or concentration of events in the summer.

*II.A.1.2* -- A special effort should be made to target "opinion leaders," and through them, specific audiences. Such opinion leaders include teachers; historians; editors; writers; broadcasters; political leaders; businessmen; realtors; bankers/mortgage lenders; community group leaders; public relations professionals; and youth leaders. Audiences should include high school and college students; young marrieds; the over-the-25-years-of-age group; and senior citizens. Programs should be tailored to achieve the maximum effect with each group.

*II.A.1.3* -- Identify ways to inform the public of the events calendar and of upcoming events, by:

- A simple newsletter published by private heritage groups;
- Public access cable television community events listings;
- Community events listings in the *Coloradoan*, *Collegian* and the *Triangle Review* newspapers;
- Press release for events of interest to the broader community; follow up with a phone call to appropriate reporter;
- Newsletter or similar publications of organizations unrelated to historic preservation, but to whom an event might have interest, such as a workshop on preservation tax credits in the newsletter of the Downtown Business Association. Some other examples include the City's newsletter and the Planning Department newsletter;
- Posting on bulletin boards where those with an interest in history and preservation would be likely to visit, such as the Museum, Library, and the History Department at CSU; and
- Announcements and bulletin boards at primary and secondary schools for events of interest to youth, especially in conjunction with the historic preservation K-12 education program.

*II.A.1.4* -- An effort should be made to insure that information about Fort Collins' historical attractions are distributed to motels and hotels, travellers' rest points along highways, bus depots, and airports. Perhaps such an effort can be a joint venture with the City's Visitors and Convention Bureau.

***II.A.2* -- Publicize incentives for historic preservation.**

*II.A.2.1* -- Develop a simple fact sheet on incentives that is inexpensive to reproduce. Use the fact sheet as an enclosure in mailings to owners of historic properties and/or use as a handout in presentations to interest groups and at historic preservation events. A fact sheet could be given to anyone requesting a building permit or development review for buildings over 50 years of age or other specified category of historic resources.

*II.A.2.2* -- Prepare articles for the *Coloradoan*, *Collegian* or the *Triangle Review* on incentives for preservation. Such an article might be of interest during tax time, or in conjunction with special magazine supplements on building, remodeling, financial planning, neighborhoods, downtown business, etc.

*II.A.2.3* -- Prepare articles for the *Coloradoan*, *Collegian*, and the *Triangle Review* on successful renovation projects using local economic incentives. Invite members of City Council, City staff and other community leaders on a bus tour of successful renovation topics.

***II.A.3* -- Publicize landmark designations of buildings.**

*II.A.3.1* -- Continue to give property owners a Certificate of Recognition, a handshake from the Mayor, and a few words of appreciation at the meeting where the designation ordinance is approved by the Council.

*II.A.3.2* -- Once each year conduct a ceremony to honor designations, perhaps with a plaque, along with a photographic display of all designated landmarks. A good time to do this is during Preservation Week.

*II.A.3.3* -- Prepare an article for the *Coloradoan*, *Collegian* or the *Triangle Review* on some designated landmarks; include comments from property owners regarding why they chose to landmark.

*II.A.3.4* -- Prepare a "how-to" video on undertaking local and national landmark designation.

***II.A.4* -- Miscellaneous Publicity**

*II.A.4.1* -- Prepare articles periodically that show how important historic preservation is in other communities and the broad benefits the community realizes from preservation. Some possible topics include: the Greenways/cultural parks in the state of New York; the Fredricksburg, Virginia, case study illustrating a method for determining the benefits of community preservation; the effectiveness and fiscal impact of tax incentives for historic preservation; neighborhood stabilization; the economic benefits of preservation; downtown revitalization; etc.

*II.A.4.2* -- Compile existing photographs and histories on important historic buildings in Fort Collins that have been demolished into a videotape presentation, with narrative. Update the Planning Department's historic preservation video. Provide copies of both to the Library to be checked out by patrons. Search out opportunities to show the videotapes at events and to organizations.

*II.A.4.3* -- Investigate the possibility of a historic preservation program for public access cable television. There are many topics that could be the focus of such a program, but the direction will come from the cable television producers. The LPC will need to respond to whatever opportunity presents itself. However, general planning of some topics, personalities and resources that could be part of a cable television production should be undertaken by the LPC before making a proposal. Consultation with a cable television media professional would help in preparing to effectively sell the cable television companies on the value of a historic preservation program.

*II.A.4.4* -- Prepare short, informative brochures or "fact sheets" on critical preservation issues targeted to selected interest groups, such as realtors and homeowners. Some possible topics include a description of the benefits of preservation, including the economy and tourism; a description of regulations that apply to landmark structures and districts; histories of neighborhoods, etc.

***II.A.5 -- Develop a Positive Relationship With Media***

*II.A.5.1* -- The Chairperson of the LPC and City staff should meet with the editors of the *Triangle Review*, *Collegian*, *Coloradoan*, and Columbine Cablevision to present the elements of the Historic Resources Preservation Program, and to solicit support for the Program's effort to create a good working relationship with the media.

Interviews conducted as part of the Historic Resources Preservation Program indicate that most Fort Collins residents depend on local newspapers for information on community issues and events, and because of this, it will be an important effort of the LPC to develop better, more positive coverage of preservation issues by them, and by cable television. At first, it may be helpful to present preservation issues in relationship to economic development, increased property values, etc., rather than as a cultural issue. This may take time, and more than one meeting. It is possible that the Mayor might participate in a preliminary meeting to indicate the City's support of the Program and of preservation.

*II.A.5.2* -- Designate one member of the LPC, as a yearly assignment, to coordinate preparation of press releases for preservation events, neighborhood meetings related to survey results, panel discussions, presentations, etc. To begin this effort, the LPC member should make informal contact with the reporters who would be assigned to cover preservation topics, in order to provide a general explanation of the preservation program, provide printed information on the Program, and give some preliminary information on the kinds of events and program implementation that will be upcoming during the year.

It would be helpful to consult with a media expert for recommendations on how to prepare the most effective press releases. From time to time, there may be other media to which press releases should be sent. However, the objective of this effort is to develop better support for preservation issues in the local media that have been identified as important sources of information in Fort Collins, and this is where the effort should be concentrated.

*II.A.5.3* -- Meetings with the editors of the three newspapers should pave the way for publication of Guest Opinions, preservation articles, a periodic column on preservation, and letters to the editor /related to a specific event or issue. Local preservationists could be called on to write letters to the editor to provide positive information to the public on any preservation issue. A demonstration of public interest may be necessary to getting support for guest opinions, articles, etc.

*II.A.5.4* -- The LPC should prepare a list of topics, with an order of priority for publication, and ask members to prepare drafts of articles of the first several topics to be ready to take advantage of any opportunity. Identify the length most likely to be accepted for publication; for example, letters to the editors are usually limited to 200 to 300 words, while guest opinions may be up to 500 words. Articles are of varying length, but will be restricted in length until reader interest is demonstrated. Follow-up letters to the editor from local preservationists on positive preservation coverage should be organized ahead of publication whenever possible to demonstrate reader interest.

*II.A.6*-- The community has not yet fully capitalized on the tourist interest its history and architectural heritage could generate. Among Fort Collins' prominent events and historical attractions are the birthplace of water resources management and development, and western frontier exploration and settlement. The Trolley, Old Town, Linden Hotel, Laurel School Historic District, Old Fort site, Museum, Poudre River, and other buildings and sites are some of the resources, if well advertised, that could be part of the "must-visit" sights for visitors and history lovers.

*II.A.6.1* -- Work with the City's Convention and Visitor's Bureau to identify how historic preservation can be integrated with efforts to attract tourists.

*II.A.6.2*-- Organize a workshop on "heritage tourism" that includes representatives from the National Trust for Historic Preservation, Downtown Business Association, Downtown Development Authority, Convention and Visitor's Bureau, Chamber of Commerce, hotels and motels, etc.

## *II.B Technical Information and Assistance*

One of the best opportunities for historic preservation is through enlightened property owners. There is growing concern about the increasing number of inappropriate alterations to older buildings that are adversely affecting the integrity of many of the community's historic buildings and neighborhoods. There are also many property owners who want to learn more about how to fix up/paint up their homes or places of business while respecting its historic character.

Each year, the City's historic preservation program devotes a considerable amount of its time and resources in meeting with citizens on an individual basis to discuss problems and solutions. However, this approach is labor intensive and reaches only a few. New opportunities should be explored to involve a larger and broader audience including holding workshops and providing publications for the general public. Although rehabilitation of historic buildings should be the focus of these workshops and publications, the principles and techniques apply equally as well to buildings not recognized as historic. The classes and publications therefore may hold widespread interest among a broad range of homeowners.



### *Action Step*

*II.B.1* -- Continue to provide technical assistance on an individual basis. However, additional opportunities should be explored and implemented to reach a broader audience including but not limited to:

- . Using construction projects that demonstrate renovation techniques;
- . Providing classes in rehabilitation for homeowners and design professionals; and
- . Providing publications that focus on rehabilitation issues, including maintenance.

### *II.C Preservation Week*

Preservation Week is an established national event that has a significant history in Fort Collins. This event should be a high profile, positive occasion for preservation, and presents many opportunities for educating the public. The events held during Preservation Week may be different from year to year, depending on what preservation efforts are being undertaken, and planning the events should be one of the highlights of the City's historic preservation annual work program. Several considerations in planning these events are:

- A. Involve local preservationists and heritage groups to the greatest extent possible.
- B. Give out plaques for the year's designated landmarks in a public ceremony. The Mayor or a Councilperson could hand the plaques to property owners, with press coverage.
- C. Walking tours of surveyed areas, presentations of popular preservation information, such as historic paint schemes, financial incentives, etc. are all events that are well-received by the public.

### *Action Step*

*II.C.1* -- Continue to make Preservation Week an important community event to publicize and recognize historic preservation in Fort Collins.

### *II.D Historic Preservation in K-12 Education*

The extent of this effort is dependent on the cooperation of individual teachers, the K-12 education program, and the school district administration. At the present time, copies of a historic preservation unit for the fourth grade developed by the Fort Collins Planning Department are filed in the public library and each school library for use by teachers who are interested. This unit is not used much because teachers are as unfamiliar with the topic as is the general population.

## Action Steps

*II.D.1* -- Establish an ongoing working relationship with representatives of Poudre R-1 to find ways to integrate historic preservation into the K-12 curriculum. Assign an LPC member(s) as liaison between the LPC and the School District.

*II.D.1.1* -- One approach could be to develop a one-time presentation on preservation for primary school, junior high school, and for senior high school students in consultation with individual classroom teachers who want to enrich their students. This could be an annual presentation, and include a field trip, handouts, photographs, etc.

The intent of this preliminary effort is to establish historic preservation as part of the curriculum for each grade level, in some way. By doing this, those who are trained in educating students will be able to take over the institutionalization of preservation teaching, the success of such an effort will be less dependent upon untrained volunteers, and will be done on a more regular basis than could be anticipated with volunteers. This longer term effort requires ongoing consultation and collaboration with classroom teachers and the school district to build understanding of the importance of historic preservation and how it can fit into the curriculum with which they are more familiar.

Some topics of interest for various age groups that could be part of K-12 preservation units might include: history and architecture of Fort Collins; what is preservation and why do we need to save old things; stewardship of historic resources for future generations; environmental reasons for preserving buildings; historic architecture/town development as an elective in senior high schools; and preservation technology presentations by CSU professors or graduate students to generate interest in the hands-on aspects of preservation.

Heritage education has been a focus of the National Trust For Historic Preservation, and their *Information Series* includes "Preservation Education: Kindergarten Through Twelfth Grade," by Ellen G. Kotz, which presents a comprehensive list of educational programs that cover a variety of disciplines relating to historic preservation that can be used to develop different skills or teach different concepts. The National Trust regional office in Denver can be helpful in providing examples of heritage education programs around the country that the School District can evaluate on a professional level.

*II.D.1.2* -- In conjunction with a presentation on historic preservation, a contest for classroom students might be developed. If interest can be encouraged, this might be developed into a Preservation Week event for children, with publicity for the contest and the winners.

*II.D.1.3* -- Participate in the development of an education program at the Museum. After school classes and summer programs for children of varying ages have the potential of presenting historic preservation topics to school age participants in a way that is very informative and interesting at the same time. This program could offer opportunities for student internships in the historic preservation graduate program at Colorado State University.

