

## CHAPTER 4

# GOALS, OBJECTIVES, & STRATEGIES

The Goals and Strategies for preservation reflect a strong intent to showcase Madison's unique identity, promote and educate the public on the values of historic preservation, and guide policy and preservation through an inclusive process. Based on the Community Value Statements established at the beginning of the planning process, Goals are the overarching statement of intent, Objectives are more specific intent statements expanding upon the overall goal, and Strategies are the actions to implement the objectives. All statements have been evaluated and revised through a series of public input, Historic Preservation Plan Advisory Committee, and City staff review meetings. Combined together, the goals, objectives, and strategies will guide preservation-based decisions for the City of Madison.

### GOAL 1: Promote historic preservation in Madison.

The City of Madison is rich in historical buildings, sites, and character. Promoting the values and benefits of historic preservation is vital to telling the story of Madison's past while encouraging the continued protection of buildings and places that are part of the cultural history. The City already has a variety of strategies that promote historic preservation, including walking tour brochures and landmark plaques, but a wider audience can be reached with additional tools and events. Engaging the public can be done through a variety of ways from online resources and media to interactive activities and tours.

**OBJECTIVE 1a Promote cultural tourism and civic pride by sharing Madison's unique culture and character.**

**STRATEGIES**

**i. Place plaques ~~at~~ existing buildings and sites, lost buildings, and cultural places to identify significant historical events and locations.**

Buildings and places should emphasize the actions and events associated with underrepresented groups including Native Americans, Latinos, African Americans, Hmong, LGBTQ, and women.

**ii. Locate storytelling plaques ~~at~~ cultural and historical buildings and at historical sites throughout the ~~c~~City.**

Signage can assist in the promotion and understanding of Madison's unique culture and character. The buildings and sites can be identified on walking tour maps, social media, and online resources.

**iii. Develop tourism marketing and branding materials that highlight historic attractions in the ~~c~~City.**

Use smart technology, alternative transportation tours (vans, bike, boats, etc.), and public ceremonies to showcase existing and new landmark designations and the ongoing importance of historic preservation. Marketing strategies should be in a variety of forms – maps, graphic information fliers, online resources – and in different languages.

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**OBJECTIVE 1b Celebrate social history along with buildings, places, and cultural landscapes.**

**STRATEGIES**

**~~a.i.~~ Create story sharing events, local and ~~C~~City-wide, that allow people to learn about Madison's social history.**

Details of historic buildings, places, and cultural landscapes can be the focus of the events. A variety of events and media should be utilized to reach a broad audience including: neighborhood story sharing nights, radio talk shows, podcasts, and online videos~~YouTube~~. Events should be broadcast in different languages.

**~~b.ii.~~ Sponsor a Historic Preservation booth at local events with brochures, educational graphics, and resources.**

City staff, ~~n~~Neighborhood ~~a~~Ambassadors, and volunteers can explain the unique aspects of ~~Madison's historical~~ features representing Madison's diverse history and the benefits of preserving them~~ation~~.

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#### OBJECTIVE 1c Share stories of places that have been lost while also looking forward.

##### STRATEGIES

- i. **Create an exhibit of lost buildings and significant structures that can be shared at different locations across the ~~c~~City and online.**

Signage can be located on sites where a building or landmark was lost, with a link to more online information about the property and other historic topics. The exhibit can be a traveling resource or located in a place that experiences significant public viewing opportunities.

- ii. **Produce ~~h~~Historic ~~p~~Preservation social media sites.**

Sites can provide easily accessible online resources where people can post or share historic items. Materials and photos may not be verified for accuracy, but will provide an outlet for people to share and view historic preservation photos, artifacts, and stories.

- iii. **Create story sharing events about buildings and landmarks that have been lost.**

A variety of events and media should be utilized to reach a broad audience including: neighborhood story sharing nights, radio talk shows, podcasts, and online videos~~YouTube~~. Events should be broadcast in different languages.

#### OBJECTIVE 1d Promote best practices in historic preservation within City-owned buildings and places.

##### STRATEGIES

- i. **Coordinate an urban design program to visually promote City-owned historic buildings and historic districts.**

The program could include online resources about buildings and districts, walking tour brochures, street signs that identify historic districts, or signage on or in city-owned historic buildings. Unique logos or colors could be used signify the historic amenities.

- ii. **Publish a list of ~~C~~city-owned historic buildings and provide public access.**

Allow the public to experience and learn about the physical improvements and preservation of historic public~~the~~ buildings and places. Public access could be made available during public or private~~for specific~~ events, during regular~~normal~~ public hours, or by appointment.

## GOAL 2: Preserve places that represent architecture, events, and people important to Madison's history.

Diverse people, architecture, and activities all contribute to the culture and character of cities. Madison's unique identity and history includes significant buildings, places, events, and diversity of people. Buildings and places associated with historical events should be preserved and utilized to illustrate the stories and impact on the cCity's development. Proposed strategies build on the City's existing historic preservation ordinance and programs ~~historic regulations~~ to strengthen the protection of Madison's history.

### Objective 2a. Represent the history of Madison's diversity.

#### STRATEGIES

- i. **Determine which types of resources/building types/groups are underrepresented in the current historic resources inventory.**

Use the results of the Underrepresented Communities Historic Resource Survey Report and this plan to inform prioritization for preservation programs and historic designation for missing properties and places.

- ii. **Create story sharing activities, local and cCity-wide, that highlights Madison's past and current diversity.**

Cross-cultural roundtable discussions could explore the cCity's diverse architecture, places of significant events, and variety of people and cultures. Emphasis should be on underrepresented groups including Native Americans, Latinos, African Americans, Hmong, LGBTQ, and women. Events should be shared in different languages and at varied locations across the cCity.

### Objective 2b. Ensure good stewardship of historic buildings, districts, and places.

#### STRATEGIES

- i. **Adopt a City policy regarding the use of ~~Administer-H~~ historic preservation easements on landmark-eligible properties the City sells to ensure the properties are ~~is~~ protected.**

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Evaluate what building features could be unique elements to restore or protect. Work with the Landmarks Commission to determine if the property should have an easement applied. be designated~~Although the City sometimes does this now, the process could be clarified and formalized.~~

**ii. Provide “~~d~~o-it-~~y~~ourself” training workshops about historic preservation techniques.**

Workshops should assist current and future property owners understand the unique aspects of historic buildings. Specific topics could include unique materials, windows, roofing, flooring, etc. Explore teaming with local builders, architects, contractors, and building supply stores to develop and advertise the events.

**iii. Consider a ~~c~~ity-wide building protection policy for historic buildings that are adjacent to construction projects.**

Focus should be on movement and vibrations occurring from adjacent construction projects that could negatively impact the historic building or structure.

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**Objective 2c. Protect historic buildings that are deteriorated or threatened by demolition.**

**STRATEGIES**

**i. Require demolition permit documentation to be strengthened and expanded.**

Define specific documentation/photograph requirements for buildings to be demolished. Review criteria and evaluation for demolition requests for historic buildings, including whether the request is the result of demolition by neglect.

**ii. Develop a “Top 10 Historic Buildings to Preserve” exhibit or program.**

Use the program to identify buildings that are vacant or neglected and could be a candid to preserve. The exhibit can be a traveling resource or located in a place that provides significant public viewing opportunities.

**iii. Work with professional organizations to create a Disaster Response Plan and Assistance Program for historic resources.**

Emphasis should be on pre-disaster mitigation, prevention, and relief to assist property owners. Coordinate with American Institute of Architects (AIA Wisconsin) to recruit historic preservation professionals to assist pre and post-disaster planning. Allow fast-track design review and grant application review for property owners who create and implement a plan.

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## GOAL 3: Promote historic preservation as part of economic development.

The rehabilitation of historic buildings has a significant economic impact on neighborhoods and the cities. Increased property values, construction jobs, and catalytic investment and stimulation are a few examples of how historic preservation can create value. Historic neighborhoods have proven to retain their property values and can serve as retail and social gathering places. Building reuse can provide an affordable alternative to new construction for both residential and commercial uses, making it a sustainable and attractive option for property owners and investors. Existing financing tools, grants, and tax credits are supplemented with proposed strategies to expand the opportunity to make historic preservation feasible even more advantageous.