## *II.E Historic Preservation at Colorado State University*

The historic preservation graduate program in the History Department at Colorado State University offers the opportunity for productive collaboration between the graduate program and the Historic Resources Preservation Program. Also, students and faculty in the University's Construction Management Program and the Center for Stabilization and Re-use of Important Structures could play a valuable role in future preservation efforts. The work of the Stabilization Center includes, for example, helping Colorado communities organize, formulate, and implement strategies for stabilization of important historic structures that are in jeopardy and beyond the reach of traditional rehabilitation programs.

The graduate program of the History Department has an internship. The graduate program has an emphasis on history and historic research, and to the extent that preservation technology is offered, it is in the Construction Management Program or Stabilization Center.

Colorado State University has the potential to offer one of the best preservation programs in the country because of the hands-on opportunities for graduate students that would be available through the Historic Resources Preservation Program. There would be opportunities in research, planning, architecture, education, public administration, technology, etc. These are opportunities not often available to graduate students in historic preservation, and almost never in the same location as the university program. The CSU graduate program is not developed to the extent that it could take advantage of many of these opportunities, except at the initiative of an individual student. A significant commitment by the University would have to be made to develop the graduate program to the degree that the University and City preservation programs could be of mutual support. However, this presents one of the most exciting opportunities in historic preservation, and the LPC might delegate a representative(s) to investigate the potential support for development of the graduate program.

### *Action Steps*

*II.E.1* -- Establish an ongoing working relationship with representatives of Colorado State University to find ways for productive collaboration regarding historic preservation. Assign an LPC member(s) as a liaison between the LPC and the University.

*II.E.1.1* — Develop a list of projects and job descriptions for internships for historic preservation graduate students. Individual professors should be informed of this list so they can advise students that they may identify as qualified and interested. Arrange to post the list where graduate students will see it. Provide a contact person and phone number.

*II.E.1.2* — Attempt to institutionalize the internship program as part of the graduate program, even if the graduate program itself is not developed any further. Internships offer students real experience that will be invaluable in obtaining employment in the field of historic preservation. It is to the benefit of both the graduate program and the City program to enhance an internship program.

## *II.F Heritage Group Network (Historic Fort Collins)*

Heritage groups and their extended networks can offer support to historic preservation activities. Currently, there are over 55 local heritage groups representing several thousand individuals. These groups and organizations need to be more organized and involved. A more organized coalition could be a very strong political interest group that could lobby for support of historic preservation, and whose numbers and interest could encourage more attention to and participation in preservation issues. An organized group could also perform many important functions in the implementation of the Historic Resources Preservation Program including but not limited to assisting in the survey and identification of historic resources, education and promotion efforts, incentives, and landmark designations. Private, non-profit groups also have access to grants and resources that are otherwise not available to the public sector. Discussions are underway by some private citizens to create a private non-profit "umbrella" organization known as "Historic Fort Collins" similar to ones already established in Denver and Boulder. The Landmark Preservation Commission should support this effort.

### *Action Step*

*II.F.1* -- Support efforts to create an "umbrella" non-profit preservation group; delegate a member of the LPC as a liaison to the group.

## *II.G Historic Preservation Displays*

### *Action Step*

*II.G.1* -- Develop a series of displays to interest the public in historic preservation issues. Displays could include such things as: photographs of locally-designated landmarks; historic preservation award winners; Preservation Week activities; historic preservation successes; photographs of demolished historic buildings; a calendar of historic preservation events; school and museum education program projects, etc.. These displays could be placed in City Hall, the Library, the Museum, vacant storefront display windows, schools, etc.

## *II.H Awards*

This is an inexpensive but rewarding effort to expose the public to lesser-known historic resources in the community or for just rewarding "good behavior." This program attaches no requirements or restrictions, but calls attention to resources in a positive way. This also provides an opportunity to publicize preservation in an interesting format.

### *Action Steps*

*II.H.1* -- Continue the successful "Friends of Preservation" program. Since 1985, over 30 awards have been presented by the Landmark Preservation Commission. The awards are given to organizations or persons active in or who have made contributions to historic preservation activities in Fort Collins during the previous 12 months. These awards are presented during Historic Preservation Week. Winners should be recognized at a City Council meeting.

*II.H.2* -- Continue the successful "Outstanding Historic Renovation Awards" program. This program was begun in 1991. It is intended to recognize examples of outstanding design and renovation of locally landmarked structures. It is applicable only to properties which have been reviewed under the City's Landmark Ordinance. Each of the winners is presented an Award of Merit by the Landmark Preservation Commission. Winners should be recognized at a City Council meeting or in some other public forum.

## *II.I. Plaques*

### *Action Step*

*II.I.1* -- Identification of designated landmarks with permanent plaques describing the significance of the structure is a relatively low-cost action that instills community pride in the property owner and also marks the landmark for future generations. A plaque should be provided for every individual landmark that is designated with a description of the historic significance of the structure. The plaques should be mounted on an appropriate location on the landmark by trained personnel.

## *II.J Notification Program For Owners of Historic Properties*

Many owners of historic properties know nothing about the significance of their old building. Such knowledge is often a source of pride and is an effective education tool.

### *Action Steps*

*II.J.1* -- Implement a program for notification of owners of historic properties.

*II.J.1.1* -- Based on the most recent survey information, notify owners of historic resources determined to be eligible for listing in the National Register of Historic Places as an individual landmark, or as a contributing building in a historic district. Notify owners by mail with a standardized packet of information on the Historic Resources Preservation Program, on incentives for local landmark designation, on the designation procedure, calendar of preservation events, etc. Follow the notification up with a telephone call and invitation to a neighborhood meeting related to survey results, or to a LPC meeting, if a neighborhood meeting is not scheduled.

*II.J.1.2* -- Notify owners of properties determined to be eligible for local landmark designation, or targeted for local landmark designation. This includes individual landmarks or historic districts. Provide a similar or identical packet of information as in *II.J.1.1*. Do similar or identical follow up telephone call and invitation to a meeting.

*II.J.1.3* -- Develop a gift certificate to be redeemed for historic preservation information of general interest to be included in packets of information. Examples of such information include historic paint schemes, local historic walking tour brochures, historic architectural styles of Fort Collins, or a calendar that incorporates photographs and descriptions of Fort Collins historic landmarks. When the certificate is redeemed, take the opportunity to informally discuss the property and its potential.

## *II.K Communication with City Council*

### *ActionSteps*

*II.K.1 -- Keep City Council informed of progress and the successes of the Historic Resources Preservation Program.*

*II.K.1.1 -- Provide brief updates, perhaps semi-annually, on progress of the Historic Resources Preservation Program. A more detailed update should be provided annually. For special positive accomplishments, provide a separate update. The update is for information purposes only. However, occasionally, the LPC may request a City Council resolution, or a commendation to a citizen for preservation activities, etc. This should include a process for City Council members to ask questions (on the information provided in the updates) and have them answered*

*II.K.1.2 -- Keep the Council-appointed liaison informed of the progress of the Program by sending him/her LPC meeting minutes and other pertinent information. Consider appointing a liaison from the LPC to each of the members of Council. The responsibility of the liaison will be to provide a point of contact on a continuous basis and to coordinate and discuss ideas and interests.*

*II.K.1.3 -- Organize a bus tour for the City Council, members of Boards and Commissions and City staff. Select an area of the community that best exemplifies the benefits of preservation -- buildings that have been saved and adapted for new uses such as affordable housing or commercial enterprise. Create a historical tour map for all participants. Invite spokespersons to participate who have special knowledge of rehabilitation tax credits and the aesthetic and economic benefits of historic preservation.*

## *II.L Workshops and Seminars*

### *ActionStep*

*II.L.1 -- Organize presentations and panel discussions on various aspects of historic preservation for presentation to boards and commissions, service clubs, sign companies, Downtown Business Association, Chamber of Commerce, Downtown Development Authority, realtors, architects, builders, environmental groups and neighborhood groups, churches and business associations. LPC members could focus on a specific area of interest and expertise and do presentations in that area. Contact the Colorado Historical Society for information on the types of outreach workshops and seminars their staff routinely conduct. This type of educational effort needs to have interest and participation encouraged, and will most likely be related to another aspect of the Historic Resources Preservation Program. Scheduling and publicizing preservation workshops and seminars should be part of the annual schedule of preservation events and should be related to other Program elements, as appropriate.*

## *II.M. Attitudinal Survey*

### *Action Step*

*II.M.1* -- Develop an attitudinal survey on historic preservation in Fort Collins after the Historic Resources Preservation Program has been established to assess public support for preservation, the degree to which the Program is succeeding, and if efforts need to be redirected or intensified in the following year's work program. The LPC should outline the questions for which they would like information, and then get assistance from the City staff who do research and evaluation in designing an appropriate questionnaire, and in evaluating the responses.

## *II.N Tours*

### *Action Steps*

*II.N.1* -- Tours are an inexpensive but effective way to attract attention to historic preservation. They can be both fun and informative. Significant historical themes, for example, water resource development, can be developed into historic interpretation tours. Some of these tours can be walking or bicycling tours, but most will be driving or bus tours. Other tours could be developed around agriculture, the sugar beet industry, transportation, education, industry and business, early lifestyles, the Native American culture, etc. It is imperative, however, that thorough historical research be undertaken before any tours are initiated.

*II.N.1.1* -- Work with the Library, Museum, Convention and Visitors Bureau, and local heritage groups to identify potential tour themes.

*II.N.1.2* -- Develop one or more maps identifying historical theme tours and important tourist attractions in the Urban Growth Area.

*II.N.1.3* -- Publish theme tours (routes and narratives), perhaps as newspaper publications.

## *II.O Resource Book*

This is an excellent way to network among preservationists. A catalog or "yellow pages" could be prepared that lists local builders, craftpersons, manufacturers and suppliers, artists, etc. that deal in services and goods related to the rehabilitation and preservation of historic buildings. This catalog could also include names and phone numbers of persons who have renovated a home and would be willing to share this experience with others. This would be a good project for the private heritage groups.

### *Action Step*

*II.O.1* -- Encourage one of the private heritage groups to prepare and publish a booklet on local resources for rehabilitating historic structures.

## *II.P Identify Historic Preservation as Part of the Broader Environmental Ethic*

More and more communities concern themselves with recycling and conservation of resources, and preserving historic building can be an important aspect of this concern. Part of a public relations campaign for historic preservation could be related to the investment of energy and resources in existing buildings. This investment can be quantified, and might be a graduate thesis topic for a historic preservation degree.

### *Action Steps*

*II.P.1* -- Investigate the possibility of having a historic preservation graduate student quantify the energy and resource investment in a historic building versus new construction. Consider the development of a model for quantifying this investment for any historic building.

*II.P.1.1* -- Make the results of this study a part of a preservation public relations efforts to join forces with the environmental movement. Focus on this during Preservation Week, or during the annual preservation awards.

## *II.Q. Historic Preservation Library*

### *Action Steps*

*II.Q.1* -- Locate, identify, and catalogue all information that has been developed to support preservation in Fort Collins over the years. There is an enormous amount of information on historic resources available from the Planning Department. However, this information is scattered, unidentified, and difficult to use in its current form. Consider hiring an intern to create this library.

*II.Q.2* -- Support the ongoing efforts of the Public Library and Museum to be the primary center for historical information and research in Fort Collins.

# III. Incentives

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**Goal: To encourage private sector preservation and rehabilitation of historic resources**

The Preservation movement has recently moved into a new era, one characterized by a search for new, effective state and local incentives to generate more rehabilitation of historic structures. Three reasons are generally articulated to explain the need for incentives. First, incentives are necessary to compensate owners of historic buildings burdened by historic preservation laws. Second, incentives are sometimes necessary to counter economic forces. Third, incentives are necessary to assure systematic rehabilitation of historic buildings -- the best protection is new investment that lengthens the economic life of an historic building.



No one preservation incentive can address all three of these reasons. An assortment of incentives is necessary in any well-designed program. The following incentive package is structured to assure flexibility in use and to allow developers wishing to rehabilitate historic buildings, a return on equity investment competitive with alternative real estate investments.

### *III.A Tax Credits*

#### *Action Steps*

*III.A.1 -- Federal Tax Credits.* The Tax Reform Act of 1986 provides for a 20% tax credit for the substantial rehabilitation of historic buildings for commercial, industrial and rental residential purposes; and a 10% tax credit for the substantial rehabilitation for non-residential purposes of buildings built prior to 1936 (the 10% credit is *not* available for rehabilitation of certified historic structures or those located within a registered historic district). Residential rental property qualifies for a straight-line depreciation period of 27.5 years, and non-residential for 31.5 years for the depreciable basis of the rehabilitated building reduced by the amount of the tax credit claimed. Because each individual project is different, those who apply for federal tax credits should consult with their own tax advisors on the applicability of tax credits to their situation. However, there are application requirements that must be known before a project is undertaken, related to establishing the historic value of the property, and the acceptability and documentation of proposed alterations to the historic structure. Information on these issues is an important contribution the Fort Collins Historic Resources Preservation Program can provide.

*III.A.1.1 --* Establish the Planning Department and the Local History Section of the Library as a contact and a source of information on federal tax credits. Special training of staff in understanding the Federal Tax Credits will be necessary to implement this strategy. This action includes:

- Providing historical and architectural information;
- Maintaining brochures, worksheets, and other information on federal tax credits published and distributed by the National Park Service to provide to interested owners;
- Maintaining current names and telephone numbers of persons in the Colorado Historical Society, the National Park Service, and the Internal Revenue Service who are responsible for preservation projects applying for tax credits; providing this information to prospective applicants; and
- Maintaining a library of information from the Colorado Historical Society and the National Park Service on issues related to federal tax credits.

*III.A.1.2 --* Develop a general information handout sheet on available tax credits to use in publicizing incentives for preservation. This sheet would not include details of the federal tax credit program, but would include the basic benefits and procedure, with the local contact person and telephone number. This handout would also include information on state and local tax credit programs.

*III.A.1.3* -- Establish an efficient process for photographically documenting the before and after conditions of a federal tax credit project. These photographs can be used for a variety of purposes, including preservation awards, documentation of the impact of financial incentives, to demonstrate the local value of historic preservation, etc.

*III.A.2 -- State Tax Credits.* Colorado has a tax credit program that applies to more properties than federal tax credits and is intended to address costs that owners of historic properties commonly face when improving their property. This program was begun in 1991, and is not well known.

The program offers substantial benefits to both residential and commercial properties with relatively simple application and review procedures. The State tax credit program will be an important incentive to preservation in Fort Collins.

*III.A.2.1* -- Establish the Planning Department and Local History Section of the Library as a contact and a source of information on State tax credits, in the same way as for Federal tax credits, and providing similar information to prospective applicants.

*III.A.2.2* -- As a Certified Local Government, the City can assume the responsibility of reviewing projects applying for State tax credits and verifying that the completed work conforms to the approved plans, in return for an application fee, which would support the Historic Resources Preservation Program. This establishes local preservation expertise in the review process. However, the review and verification procedures must be clear and efficient, so that encouraging property owners to take advantage of State tax credits does not become a burden to the City's preservation program.

At present, the City has not assumed this responsibility for fear of its administrative burden on an already understaffed program. The benefits and costs of this responsibility should be reevaluated as more resources are provided to support the HRPP.

*III.A.2.3* -- Establish a library of information related to undertaking projects qualifying for State tax credits, in the same way as for Federal tax credits. Such information might include appropriate alterations to historic buildings, technical preservation information, past tax credit projects, etc.

*III.A.3 -- Local Property Tax Rebate Program.* The Colorado Constitution limits local governments from either appraising property or setting tax rates at different levels. However, a local government may rebate its share of property taxes that are collected. In a property tax rebate for historic rehabilitation, the City of Fort Collins would refund its share of increased property taxes attributable to improvements made to a landmark structure or one located in a locally-designated historic district for a five-year period. A local property tax rebate program will require an amendment to the City Code.

In a property tax rebate program, when a property owner applies for a building permit, it would be directed to the Assessor's office for review. The Assessor will provide the City a list of landmark properties that have been reassessed due to improvements, along with a certificate that the taxes had been paid. The City would then rebate the increment of taxes related to the improvement(s).

A projection of the liability this might pose to the City can be made by evaluating the improvements made to landmark structures. The assessed value of the original structure would be combined with the total value of the improvement. Because the dollar value of an improvement does not necessarily directly relate to the dollar amount of the increase in value, an appraiser with experience in Fort Collins who is knowledgeable about older buildings, could provide some general guidance on the increase in value related to improvements. The property tax increment related to increased values can be determined for a five-year period. The liability that the City would have undertaken, if such a program had been in place can be calculated for past projects, and used to provide an estimate of the revenues proposed to be rebated. It is important to remember that these are property tax revenues that would not otherwise have been available to the City because without such an incentive, it is much less likely that any improvements resulting in increased property value would have been made. The increased revenues do go to the City after the rebate period of five years has expired. The dollar amounts involved are relatively small, and for reasonably steady activity in a residential historic district, for example, the total five-year rebates are on the order of less than \$10,000.00.

*III.A.4-- Local Sales Tax Waivers.* Local sales taxes on building materials for improvements to locally designated landmarks and buildings located in a locally-designated historic district involve relatively small amounts of money. However, this is a direct out-of-pocket cost that a property owner can immediately link to preservation of his or her property. Administratively, waiving the tax, rather than collecting it and rebating it, is the most efficient method. This program requires that the building owner and contractor file an affidavit that the building materials will be used exclusively on the landmark structure. Any such building permit will be reviewed by the Planning Department to ensure that the proposed work has been reviewed and approved by the LPC. The plans are then stamped as historic and the building permit is signed by Planning staff. The Building Inspection staff would then simply not collect the sales tax, and would issue a certificate to the owner or contractor to use when purchasing building construction materials to indicate that the sale tax obligation had been met. A local sales tax waiver will require an amendment to the City Code.

- The sales tax waiver would only apply to activities requiring a building permit. Maintenance activities, such as repainting or reroofing, would not, by themselves, qualify for a waiver. This simplifies the administration of the program to the extent that there is very little cost in administering the waiver through the building permit process;
- The sales tax can only be waived on construction materials purchased within the City of Fort Collins, which can help support local businesses;
- Only the City portion of the sales tax may be waived;
- Properties located within locally-designated historic districts would be eligible for sales tax waivers even if they were not contributing structures because they are under the same controls as contributing structures;
- Exterior improvements must be at least 30 percent of the total dollar value of construction materials. This recognizes that interior improvements may be essential to the continued use and/or livability of a structure. However,

it lessens the likelihood of waivers being requested for frivolous improvements. The 30 percent figure relates to the relative value of exterior versus interior improvements for a typical rehabilitation project where the roof is replaced, a dormer added, and a bathroom and kitchen are remodeled; and

- A tier system of lesser waivers for more valuable properties is not appropriate, because the goal of historic preservation is to preserve important historic structures without regard for their assessed value, and offering the same incentive to any eligible property is one means to achieve this goal.

To evaluate the impact to the City of Fort Collins of implementing a sales tax waiver program for building construction materials used to rehabilitate a locally-designated landmark, each project that has involved a local landmark or building in a locally-designated historic district should be reviewed. The review should be done each year, and should include the address, a brief description of the nature of the work undertaken, the dollar value of construction, broken down into exterior and interior cost to the extent possible, and the amount of sales tax paid.

Using this information, a range of estimated annual sales tax waivers can be developed. A cap to the annual liability of a sales tax waiver program might be proposed, and the upper end of the range could be the amount at which the program is capped. It might be useful to project the cost of rehabilitating a large commercial building, determine the sales tax waiver for such a project, and use that amount as the cap. This would allow the sales tax waiver to be used as an incentive for larger projects that would broadly benefit the community.

### *III.B Development Fee Waivers*

Municipalities establish fees for providing services to its citizens which are usually structured in such a way as to recover the cost of providing service to the extent possible. Because historic preservation projects frequently involve redevelopment, the fees required are the same as those required of new construction. Waiving development fees for preservation projects would require that the waived costs be accounted for in the General Fund, and could result in a significant and unpredictable expense to City government.

A draft of the downtown "development/zoning" study prepared for the Downtown Development Authority identifies the need to reevaluate the application and use of the street oversizing fee on downtown development projects. The reasoning is that the improvements anticipated to be installed and paid for by the fee are typically not required in the older, developed areas of the community. Therefore, the study suggests, that the fees should be waived or the money spent on other transportation improvements that would benefit the older parts of town including transit, bicycle, and pedestrian improvements, parking, etc.

#### *Action Step*

<i>III.B.1</i> -- The issue of waiving or alternative use of development fees collected on historic structures should be explored.
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### *III.C Loan Pool*

Some communities have been successful in working with traditional commercial banks and other lenders to create a pool of funds available for historic buildings. Lenders are often reluctant to commit funds to historic rehabilitation projects in cities where there have been well publicized failures involving historic rehabilitation efforts. It may take strong public leadership to convince banks to commit a specified amount of financing to an available pool of money, and often one bank can be convinced to participate in the program if it knows that its competitors are also willing to assist. In Fort Collins, the establishment of the Community Development Corporation to acquire the old Post Office is a local example of this strategy. The CDC investment involved several financial institutions, CDBG funds and the Power Plant Visual Arts Center Inc.. The CDC strategy might be applicable to other historic buildings/districts.

Sometimes the biggest impediment to successful rehabilitation of a historic building is high acquisition costs. This is especially true where the building is located in a high-growth area where the value of the land underlying the building exceeds the value of the improvements in their run down condition before rehabilitation. If a qualified rehabilitation developer has to pay full land value price to acquire the property, the investment may be so large when rehabilitation costs are added, that the project is not feasible because not enough mortgage financing can be arranged and the return to equity investors is too low to be competitive. The City can help assure that more historic buildings are rehabilitated by establishing a pool of funds to help acquire such properties and then "write down" the cost of acquisition to a rehabilitation developer. Another purpose of the fund could be to "purchase" a historic building that is in danger of demolition until market conditions improve and a private investor is found.

An example of this process at work involved the historic Chicago Theater. The City of Chicago, working with a private investment group, arranged a plan whereby the developers were able to purchase the theater. The money used by the developers to make the acquisition came from the City in the form of a loan that had to be repaid in terms favorable to the developers. The development group then donated a preservation and conservation easement on the theater and took a charitable gift deduction that exceeded \$12.6 million, in effect, most of the value of the land underlying the historic building. The theater itself had very little value. The investors were able to take a large tax deduction.

In New Orleans, the Preservation Resource Center has developed financing arrangements with a consortium of local banks to assist in renovating homes in the city's historic Lower Garden area. The Center purchases homes in the target area, and provides money to individual property owners through a revolving line of credit, loaned by the consortium of banks. Once the renovation is complete the owner obtains a conventional mortgage from a local bank, repays the Center and takes title to the improved home. This kind of transition loan has been used to overcome the reluctance of banks to make loans on dilapidated structures.

Locally, in 1987, the Local Development Company (LDC) was given \$79,000 of CDBG funds for the purpose of purchasing and renovating buildings for preservation purposes. The funds were used to purchase the historic McHugh House at 202 Remington. At the time of purchase, the house was threatened by demolition. The LDC was able to purchase the house and secure it and preserve it. Market conditions have improved in the downtown area and the LDC has recently sold the home to a private investor. The return on sales will be used for the purchase and/or rehabilitation of another "endangered" historic building.

### *Action Steps*

*III.C.1* -- The City should investigate creating a loan pool with local financial institutions for the purpose of purchasing and/or rehabilitating historic structures, including the establishment of a new and/or expansion of the existing Community Development Corporation (CDC).

*III.C.2*-- The City should investigate creating a fund (or expanding the existing LDC program) for the acquisition of buildings and sites for the purpose of preserving historic buildings for possible resale to private developers. The LPC should assist in identifying potential structures/sites for acquisition.

### *III.D Revolving Loan Fund*

Revolving loan funds have been used as incentives to preserve historic structures since the 1960s. The theory behind such a program is that repaid loans go back into the loan pool, with interest on the loans increasing the loan pool over time. This source of funds can be used to leverage funds from traditional lending institutions. Many communities that participated in the National Trust's Main Street Project used revolving loan funds as a downtown revitalization tool, and in some cases the financial backing came from banking institutions in the community. These funds were primarily targeted to facade improvements, but in other cases, funds can be applied to the rehabilitation of the entire building.

A revolving loan program can be administered in several ways, most commonly through a private non-profit organization, such as a downtown development authority or local preservation foundation. The program can also be administered by a city agency. For example, the City of Deadwood has established a revolving loan program devoted to historic preservation that is administered by the Office of Planning and Preservation. A third alternative is administration of loans by a participating local bank. The circumstance that would allow administration of a local loan program by a bank are unusual, because there are costs to banks in administering loans, which would generally offset any lower-than-prime interest rate that might be forthcoming. At the present time, the banking industry is retrenching from the savings and loan crisis which caused many bank failures, and it is unlikely that banks will participate in many below-prime loan programs in the near future.

The purpose of revolving loan programs is preservation of historic resources, which is carried out in various ways. Some funds are concentrated on facades; some focus on improving life safety deficiencies and stabilization of serious deterioration; some are used to purchase, rehabilitate and resell historic properties with conservation easements and other restrictions; and others are used for any good preservation project that is proposed. There are spinoff benefits to revolving loan programs that go beyond preserving individual buildings, such as stimulating economic development; improvement of aging residential areas; and leveraging of several times the value of the low-interest loan in conventional financing and other kinds of investment.

Nearby Loveland, Colorado, has a program for facade improvements administered by the Downtown Development Authority. The first program was a revolving loan program that loaned City CDBG funds at 6 percent interest, with matching funds from local banks. The attempt was to target small contractors to do the facade work. It was thought that once CDBG funds were loaned and repaid, there would be no further requirement to comply with federal government funding requirements. This was not the case, and federal requirements, such as observance of Davis/Bacon Act, caused costs to exceed expectations by 30 percent. The program was revised to create a City-funded revolving loan for preservation of historic facades. Loans were made for improvements, and a conservation easement was part of the repayment. The cost of \$400 to \$500 per facade per month for four years made the program too expensive for most. Only six facades were improved in this program. The program was subsequently changed to a ten-year system of contributions based on frontage and height of a facade, rather than repayment of a loan. Contributions are \$60 to \$250 per month, and the program is funded in the City's annual budget. The number of facades improved has increased, but the program has had trouble attracting participants. A conservation easement and commitment to maintain the facade in perpetuity is part of this program.

Fort Collins has a non-profit organization, the Local Development Company (LDC), that administers a revolving loan program that includes facade improvements for downtown buildings. Awnings and other improvements can be funded. Over ten years, there have been 140 loans, 60 of which were for facades. Business loans are included in this revolving loan fund. The focus of this loan program is on commercial development, and not on historic preservation.

Many low-interest loan programs are unsuccessful at attracting participants for a variety of reasons, including lack of publicity to make people aware of the program; too complicated for many property owners; the funding available is too limited to do more than make a small contribution to a larger project; and owners of historic properties are not in a position to undertake even a low-interest loan. These factors need to be considered in developing a revolving loan program.

Funding to start a historic preservation revolving loan program can come from a variety of sources, including Community Development Block Grant funds, municipal funds, (if in support of a public purpose) from local lending institutions, and from special revenue sources, such as gaming tax revenues. The impact on actual preservation of historic resources from a revolving loan fund depends to a certain extent on having adequate funds available. However, the program needs to be focused on making the greatest impact with the fewest dollars and needs to be linked to other aspects of the preservation program, for example, to broad participation in the State tax credit program. This can encourage larger preservation projects, more

designations, and provide some assurance that the loan can be repaid, based on the value of the property to be rehabilitated. Funds can go to either commercial or residential properties and will encourage the survival of the State tax credit program by demonstrating the resulting preservation projects. A portion of the funds in the revolving loan program could be set aside from these more typical projects to be loaned under more unusual and unpredictable circumstances, for example to relocate a building threatened with demolition, or emergency stabilization of a building threatened by deterioration.

### *Action Steps*

*III.D.1-- Residential Property Loan Program.* Consider establishing a revolving loan program for residential property owners that includes the following:

- Targets the \$5,000 minimum investment for participation in the State tax credit program;
- Is linked to locally-designated landmarks or historic districts;
- Includes both commercial and residential property;
- Establishes an interest rate below Prime Rate;
- Is a fund only for preservation projects, and not part of a revolving loan fund, for which preservation projects compete with many other kinds of projects;
- Is administered by an agency familiar with the goals of historic preservation, for example, within the Planning Department if staff and expertise can be funded; by the Local Development Company if the preservation fund can be administered separately and if preservation expertise can be brought to the evaluation of potential projects. This might be achieved by a collaboration between the Local Development Company, with experience in administering loans, City staff, and a delegate of the LPC;
- Establish conservative goals for participation, with provisions to increase funding as the program is successful;
- Clearly define what kinds of preservation projects will be favored, and clearly linked to the State tax credit program;
- Have an effective marketing plan to encourage participation;
- Is simple to apply for;
- Sets aside a portion of the revolving loan fund for unusual projects of an emergency nature. Carry forward any unused amount to the next year;
- Considers investing \$87,500 in six state tax credit projects and \$12,500 in emergency loans for a total of \$100,000 in loans to start; and
- Considers using consulting expertise in setting up the details of the revolving loan program. This expertise is likely to be available in the local financial community, and could be provided on a volunteer basis.



*III.D.1.1* -- Evaluate the revolving loan program annually to determine adjustments to the program to make it more successful. Establish a minimum level of performance after the program has become well known that will be required to continue the program. Establish options for redirecting loan funds if the program is not successful.

*III.D.2 -- Commercial Property Loan Program.* Consider establishing a revolving loan program that involves preservation as a partner in commercial redevelopment activities in exchange for preservation of historic commercial property. There are a variety of ways that municipalities can finance redevelopment, including: Business Improvement Districts; Community Development Block Grants; Enhanced Sales Tax Incentives; Enterprise Zones; General Improvement Districts; General Obligation Bonds; Lease Purchase Agreements; Loan Interest Rebate Program; Local Economic Development Fund; Municipal Economic Incentive Program; Public/Private Partnership Agreements; Public Mall Act; Sales Tax Revenue Bonds; Special Improvement Districts; Tax Increment Financing; and Certified Development Companies.

Fort Collins may use one or a combination of these methods in the future to encourage redevelopment activity. The downtown has been a focus of attention for redevelopment and planning for many years, and as time passes, the critical value of an economically vital downtown has become clearer. This is an area where the interests of preservation and redevelopment coincide, and preservation could play an important role in shaping redevelopment by acting as a financial partner through a revolving loan program.

One of the limiting factors to establishing such a loan program is the lack of communication among commercial and preservation interests. The Local Development Company has a revolving loan fund for commercial purposes, however, the existence of this program is not well known. The opportunities offered by leveraged preservation dollars with broader economic development dollars are significant, but better communication among potential fund sources is clearly a first requirement.

*III.D.2.1* -- Establish a working committee with an LPC member, a member from the City Economic Affairs Division, a member from the Local Development Company, and a member from the Downtown Development Authority to evaluate the potential for incorporating preservation funds in redevelopment activity, on an ongoing basis. Propose a method for formal participation of the LPC in present and future downtown redevelopment activities.

*III.D.2.2* -- If the City determines that their financial participation in downtown redevelopment is a cost-effective method of preserving historic resources, develop criteria for providing funds from the revolving loan fund. Consider:

- Obtaining landmark designation or conservation easement (a non-profit group could accept and maintain such easements or responsibility for maintenance can be attached to the property);
- That the intent of participation of the City is to leverage other dollars for preservation;
- Requiring professional technical preservation expertise in repairing deterioration of structures for which money is loaned. This may be provided free as an additional incentive;

- Limiting loan participation to the degree of preservation involved in the project;
- Having the loan administered through the lead agency; and
- Consider using the funds as “seasoning” that would eventually lead to privately financed loans.

*III.D.3-- Affordable Housing Loan Program.* Consider establishing a revolving loan program that involves preservation as a partner in affordable housing programs in exchange for preservation of historic housing stock. Providing affordable housing is an issue almost every community is struggling with, being faced with elimination of federal dollars for housing. However, there are significant tax benefits to providing affordable housing, and the private sector will likely be an important partner in housing for as long as the tax benefits are in place. Because dispersed affordable housing is the goal, it is more likely that existing buildings may be more attractive options than large multi-family development. The use of preservation funds to ensure preservation of historic resources or to encourage an adaptive reuse of a historic building presents exciting opportunities for partnerships in housing.

*III.D.3.1 --* Establish a working committee with an LPC member, a member from the Fort Collins Housing Authority, a member of the City Council, a member from the City's Affordable Housing Board, a member of the DDA, and a member of the City's CDBG Commission to evaluate the potential for incorporating preservation goals in affordable housing. Propose a method for formal participation of the LPC in present and future housing programs.

*III.D.3.2 --* If the City determines that their financial participation in affordable housing is a cost-effective method of preserving historic resources, develop criteria for providing funds from the revolving loan fund. Consider:

- Obtaining landmark designation or conservation easement (if a non-profit group is willing to accept and maintain such easements has been established);
- That the intent of participation of the City is to leverage other dollars for preservation;
- Requiring professional technical expertise in repairing deterioration of structures for which preservation funds are loaned. This expertise may be provided free as an additional incentive;
- Limiting loan participation to the degree of preservation involved in the project;
- Having the loan administered through the lead agency, if appropriate; and
- Weigh the potential for adapting hard-to-use, but important historic buildings to affordable housing. When appropriate, actively encourage that result by proactively working with City, developers, and State agencies.

*III.D.3.3* -- If the City determines that commercial redevelopment and affordable housing are good targets for preservation funds, the City will have to devote considerable time and attention to this issue. Consider requesting that an appointment to the LPC target financial expertise; delegating a member or subcommittee of the LPC to focus on the loan program; and that training be provided annually related to the appropriate programs. This effort may require staff support related to loans, downtown development, affordable housing, etc.

*III.D.4--Mortgage Programs.* The Planning Department could assist local prospective historic home purchases by providing information on the following mortgage programs, including the participating lenders. The LPC might meet with local lenders to encourage their participation in these programs and to discuss lending issues in general.

*Federal Housing Authority (FHA) 203-(k) Rehabilitation Mortgage Program.* This program allows the financing with one loan the purchase and rehabilitation of owner-occupied one-to-four-family properties. Participating local lenders are backed by HUD to minimize risk. Applicants can borrow up to 97 percent of the final value for as long as 30 years. Rehabilitation money is released as work is completed. 203(k) mortgages are time-consuming to administer and relatively few lenders participate.

*Fannie Mae Loans.* The Federal National Mortgage Association's (Fannie Mae) Community Home Improvement Loan is aimed at buyers with little cash, but large interest in home improvement. Participating local lenders can loan up to 95 percent of the value of a property after improvements are completed, providing a mortgage and rehabilitation loan in one package. Rehabilitation dollars are released as work is completed. Applicants for these loans may earn a maximum of 115 percent of the area's local mean income, and luxury home improvements are not covered.

### *III.E Rehabilitation Grant Program*

Grants differ from loans because the owner is not required to pay the money back. In the past, Congress has appropriated funds for rehabilitation of historic buildings on the National Register, However, these funds have not been appropriated for the last few years.

Grant funds are available to those who qualify through the Colorado Historical Society Fund, generated by gaming revenues. The amount in the Fund in 1992 was \$1.3 million. It is projected to exceed \$2.5 million in 1993. Grants can be awarded to both public and private entities. There is an emergency funding pool that is separate from the general funding pool. The City will have to sign an application and provide comments on any request by private entities. This program provides funding sources for a broad range of possible projects, and requires City involvement which would allow a State funding source to be coordinated with the objectives of the Historic Resources Preservation Program.

In addition to the State program, a local grant program for rehabilitation is recommended. The local program would be simple to apply for and easy to administer. A local grant program provides the City with the opportunity to show financial support for preservation and enlisting the community's support. The program will benefit current property owners as well as future generations who will benefit from the efforts made by Fort Collins' preservation-minded leaders of today. The program will also create local jobs and increase property values, resulting in generating

additional income for the City. The primary components of the recommended grant program are:

- All grant recipients will be required to match the grant amount “dollar for dollar”.
- Grants for \$2500 shall be available for residential property owners; \$5000 for commercial property owners, although larger amounts may be granted at the discretion of the LPC.
- The structure must have local landmark designation or be a contributing structure in a local landmark district.
- Property owners who have previously received grants are eligible, but priority will be given to new applicants.
- The City’s portion may only be spent on facades or exterior improvements, including cleaning masonry, repairing cornices, foundations and/or maintaining or reversing modification to the structure’s trim, windows, doors, siding, roof, porches, stone walls, paint, and/or steps or stairways.
- In addition to the above, the property owner’s match of the grant may be spent on stabilization of the structure, new wiring, heating or plumbing, and/or sprinkling systems in commercial structures.
- Signage, interior remodeling, interior decorating, additions, or adding elements which were not part of the original structure are not eligible.
- All work must comply with the City’s Design Guidelines and/or Secretary of Interior Standards for Historic Preservation.
- Building Permits are required and all permit fees must be paid.
- Grants will be awarded in March. The applicants must complete the work, submit an accounting report, and receive payment within 7 months of approval of the Grant.
- The grant recipient will receive the actual cash after all work has been documented, completed and approved, and all receipts have been turned in. There will be a final inspection, and at that time the funds will be disbursed.
- Grant recipients will be required to allow a placement of a sign on their property stating that they are participants in the City’s Grant Program.
- The LPC will review all grant applications and award the grants based upon:
  - the efforts to return the structure to its original appearance;
  - the amount spent on exterior work; and
  - the preservation necessity.

### *Action Steps*

*III.E.1* -- Establish and fund a small grant program for rehabilitation of landmark buildings. Provide initial funding for the program in the amount of \$25,000 for the first year. The Rehabilitation Grant Program should be evaluated after one year of implementation. If deemed successful, continued funding should be provided. A local grant program will require an amendment to the City Code.

*III.E.2* -- The City should work with the Colorado Historical Society to publicize the availability of State preservation funds to private entities and the process for applying for them. LPC members and City staff should proactively encourage preservation projects to seek this source of funding. The local Rehabilitation Grant Program should be coordinated with State grant requests to the extent that grant funds might be used as a cash match under certain circumstances.

### *III.F Federal Fund Sources*

*Community Development Block Grant (CDBG)*- Although CDBG funds are generally targeted at eliminating blight and providing employment for low and moderate income persons, there are other purposes municipalities devote CDBG funds toward, such as housing. In order to get funding for historic preservation, the project usually has to support other important community objectives. There are a number of ways that CDBG funds can make a positive contribution to historic preservation including historic facade renovation, correction of code violations, acquisition of historic structures and funding public improvements such as streets, utilities and sidewalks. CDBG funds can be used in a variety of ways including direct grants; revolving loans; acquisition of threatened historic structures; funding the difference between standard building materials and materials appropriate to a historic building that are used for a housing rehabilitation project; providing design assistance to develop a rehabilitation proposal that preserves the integrity of a historic building, etc.

### *Action Steps*

*III.F.1* -- The LPC should hold a study session with the CDBG Commission to determine the role that historic preservation can play in the City's CDBG program. If preservation is determined to play a significant part, the LPC should pursue a request for CDBG funds.

*III.F.1.1* -- The LPC should hold a study session with the Housing Authority to determine the role that rehabilitation of aging housing can play in the City's housing program. If the Housing Authority projects that it will play a significant part in providing affordable housing, the LPC can pursue a request for CDBG funds to bridge the cost gap between standard rehabilitation and historically appropriate rehabilitation. Examples of costs CDBG funds might cover are double-hung windows in place of metal horizontal siding windows, or narrow lap wood siding in place of T-111 wood panels or composition board siding panels.

*III.F.1.2* -- The LPC should assess the need that CDBG funds are being targeted to address, and evaluate the suitability of addressing those needs through the adaptive reuse of a historic building, for example, the Power Plant, Linden Hotel, Northern Hotel, or an old school. The LPC should continue to evaluate this potential each year.

*Transportation Funds*- The Intermodal Surface Transportation Efficiency Act of 1991 specifies that each state spend 10% of its funding through this program for transportation enhancements, of which historic preservation is one. The rehabilitation of the old Trolley Barn is an example of the use of these funds for preservation purposes.

### *Action Steps*

*III.F.2*-- In a worksession, the LPC should determine whether to pursue funds from the Intermodal Surface Transportation Efficiency Act of 1991. If the LPC feels that it warrants further evaluation, delegate one member of the LPC and City staff, to meet with the City's Department of Transportation staff, to better determine the potential for obtaining funds for preservation projects in the City.

*III.F.2.1*-- If it is determined that such funding is possible, prepare an application for funds for a qualifying project.

### *III.G Zoning*

There are a variety of zoning incentives that have been used in communities to encourage historic preservation. Some are effective only under conditions of blight, or where there is a large difference in the existing development and development potential allowed under the zoning with an adjacent area of sufficiently intense land use that the development potential can be transferred. Generally, zoning incentives are most effective in high growth, high value areas, such as downtown areas in large cities. Density bonuses in allowable floor area ratios for preservation of historic buildings can be an incentive in a downtown commercial area. However, additional floor area may impact the historic integrity of the building by encouraging the addition of a floor or other similar expansion and create a conflict with the objectives of preservation. Additional dwelling units might be allowed on a site with a historic residence. However, in this case, not only can there be impacts to the historic building, but potential impacts to the surrounding neighborhood from additional traffic, parking impacts, reduced open space, and changed neighborhood character. There is considerable information written about the effectiveness and administration of zoning incentives. In Fort Collins, zoning incentives for historic preservation are not likely to be very effective and other strategies should be explored first.

### *Action Step*

*III.G.1*-- City staff and the LPC should explore innovative incentives in the zoning code for applicability to Fort Collins. Some innovative measures that should be explored includes density bonuses and transfer of development rights.

### *III.H Design Assistance Program*

Providing design assistance can be an incentive to large and small projects. Large projects usually include architectural expertise in completing the design. However, preservation is a specialty area of architecture and not usually part of an architect's professional training. This training can conflict with the objectives of historic preservation, and thus, even projects completed with an architect would benefit from special preservation expertise. Small projects are frequently designed conceptually by property owners and carried out by a contractor with little design or historic preservation experience. These projects can be inappropriate, whereas with some direction at the outset, the same investment can produce a historically appropriate design. The LPC provides design assistance on a regular basis in review of projects in the Old Town Historic District or to locally designated landmarks. However, the LPC has few members trained in design and they are already overburdened. City staff also provides limited design assistance. Their resources are not adequate to provide much assistance other than processing of plans.

Providing preservation design expertise to all projects at an early stage would both produce better projects and be an incentive to preservation by providing more assurance of a project being approved in a timely manner. An important consideration in offering design assistance as an incentive is whether design professionals with preservation experience can be found. It may be possible to retain the services of a qualified preservation design expert for some agreed-upon number of hours per month, for a reasonable cost. This same person might provide design expertise in the review of development proposals where architecture and/or urban design are important concerns. An alternative to this is to employ a design professional as a staff member whose partial responsibility would be to provide design assistance to preservation projects.

#### *Action Steps*

<b>III.H.1 -- Implement a design assistance program.</b>
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*III.H.1.1* -- Determine whether there is a pool of qualified design professionals to support the design assistance program.

*III.H.1.2* -- Determine the number of hours per month the services of design assistance would be required. Develop a list of preservation design professionals and contact them to determine the degree of interest and cost of their service.

*III.H.1.3* -- Determine the cost of the same number of hours of a qualified preservation design professional staff member, including benefits.

*III.H.1.4* -- Compare the above to determine the most cost-effective way to provide this incentive. This design assistance could also support loan and grant incentives to make sure such proposals are historically appropriate.

# IV. Planning and Regulations

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**Goal:** Formally recognize the contribution of historic resources to the quality of life in Fort Collins through planning and regulations.

## *IV.A Chapter 14, Landmark Preservation*

This Chapter of the City Code is the legal basis for historic preservation in Fort Collins and offers the City a great deal of control over historic resources. A few clarifying refinements to Chapter 14 are recommended:

Section 14-1: Definitions -- *Demolition*: some desirable renovation can destroy part of a landmark, yet not damage the essential character and constitute an alteration. On the other hand, at a certain point, changes to a part of a landmark may be extensive enough to constitute demolition. The distinction between demolition and alteration should be clarified. *Landmark or landmark district*: to be a landmark or landmark district under this Chapter, the resources must be officially designated and meet the eight criteria provided therein. It is unclear whether a landmark or landmark district must meet all or some of these criteria. This should be clarified. *Contributing structure in a designated historic district*: there are good reasons for distinguishing contributing and non-contributing buildings when designating a historic district, for instance, they are treated differently by Federal tax credit programs and the review criteria for appropriateness of alterations is different. Consider distinguishing these by definition. If this is done, the distinction between contributing and non-contributing structures should be recognized in Sec. 14-26 Findings and Recommendations of the Commission, and in Section 14-46(b) noting that different review requirements affect non-contributing structures. This should clarify that the review and findings of a hearing should distinguish between contributing and non-contributing structures. *Renovation and Restoration*: these terms are used interchangeably in the Code but are different concepts in preservation and should be clarified. *Report of Acceptability*: this needs to be better defined. The City might consider using a Certificate of Appropriateness, the issuance of which signifies approval by the City.

Sec. 14-5 Standards for Designation: definition of landmark includes the "environment of a group of people" (14-1(5)). Criteria for designation might be broadened to take environment into account as a criteria for designating a landmark since it is part of the definition of a landmark.

Sec. 14-46(b) provides for the review of applications for building permits for designated landmarks and properties located in designated historic districts. The LPC members have noted that this responsibility consumes a great deal of their time that could be better spent on more important matters, such as education and designations. Some preliminary discussions have focused on ways in which the process could be streamlined without compromising the fairness and consistency of the process.



Some possible improvements which have been discussed include:

- Forming a “design review subcommittee” of the LPC with authority to review and approve development applications. It could consist of the appointed design professionals on the Commission and City staff. The work of the subcommittee could be supplemented by a paid, private design professional. Any decision of this subcommittee could be appealed to the entire Commission or the subcommittee could decide to refer a decision to the entire Commission. This would require a change in the City Code.
- Adopt procedures for administrative approval of minor changes to plans approved by the Landmark Preservation Commission.
- Consider amending the Code to allow for administrative approval of certain kinds of building alterations.
- Having more precise criteria on which Commissioners will base decisions. Cripple Creek, Colorado, recently adopted a model ordinance that has precise criteria for alterations, relocation, and demolition. The City of Phoenix, Arizona, also has adopted criteria and definitions for different types of design reviews. The experiences of these communities and others should be reviewed for applicability to Fort Collins.
- Receiving incomplete and inaccurate information from applicants is a continuing problem for the LPC and staff. An effort needs to be undertaken to educate design professionals and potential applicants about the application requirements for design review. The City should review its own instructional materials to be sure that they are clear and complete. Perhaps a “model” application could be developed by the City to show to prospective applicants. The City may also have to take a firm position of rejecting incomplete submissions until the quality of applications improves.
- The two-week staff review process does not allow much time for staff review and revision. Therefore, it is typical that an application is presented to the LPC with many conditions and unresolved issues. The City should assess the pros and cons of a longer review process, for example, four weeks. This would allow more time for staff review and negotiation with an applicant prior to formal LPC review.
- Adding a “consent agenda” section to the LPC agenda which would include non-controversial and routine design review items that require no discussion.

Sec. 14-53 Waiver of conditions based on showing a substantial hardship. The requirement for showing hardship should be formalized in a legal manner. There are many models for the kinds of information and process for objectively demonstrating hardship that can be used for this section. However, the intent is that such a demonstration requires more than an applicant showing that preserving a landmark will cost more than doing the work in a way that damages or demolishes a landmark.

## *Action Steps*

**IV.A.1** -- Consider revising Chapter 14 - Landmark Preservation including: Section 14-1, Definitions; Section 14-5, Standards For Designation, and; Section 14-53, Waiver of Conditions.

**IV.A.2** -- Consider adopting more precise criteria and improved procedures in Sections 14-46 for making decisions and 14-48 for enforcement.

**IV.A.2.1** -- The LPC should form a subcommittee to review and recommend possible amendments to the Code and/or meeting procedures which would streamline the design review process.

**IV.A.2.2** -- The LPC and City staff should investigate improvements in the enforcement of this section and the Landmark Preservation Ordinance in general. Some specific issues that should be reviewed are alterations which do not require building permits (such as painting) and temporary signs. Also, consider issuing a "Certificate of Appropriateness" to be given after a design review project is approved and completed according to plan. This Certificate would be filed with the Larimer County Clerk and Recorder.

**IV.A.2.3** -- The lack of understanding and awareness of the requirements of the Landmark Preservation section of the Code on the part of property owners and tenants is a concern. Better communication can avoid problems in the future. The LPC and City staff should investigate methods to increase awareness of the code requirements. Some methods might include developing a "preservation packet" of information for new owners/tenants; filing with the County Assessor's Office a notice that certain properties are subject to the code which would show up on subsequent title searches; and/or periodic notice to property owners and tenants.

**IV.A.2.4** -- The City staff should update instructional materials and forms for submitting applications for review by the Landmark Preservation Commission.

## **IV.B Comprehensive Plan**

Preservation is integrated to an unusual degree throughout the City's Comprehensive Plan. Area-wide plans should continue to address important historic resources. It is impractical to update existing plans, therefore the Historic Resources Preservation Program Plan and any subsequent additions should serve as the more definitive guide. The Landmark Preservation Commission should be actively involved in the preparation, review, update and implementation of the Comprehensive Plan as it relates to historic preservation. For further discussion of the relationship of the City's Comprehensive Plan and historic preservation, refer to the section of this Plan entitled "Foundation for Historic Preservation in Fort Collins" and the City report entitled "Foundation for Historic Preservation in Fort Collins" (1991).

## *Action Steps*

*IV.B.1* -- The Plan for the Historic Resources Preservation Program should be adopted as an element of the City's Comprehensive Plan. The HRPP Plan should be referred to as the guiding document for historic preservation. The City should also recognize past planning activities that serve as a foundation to this Plan. These plans and programs have been coordinated with the HRPP to avoid redundancies, conflicts, or duplication of effort. Adoption of the Plan ensures that the directions are taken seriously. A commitment by the City and the public is necessary to assure that the policies and actions contained in this Plan are realized. This Plan should be monitored and updated on a continual basis.

*IV.B.2* -- The LPC should be consulted in the preparation, review, update and implementation of the Comprehensive Plan.

*IV.B.2.1* -- Integrate the Historic Resources Preservation Program recommendations for the downtown with recommendations of the "Downtown Land Use Guidance" strategy which is currently under review.

*IV.B.2.2*-- The LPC, Parks and Recreation Board, and City staff should meet in work session to discuss ways in which historic preservation and the implementation of the Parks and Recreation Master Plan could be mutually supportive. For example, opportunities to relocate historic buildings into parks and open space areas.

*IV.B.2.3*-- The LPC should be involved in the development of the community-wide Transportation Plan for its impact on historic resources, especially downtown and the older residential neighborhoods. One area of special concern is the impact (fumes, noise, vibration, etc.) of truck traffic on Jefferson Street in the Old Town Historic District.

*IV.B.2.4* -- The potential designation of the Poudre River as a National Water Heritage area offers one of the most exciting opportunities for historic preservation and education that Fort Collins has to offer. The City should continue to pursue its designation. The LPC should monitor its progress and once designated, participate in its development.

*IV.B.2.5* -- The LPC should continue to be involved in the cooperative project between CSU and the City known as the Landscape Opportunity Study for the Poudre River.

*IV.B.2.6*-- During 1993, the City will begin to implement new open space programs resulting from the adoption of the Natural Areas Policy Plan and passage of the citizen-initiated 1/4 cent Natural Areas Sales Tax. The LPC, Natural Resources Advisory Board and the Parks and Recreation Board should meet to discuss ways in which historic preservation and implementation of the Natural Areas Policy Plan and 1/4 cent Sales Tax could be mutually supportive.

*IV.B.2.7* -- The City should seek out information from the Farmland Trust on preserving open space areas and agricultural lands.

## IV.C. Zoning

### Action Steps

*IV.C.1 Zoning*-- The initial zoning that is placed upon a property can be critical to the preservation of historic resources. A more intense zoning district can encourage development that may be economically incompatible with preservation. The Land Development Guidance System (LDGS) was designed to allow for more flexibility in the marketplace to operate but allows considerable opportunity by the City to implement community-wide objectives, for instance, affordable housing, natural resource protection, historic preservation, etc. The LDGS affords a much higher degree of protection than does traditional zoning. In the past, the City has been careful to place a Planned Unit Development (LDGS) condition on properties where issues of community-wide concern are known to exist. The preservation of historic buildings and/or sites should also be considered as a reason for a PUD condition.

*IV.C.1.1* -- Consider placing a PUD condition on zoning applications for properties annexed to the City where important historic resources are known to exist.

*IV.C.2 Zoning Amendments* -- Refinements to zoning standards to support historic preservation are possible. The uses allowed in a zone district are an important issue in the preservation of historic buildings. The original uses for which these buildings were intended may no longer be viable, and adapting such a historic building to a use allowed by the existing zoning may require extensive physical changes that damage the historic integrity. Allowing some flexibility in use can be a powerful incentive to preservation, but an important consideration is control of the impacts of the use on surrounding areas. The scope of the problem is somewhat limited to larger buildings such as school, churches, depots, industrial/agricultural buildings, government buildings, etc. Single-family residential buildings in older neighborhoods are unlikely to require a use other than low-density residential to ensure their survival, unless they are so large as to be very costly single-family residences. Parking requirements can also play a role in encouraging or discouraging preservation of historic buildings. It is possible that on a case-by-case basis, some of these measures could be more appropriately implemented without impacting the historic character of a building or the surrounding neighborhood, which could be accomplished under the PUD process.

Some minor changes to the zoning standards might be considered. An important strategy is to identify and remove barriers to the renovation and rehabilitation which arise through the application and enforcement of the zoning regulations. For example, an action that could be considered are revisions to the zoning code to allow historically appropriate building additions to extend into the minimum yard requirements and maximum building height allowance.

No matter the sensitivity of standards in a zoning district, the areas where conflicts arise are in the transition of one zoning district to another. This is particularly true where commercial areas abut residential areas, and the impacts of commercial activity, such as parking, traffic congestion and pressure to allow business uses, changes the liveability of these residential areas. Fort Collins has revised the zoning of some of these transitional areas in the older core residential neighborhoods to create buffer zoning. These changes are relatively recent and should be monitored by the LPC and Planning staff to evaluate their success.

In 1992, a zoning study was completed for the Downtown Development Authority entitled "Land Use Guidance System for the Central Business District". This study looked broadly at the issues and constraints of downtown development. Historic preservation is noted as an issue in most downtowns with historic buildings and the study offers examples from other communities to make this a positive issue rather than a source of community conflict. The LPC and Planning staff should review this document for its compatibility with goals and programs of the HRPP.

Another area of growing concern is in regards to "scrape-offs"-- demolishing a house to build a larger, more expensive one in its place; and "pop-tops" -- gutting a house and adding a second or third story. Some say that pop-tops and scrape-offs can reinvigorate housing stock, draw people back into the core and shore up the tax base and schools. The bad news is that some of the changes are incompatible with the scale and character of the surrounding neighborhood. This kind of renovation has caught on in Colorado over the past decade. Denver and Boulder have responded to complaints about style and construction with regulations aimed at balancing personal property rights with the good of the neighborhood. Limiting building height or floor to area ratios, adopting design guidelines, or adding special review procedures that include opportunities for citizen input are a few of the options that could be considered. The Planning and Zoning Board, LPC, and City staff should review this issue and make changes to the City's policies and regulations as necessary.

For further discussion of the relationship of zoning and historic preservation, please refer to the City report entitled "Land Use Regulations and Historic Preservation" (1991).

*IV.C.2.1*-- The LPC and staff should monitor the performance of the recent Eastside and Westside rezoning in terms of its impact on preservation of historic resources.

*IV.C.2.2* -- Consider amending the zoning code to allow historically appropriate historic additions/alterations to extend into required setback zones and height allowances.

*IV.C.2.3*-- Integrate the recommendations of the HRPP with the recommendations for the downtown area as contained in the draft report entitled "Land Use Guidance System for the Central Business District" (1992).

*IV.C.2.4* -- Review the issue of "scrape-offs" and "pop-tops" and its impact on the older, core neighborhoods and consider amending the zoning code.

*IV.C.3*-- *Land Development Guidance System (LDGS)*. The recent audit of the Land Development Guidance System revealed issues about historic preservation and neighborhood compatibility. The audit recognized that the LDGS has criteria relating to historic preservation, but they are difficult to administer. And, while some structures have been designated as landmarks, the development process continues to come upon other buildings that many in the community find to be of historic value. It is often too late to impose historic preservation restrictions in the midst of a development review process. Often, recognition that a structure is historically important comes too late.

The audit report indicated that the crisis and frustration that ensues would be greatly reduced if the City had a set of priorities and general policies to deal with such issues. The report included three specific recommendations for the LDGS, as follows:

- Adopt a new submission requirement to include historic survey of buildings over 50 years old.
- Develop a historic preservation strategy for the City that sets priorities, criteria, and an approach to implementation.
- Consider amending absolute Criteria #15 to also include historic buildings which are "eligible" for local designation.

Also, the preparation of more specific criteria and process for determining neighborhood compatibility was a concern that was identified in the report. A project is currently underway to address this issue. The LPC should monitor this project to be sure that historic preservation issues are considered. However, the LDGS may prove to be a minor tool in implementing preservation policies, since most conflicts occur outside the LDGS review authority.

*IV.C.3.1* -- The LPC should be consulted at the conceptual review stage of the development review process or earlier when a development project may impact a known historic resource. The role of the LPC will be to identify the importance of the historic resource, possible incentives for its rehabilitation, and possible options for its reuse.

#### *IV.D Urban Growth Area Agreement*

The Urban Growth Area Agreement was developed for the purpose of establishing conditions for the development of the area surrounding the City that was someday expected to annex. These conditions do not consider preservation of historic resources. Also, Larimer County has no program for designation and protection of historic resources.

#### *Action Steps*

*IV.D.1* -- The City and Larimer County should consider including conditions relating to the preservation of historic structures and/or sites in the Urban Growth Area Agreement.

*IV.D.2* -- Support the efforts of Larimer County to develop a historic preservation program for unincorporated areas of the County, including landmark designations.

#### *IV.E Building Codes*

Interviews in Fort Collins show that conforming to requirements of the building code, fire and life safety codes, mechanical, plumbing, and electrical codes, and energy codes are very significant disincentives to preservation of historic buildings, as is the case in many other communities across the country. Although codes have been developed to protect the public, they were designed for new construction projects and not for sensitivity to integrity of historic structures, nor for the economic feasibility of retroactively incorporating code requirements. Conformance with

codes is typically triggered by a redevelopment project, and conforming with some of these requirements can literally break a project. The alternative is to allow the building to be used in a deteriorating condition, posing greater hazard to the public as the years go by.

During the 1980s, the Federal tax credits for rehabilitating historic structures encouraged so much construction on historic buildings that code problems were common. The solutions to many of these code problems required ingenuity to preserve the historic integrity of the building which was an objective of the tax credit program. This practical history of code variation has led to the development of a building conservation code for use by building officials which can be especially useful in jurisdictions with little or no experience in evaluating the performance of alternative code conformance measures. It is very important to protect the public safety in any building and because rehabilitation of an old building encourages greater use, this is not an issue to take lightly. At the same time, the costs of fulfilling the requirements of codes developed for new construction is onerous, and relieving that burden can be a strong incentive to preserve historic buildings.

Fort Collins has adopted 1988 versions of the Uniform Building Code, Uniform Plumbing Code, Uniform Mechanical Code, and the 1990 National Electrical Code, with a variety of local amendments. Section 104(f) of the Uniform Building Code allows building officials to vary code requirements for historic buildings. However, there is no guidance for the extent to which requirements can be safely varied and consequently, officials are not often willing to vary the requirements. Adoption of the Uniform Code for Building Conservation (UCBC) can provide officials with guidance for code variations. However, few building officials have any familiarity with the concerns of the preservation of historic building systems and materials, making training a very important step in offering code variations as an incentive to historic preservation.

This is an area that needs improvement in almost every community; fortunately, a great deal of evaluation has preceded codification of reasonable variations from code requirements, relieving building officials from determining safe variations on their own. The City's Building Department is currently reviewing the existing codes for possible changes, including the adoption of the UCBC. The LPC should monitor the process and provide advice and comment when needed.

### *Action Steps*

*IV.E.1 -- Consider adoption of variations from adopted building and fire and life safety codes for application to designated landmark buildings and buildings in designated historic districts.*

*IV.E.1.2 -- Identify the most common variations that building officials allows under Section 104(f), and the types of request for variances that have not been approved.*

*IV.E.1.3 -- Based on information in IV.E.1.2, determine if adoption of the Uniform Code for Building Conservation (UCBC) would offer the best protection of the public and of the City or if limited variations should be codified because very few variations are requested.*

*IV.E.1.4 -- Adopt the most appropriate version of allowed variation from the adopted codes for historic preservation. Strongly consider adopting the UCBC.*

IV.E.1.5 -- If the existing codes are amended by provisions for historic preservation rather than adopting the UCBC, develop a manual that addresses the allowable variations and guidelines for when these might be allowable. Distribute widely.

IV.E.2 -- Establish a training program for code enforcement officials. The intent of such a training program would be improved knowledge of and sensitivity to historic buildings and their preservation. Since building officials actually observe construction, this offers an opportunity to give advice on technical preservation problems and to make sure construction conforms to approved drawings. There are a number of experts specializing in restoration of historic buildings as well as building code research who could be asked to participate in this training program.

IV.E.3 -- Establish as part of the Development Tracking System, the identification of known historic resources and landmark structures.

IV.E.4 -- Conduct a work session with Engineering staff on the potential for varying street, curb, gutter and sidewalk standards for redevelopment in older areas such that it can conform with existing patterns of development.

IV.E.4.1 -- Determine the process for amending or allowing variation in such standards and initiate the process.

#### *IV.F Preservation Assistance Response Team (PART)*

A new preservation approach for threatened historic buildings is recommended: the use of a team to assess the reuse potential of a significant historic property which, through obsolescence or deterioration, became a threatened resource. The PART approach is patterned after a special technical assistance program developed by the Midwest Regional Office of the National Trust for Historic Preservation called the Preservation Advisory Services Team. The format of the Team draws upon a network of public and private officials including preservationists, planners, architects, attorneys, real estate and marketing interests, as well as other fields to assist property owners and the City in addressing issues which would have an impact on the future disposition of the historic resource. Each Team will include a City staff person and a member of the Landmark Preservation Commission. The facilitation and coordination of the Team will be by the City Planning Department. The Team should be chaired by the Director of Community Planning and Environmental Services or Planning Director.

The role of the Team is not to guarantee the preservation success or failure of a particular property, but to provide an objective look at the circumstances threatening these properties and to suggest a basis for valid decisions for their future. The Team could be formed to respond to an immediate "crisis" (e.g. demolition); or to find longer term strategies for potential reuse of a historic building threatened by underuse and potential demolition; or to respond to a public initiative or plan that may significantly impact a historic building or site. The subject building could be either under private or public ownership.

Each member of the consulting team would be supplied an information packet prior to consultation. Each packet will contain pertinent information about the structures location, historical significance, and building condition. The Team will visit and inspect the property; and conduct confidential interviews with the property owners, developer, appraisers, realtors, and potential users.



After extensive consideration of the issues, the economics and resulting uses, combined with site visits and interviews, the Team will develop a list of feasible alternatives which may include demolition; doing nothing; public ownership, or; private development, to name a few. The Team will make a recommendation on one or more of the alternatives and prepare an action plan. This information will be presented to the property owner, developer, Landmark Preservation Commission, City Council and the public for review and decision.

### *Action Step*

*IV.F.1* -- The LPC and City staff should implement a Preservation Assistance Response Team that would provide an objective look at the circumstances impacting historic properties and to suggest a basis for valid decisions for their future.

### *IV.G Demolition Ordinance*

Currently, Chapter 14, Landmark Preservation, provides that any demolition of any improvement or object which constitutes all or part of a local landmark district be approved by the Landmark Preservation Commission. Also, the Building Department informally contacts the Planning Department of any requests for demolition permit that are not local landmarks. This informal agreement only allows time for staff to document the building before it is demolished.

Many communities have enacted demolition ordinances to delay or prevent demolition of important historic structures from occurring. A demolition delay ordinance is a mechanism whereby demolition permits for certain buildings throughout the community are delayed for a specified period of time in order to allow for consideration of preservation options. Generally, a demolition delay ordinance is triggered by an application for a demolition permit on an historic property.

Traditionally, demolition ordinances delay the granting of a demolition permit for a set period of time -- six months, for example, in order to allow preservation solutions to be considered. This delay period gives the Landmark Preservation Commission (and the Preservation Assistance Response Team) time to contact owners who may not be aware of the property's significance or of the potential benefits of preservation, and to develop alternative proposals or to seek other outside assistance for preserving the structure. Since the ordinance does not prevent demolition, it does not alter the property owner's right to use the property as he/she sees fit.

Generally, the ordinance specifies that certain categories of "historic" properties are automatically included under its provisions. These categories could be all properties over 50 years of age; included in the City's inventory, or; listed in the National or State Register. In most cases, the local preservation commission must review the permit application to determine if the property is one they consider significant. Permits for buildings found not to be significant can then go forward without delay.

In some communities, property owners who either have been denied a demolition permit or do not wish to bother with the permit application process have avoided restrictions on the demolition of historic buildings imposed by preservation ordinances by refusing to maintain landmark buildings. As a consequence of this refusal, these buildings are, in effect, demolished by neglect if they become a health or safety hazard which must be condemned by local health or building officials. A growing

number of municipalities have tried to counter this situation by adopting "minimum maintenance", "anti-neglect" or "affirmative maintenance" provisions in their codes.

#### *Action Step*

*IV.G.1* -- Consider adoption of a demolition ordinance which delay the granting of a demolition permit for a set period of time. Consider the need for establishing minimum maintenance requirements for locally designated landmark structures and for an anti-neglect provision for non-designated landmarks.

### *IV.H Design Guidelines*

Design guidelines are support material for administering a historic district or historic conservation area. Guidelines provide a common vocabulary and a set of standards for all of the participants in the review process. They offer guidance and direction to applicants who are planning projects, and to the Landmark Preservation Commission who are evaluating projects. The City has adopted design guidelines for the Old Town Historic District. The preparation of design guidelines for the downtown, Eastside and Westside neighborhoods, has been recommended as part of their respective planning documents.

#### *Action Step*

*IV.H.1* -- The Old Town Historic District Design Guidelines need to be updated. If other historic districts or historic conservation areas are designated through the Historic Resources Preservation Program, design guidelines should be developed immediately to review development proposals.

### *IV.I Historic Conservation Areas*

Creating historic conservation areas could be considered to identify areas as being of historic significance, without designating them as historic districts, so that the Historic Resources Preservation Program can be used to influence historic preservation. The areas would be formally delineated with boundaries and would function similarly to a zoning district overlay zone. Conservation areas could be defined based on similarity of characteristics, such as zoning, age of development, degree of threat from development, building types, etc. Establishing a historic conservation area would allow properties within the boundaries to be identified in a computerized data base. When development proposals, public projects, building permits, etc. affect properties within the boundaries, appropriate education efforts, incentives, and/or regulations can be brought to bear on the project.

#### *Action Steps*

*IV.I.1* -- In a worksession, the LPC should establish the goals for historic conservation areas and the criteria upon which delineation would be developed.

*IV.I.1.2* -- In a study session with the City Attorney's Office and City staff, discuss and evaluate the procedure for implementing historic conservation areas.

*IV.I.1.3*-- If the decision is to pursue this action, develop a work program for carrying out this effort. The Landmark Preservation Commission believes that special consideration should be given to historic conservation area designation for the ten-block area south of Mulberry Street, north of Laurel Street, between Whitcomb and College Avenue. Implementation will require specifying the degree of control that designation of these areas entails; the review procedure; how other departments will be involved; how incentives will be used, etc. Most preservation programs only offer incentives to properties that are landmarked, so their preservation is relatively assured. Whether or not incentives should be offered to properties in a historic conservation area is an important issue for the LPC to resolve. If so, what kind and under what conditions? If not, what measures to encourage preservation will take the place of incentives?

### *IV.J House Moving*

In many communities, growth and development has led to many historic buildings being demolished or moved. In many instances, great pressure is exerted on city and county governments to support a crash program for preservation. Such unplanned emergency efforts have been wasteful of public support funds and have failed to provide a balanced historic preservation program. In response to the need for careful planning, some communities have developed programs and acquired property whereby private and public organizations may enter into mutually beneficial agreements for the acquisition, relocation, restoration and long-term use of endangered structures. While moving a house is a preferred alternative to demolition, it should only be considered as a last ditch effort to save historic structures.

San Diego, California, for example, created Heritage Park to provide a site to preserve a few of the remaining Victorian homes that were near the downtown. Heritage Park operates not only as a museum, but as a center of commercial and social activity. Another approach was taken in Oakland, California, where a two-block parcel has been preserved for use as office space for non-profit organizations. The project features four buildings that were originally located on the site, while eleven houses were moved from sites throughout the city in order to save them from demolition. In Tampa, Florida, a non-profit housing agency used a Community Development Block Grant to fund the purchase and improvement of a site wherein donated historic homes were relocated. Block Grant funds were used to finance the moving costs, and special mortgage assistance was provided. The homes were sold to low-income families.

Another low cost approach is to provide an active directory of potentially movable houses and available vacant lots which make it easier for those wishing to do infilling. In some states, public utilities are required to defray the cost of temporarily moving utility lines in the way of moving historic homes. Moving utility lines can be very expensive, and helping to defray this cost can make the difference in the economics of a move.

### *Action Step*

<p><i>IV.J.1</i>-- A subcommittee of the LPC should be formed to review and research options on the subject of house moving as a preservation tool.</p>
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# V. Landmark Designation Program

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**Goal: Actively promote property owners to voluntarily designate their properties**

The culmination of education, incentives and regulatory refinements is increased designations of landmarks and historic districts. This is the means by which Fort Collins can assure the ongoing preservation of the community's historic resources. The program should consist of:

## *V.A. Historic Resources of Merit Program*

Implement a new program known as the Historic Resources of Merit. This program is intended to expose the public to lesser-known historic resources in the community. This program attaches no requirements or restrictions, but calls attention to resources in a positive way. This also provides an opportunity to publicize preservation in an interesting format of examples of building types, buildings from a specific area, buildings with common historic background, etc. Historic Resources of Merit would also offer good subjects for preservation displays, youth education programs and internships. The recognition of these properties could encourage the owners involvement in preservation. The property owners should become part of a mailing list for preservation activities and events.

A structure, district or multiple listing may be eligible for designation as a Historic Resource of Merit. Evaluation will be made by the Landmark Preservation Commission with recommendation from the City staff. These properties would be eligible for local landmark designation and this would be the first step in the designation process. The owners of the properties should be presented a certificate of recognition, historic photograph and a description of why the property is significant. Designation as a Historic Resource of Merit should be publicized in the local newspaper.

### *Action Step*

V.A.1 - Implement a program known as the Historic Resources of Merit.
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## *V.B. Local Landmark Designations*

Locally designated historic landmarks and districts are the backbone of a preservation program. Local landmark designation can prevent unnecessary loss of historic structures through demolition and assure appropriate renovation and rehabilitation. Listing on the National Register of Historic Places is also encouraged but provides little real protection.

The recent enactment of the State rehabilitation tax credit for historic structures has heightened public awareness of and interest in local landmark designation. It is anticipated that voluntary designations will start slowly and gradually increase as the Historic Resources Preservation Program becomes better known in the community, particularly the incentives that might be available. Involuntary landmark designations may be necessary to prevent the demolition of very important historic structures in the community. However, the objective of the Historic Resources Preservation Program is to actively promote property owners to voluntarily designate their properties.

A partial list of structures and districts have been identified which the Landmark Preservation Commission believes should be given special attention and high priority in the City's local landmark designation program including:

- . 136 Laporte Avenue (freight depot)
- . Downtown, including
  - North College Avenue, 100 block (west side)
  - South College Avenue, 100 block (both sides)
  - West Mountain Avenue, 100 block (both sides)
- . West Mountain Avenue Neighborhood (district)
- . City Park Neighborhood (district)
- . Holy family Neighborhood (district)
- . East Elizabeth Street, 700 - 800 block (district)
- . Laurel School National Historic District (local designation)
- . 313 N. Meldrum (Malaby Grocery)
- . Alta Vista Neighborhood (district)
- . The historic Overland Trail
- . 1500 Block of College/Remington (district)
- . Montezuma Fuller designed properties (multiple listing)
- . Bungalow/Foursquare/Revival style properties (multiple listing)
- . 621 S. College Avenue (local designation)

Between 1983 and 1986, the Cultural Resources Board prepared a list of potential historic landmarks and landmark districts (see Appendix F). Only a few of the properties on this list have been surveyed and prioritized in accordance with the processes described in this Plan. However, the Landmark Preservation Commission believes this list is important and the properties contained therein should be given special attention in terms of future survey, prioritization, and landmark designation efforts.

### *Action Steps*

*V.B.1* -- Actively pursue landmark designation of buildings and districts, with special attention and priority to the above sites and districts. An active designation program requires staff support for research, preparation of designations, preparation of designation ordinances, and contacts with property owners. It is anticipated that voluntary designations would start slowly, and gradually increase as the Program becomes better known in the community. The gradual increase in designations should allow the staff to develop expertise in completing designations, such that the same staff could be responsible for completing more designations.

*V.B.1.1.* -- Systematically contact owners of property determined eligible for the National Register, Historic Resource of Merit, targeted local landmarks, and residents of areas where surveys have been completed. General information on the procedure for designation of property as a local landmark, incentives for designation, and survey information can be provided to these property owners to encourage voluntary designations.

*V.B.1.2* -- Conduct neighborhood meetings to publicize survey results and contact owners of identified significant resources. Use these meetings as an opportunity to encourage designations of landmarks and districts and to provide educational and incentives information. At the very least, such neighborhood meetings generate more interest in and knowledge of the history of the neighborhood. This is an outreach effort to involve citizens in historic preservation. These citizens then form the basis for participation in the Historic Resources Preservation Program, and of political support for more controversial issues.

*V.B.1.3* -- As the program is more successful in attracting designations, evaluate the projected increase in designation requests, and the need for more financial resources including staff support.

### *V.C. Local Landmark Designation Assistance Grant Program*

Any citizen of Fort Collins may ask that the Landmark Preservation Commission consider local landmark designation for property within the city. The information that is necessary for applying for local landmark designation may be available from existing historic contexts and survey materials. In other cases, original research may be required. Original research is time consuming for the inexperienced homeowner. The City recommends but does not require the assistance of a professional historian in preparing and processing the application for local landmark designation. In order to help defray some of the cost of professional assistance, a local designation assistance program is recommended. The primary components of the program are as follows:

- . A "dollar for dollar" match;
- . The maximum amount of the City's match is \$250, although larger amounts may be granted at the discretion of the Landmark Preservation Commission;
- . The structure must be determined eligible for local landmark designation prior to receiving funds;
- . The City's funds and the cash match may only be spent on the services of an experienced preservation historian who shall prepare the appropriate nomination forms for the Fort Collins Landmark Preservation Commission's approval. Services may include research and preparing drafts, revisions, rewrites and attendance and response to questions of the LPC and City Council at the requisite hearings. A written contract for services of a professional historian must be submitted prior to receiving the grant;
- . The applicant must complete the landmark designation, submit an accounting report of actual expenses for City approval, within 4 months of receiving the grant;

- The total amount of dollars shall not exceed \$2500 per year;
- Financial assistance will be provided on a first come, first serve basis; and
- All work must comply with the City's local landmark designation standards.

*Action Step*

V.C.1 -- Implement the Local Landmark Designation Assistance Program. An amendment to the City Code will be required to implement this program.

## VI. Administration

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**Goal: To secure the resources needed for successful implementation of the Historic Resources Preservation Program**

The Fort Collins Historic Resources Preservation Program is administered by the Planning Department, although it will depend on the resources of other City departments, public agencies, heritage groups, and the general public. The Program is currently staffed by a one-half time Historic Preservation Specialist and supervised by the Assistant Planning Director. The LPC also has a part-time secretary to complete meeting minutes.

While interest in preservation has grown over the years and the historic preservation program has assumed new responsibilities, including being a Certified Local Government, the resources of the program have been reduced. In 1987, the City's program had one full-time professional Preservation Planner and a one half-time Specialist, plus secretarial staff. Some of the elements of the Action Plan can be accomplished within existing budgets. However, a successful program will require finding new sources of funding, including the City's Historic Preservation Fund, additional funding from the General Fund and pursuing outside grant sources. A fundamental challenge will be to secure the necessary resources needed for successful implementation of the Program.

### *VI.A Annual Work Program/Budget*

Each year, the Landmark Preservation Commission and City staff should prepare an annual Work Program to implement the goals, objectives, and actions contained in the Historic Resources Preservation Program Plan. Estimated budgets and potential funding sources should also be provided.

*Action Steps*

VIA.1 -- Every year, LPC and staff should produce a status report on the implementation of the Historic Resources Preservation Program for presentation to City Council.

VI.A.2 -- Every year, the LPC and staff should develop a detailed work program for the following year. This work program should specify the program elements to be undertaken, resources and support personnel needed, planning studies necessary, etc. for presentation to City Council.

VI.A.3 -- Every year, the LPC and staff should develop an annual budget for the following year, including costs of personnel, publications, training, plaques, and other incentives, etc. for presentation to City Council as part of the annual budget preparation process.

## VI.B Grants

Outside grants will continue to be an important source of income for the program. The Planning Department should act as a resource to private property owners and local public agencies for information on grant programs that they might apply for to carry out a preservation project. This would include keeping grant applications, names of contact persons with telephone numbers, and other pertinent information that may be required to provide assistance in obtaining funding.

VI.B.1 -- *Certified Local Government Funds.* Federal funding for local historic preservation is passed through the Colorado Historical Society to Certified Local Governments, and each year another community or two become CLG participants. A small amount of funding is therefore being divided among more and more projects. This may mean that Fort Collins can anticipate fewer dollars in the future. The projects that have been funded are usually historic architectural surveys, historic contexts, and design guidelines. The amount of annual grants is generally from \$2,000 to \$10,000.

VI.B.1.1 -- The City should continue to apply for these funds each year to undertake activities of the Historic Resources Preservation Program.

VI.B.1.2 -- The LPC and City staff should establish a prioritized list of preservation projects for which they will seek funding. This information should be considered in the preparation of annual work program plans and budgets.

VI.B.1.3 -- Prepare grant request to the Colorado Historical Society for funding.

VI.B.2 -- *Private Foundations.* Although this is a potential funding source and one to always monitor, these grants are generally very competitive and are not reliable as a long term funding source.

VI.B.2.1 -- City staff should prepare an annotated list of sources of possible grants for historic preservation, including:

- Historic Preservation Fund Grants (Department of Interior)
- Challenge Grants of the National Endowment for the Arts (NEA) and National Endowment for the Humanities
- NEA Design Arts Program
- Community Development Block Grants (CDBG)
- National Trust For Historic Preservation Grants



Foundations are other sources of grants for historic preservation. Locally, the Gates Foundation, the Boettcher Foundation, and the El Pomar Foundation provide funding for historic preservation, on a project-by-project basis. There are a variety of national foundations that fund historic preservation, usually among other kinds of projects. Because projects are funded based on the extent to which they meet the criteria of the foundation and depend on having available funds, to find the appropriate foundation to which to submit letters of interest or proposals requires research. There are several publications that are of assistance in such an effort, including:

*Foundation Directory*  
*National Data Book of Foundations*  
*National Directory of Arts Support By Private Foundations*  
*National Directory of Art and Education Support By Business Corporations*

These publications provide enough detailed information that a prospective applicant can determine the likelihood of the specific foundation being interested in funding a specific proposal. Contact persons and phone numbers are included for further information.

VI.B.2.2 -- Establish a working committee of LPC and City staff to evaluate which grant sources should be pursued based upon the annual work program.

VI.B.2.3 -- Submit grant application for funding.

*VI.B.3 -- Colorado Historical Fund.* The Colorado Historical Fund is a new state-funded grant program established by the passage of the 1991 constitutional amendment legalizing gambling in Central City, Black Hawk and Cripple Creek. The amount in the Fund in 1992 was \$1.3 million. It is projected to exceed \$2.5 million in 1993. Grants may be awarded to both public and private entities. The Colorado Historical Society has the authority to administer the State Historical Fund (SHF). The mission of the Fund is "to foster heritage preservation through tangible and highly visible projects for direct and demonstratable public benefit". The SHF Grants Manual describes and sets the administrative policies, procedures and guidelines for grants. Eligible projects include acquisition and development projects; education projects; and survey and planning projects. There is an emergency funding pool that is separate from the general funding pool. The Fund provides a funding source for a broad range of possible projects and requires City involvement which would allow a State funding source to be coordinated with the objectives of the Historic Resources Preservation Program.

VI.B.3.1 -- The LPC and City staff should establish a prioritized list of preservation projects for which they will seek funding. This information should be considered in the preparation of annual work program plans and budgets.

VI.B.3.2 -- Prepare grant request to the Colorado Historical Society for funding.

*VI.B.4 -- Conservation Trust Funds.* Each year, each County and each municipality is apportioned a part of the revenues from the State Lottery. This money is expended for the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site. These funds can also be used for any "historic" purpose.

## *VI.C Interdepartmental Cooperation*

### *Action Steps*

*VI.C.1* -- On an annual or semi-annual basis, the LPC should meet informally with other Boards and Commissions that have responsibilities which impact historic preservation, including the Planning and Zoning Board, Cultural Resources Board, Parks and Recreational Board, CDBG Commission, Housing Authority, Zoning Board of Appeals, Downtown Development Authority, and Transportation Board. The purpose would be to share thoughts on issues of common interest.

*VI.C.1.1* -- Appoint a liaison from the LPC to each of these Boards and Commissions. The responsibility of the liaison will be to provide a point of contact with the other Boards and Commissions on a continuous basis to coordinate and discuss ideas and interests of mutual concerns.

*VI.C.2* -- Establish an annual training session for all relevant City departments and agencies involved in development review. The intent of this training is to familiarize members with philosophies and definitions of historic preservation with the goal of "mainstreaming" preservation in the development review process similar to what has happened with the "environmental ethic." Another goal would be to open and/or create channels of information exchange. Include members of the Landmark Preservation Commission as needed.

*VI.C.3* -- Opportunities now exist to improve channels of communication and cooperation between the Museum, Public Library, and the Planning Department to implement mutual objectives and needs including educating the public about the value of local history and historic resources; jointly seeking outside funding; and sharing technical knowledge and expertise. An interdepartmental team should be created to explore these opportunities.

## *VI.D Landmark Preservation Commission*

The implementation of the Historic Resources Preservation Program will depend upon a highly qualified and motivated Landmark Preservation Commission.

### *Action Steps*

*VI.D.1* -- The Commission should be provided with opportunities to expand their knowledge of historic preservation. Funding should be provided to permit each member to attend at least one in-state training session. Funding should be provided to permit at least one member to attend an out-of-state national conference or training session each year on a rotating basis. In addition, it is important that members be informed of current developments in the historic preservation field. Membership in the National Trust for Historic Preservation is critical and should be funded by the City.

*VI.D.2* -- Attracting qualified applicants to the Landmark Preservation Commission is essential. The Certified Local Government Program requires that at least three members of the Board be professionals in preservation-related disciplines. The goal of the City should be to strive for at least five members being from these professions. An active recruitment program will be necessary to achieve the goal.

*VI.D.3*--Funding should be provided to bring in outside experts for periodic training sessions. Some topics may be of shared concern to other Boards and Commissions. Topics to be considered might include tax incentives, design review, technical preservation, etc. The Colorado Historical Society, National Park Service, and the National Trust for Historic Preservation can be sources of training information. At least two to four training sessions per year should be conducted, preferably during the monthly worksession.

*VI.D.4*-- Consider increasing the number of members of the Landmark Preservation Commission from seven to nine. Two additional members may provide additional manpower needed to complete the HRPP work program, expand the opportunity for other citizens to directly participate in activities of the LPC and broaden the representation of the LPC in terms of background and experience.

*VI.D.5* -- Section 2-278 of the City Code describes the functions of the Landmark Preservation Commission including "all duties relating to preservation of historic buildings as set out in Chapter 14." Although it may be implicit, it is not clear cut that the Commission has the authority to undertake many of the actions recommended in this Plan; for example, developing and promulgating an educational program for historic preservation or making recommendations to the City Council on such actions as may be necessary or advisable to implement the goals contained within this Plan. The members of the Landmark Preservation Commission and City staff should review this Section of the Code and recommend to City Council any necessary changes to clarify the roles and responsibilities of the Commission.

## Conclusion

The ultimate objective of implementing the Historic Resources Preservation Program is the preservation of our community's important historic resources and neighborhoods. This will be accomplished by developing broad community support, by educating the public on the importance of preserving the community heritage, by establishing a broad network of groups with an interest in history and preservation, by having informed elected and appointed officials who can make decisions that implement the Historic Resources Preservation Program and target funding to accomplish this, by incorporating historic preservation broadly throughout the land use policies of the City of Fort Collins, and by offering fairness and value to all participants. With broad community support, the hard decisions that are required to create an active and successful historic preservation program can be made without giving rise to controversy.