**Objective 3a. Promote sustainable economic growth by integrating ~~new development,~~ reuse, ~~and preservation,~~ and new development.**

### STRATEGIES

**i. Develop a database of properties that are eligible for historic tax credits.**

Use the database to inform property owners and developers of the opportunity to preserve and reuse identified buildings. Include the database as part of online resources that are easily updated and visible to the public.

**ii. Encourage adaptive reuse as an affordable housing option.**

Reuse of buildings into residential properties is usually less expensive than new construction and can reduce vacancies, provide affordable ownership and rental options, and can spur additional rehabilitation in neighborhoods.

**iii. Identify and publicly list vacant lots permitted for development within historic districts.**

Document the permitted uses consistent with Downtown Plan, neighborhood plans, and where historic preservation could benefit the neighborhood or district.

**iv. Promote and document how good design is good for business development and retention.**

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Highlight ~~specific~~ design ~~and adaptive reuse~~ strategies for new construction and the rehabilitation of existing buildings that have ~~been well received and~~ added economic, social, and environmental value to neighborhoods and the city districts.

### Objective 3b. Identify incentives and financial resources and allocate funding for historic preservation projects.

#### STRATEGIES

- i. **Identify and provide grants for condition assessments, ~~h~~Historic ~~s~~Structures ~~r~~Reports, and ~~other~~ professional historic preservation services ~~for of qualified~~ historic properties.**

Utilize the grants to promote preservation of buildings and places. Additional funding sources may lead to more buildings being preserved and reused, and more catalytic investment in neighborhoods.

- ii. **Dedicate demolition permit fees to help fund programs related to historic preservation.**

Work with the City to establish a process for allocating all or specific demolition fees to historic preservation planning efforts, building rehab, City purchase of historic buildings or places, or ongoing maintenance of City-owned historic buildings.

- iii. **Develop a revolving loan program that can be used for private rehabilitation and property acquisition for historic preservation projects.**

Utilize the loan program to promote historic preservation. Additional funding sources may lead to more buildings being preserved and reused, and more catalytic investment in neighborhoods.

- iv. **List local, state, and federal funding sources on the City's Historic Preservation website.**

Provide links to historic preservation resources, studies, and organizations that may have additional funding ideas.

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### Objective 3c. Measure neighborhood and community benefits from historic preservation.

#### STRATEGIES

- i. **Prepare an annual impact study of historic property investments in the City.**

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Utilize the study to showcase the benefits of preservation including property values and non-financial benefits to the neighborhood and City. The document should include the impacts of the State and Federal Historic Tax Credit such as benefit to adjacent properties, jobs generated, sale price comparisons, and days on market.

**ii. Establish a database that documents the base assessments of historic preservation properties and projects.**

Having a base assessment will allow the City to track changes in value.

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## GOAL 4: Coordinate municipal policies to protect historic resources

Clear and consistent policies will make it easier to encourage preservation of Madison's historic buildings and places. ~~Many~~The vast amount of municipal policies ~~and processes~~ can be confusing to ~~the~~ general ~~public~~citizens and property owners, therefore the ~~policies and processes~~~~es and enforcement~~ should be reviewed to ensure a clear and transparent historic preservation procedure. Easily accessible policies and online information can add to the ~~success~~ of existing City ordinances, regulations, and codes.

### Objective 4a. Coordinate efforts and regulations among City plans, policies, ordinances, and departments.

#### STRATEGIES

**i. Coordinate ~~h~~Historic ~~p~~Preservation recommendations and policies ~~among~~between departments and agencies.**

Create a matrix listing City ~~h~~Historic ~~p~~Preservation regulations, design guidelines, and other rules or standards that may impact historic preservation projects, along with designated ~~d~~ departments or special processes. Post the matrix on the City's Historic Preservation website so it is easily accessible.

**ii. Develop a document that outlines the development proposal review process and criteria for historic properties to educate staff, ~~departments, committees, and the public~~, and departments.**

Clear procedures will provide staff efficiency and inform property owners and commissions on the approval standards are for each step of the process.

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**Objective 4b. Facilitate and coordinate preservation efforts with other governmental and community entities.**

**STRATEGIES**

- i. **Collaborate with other historic preservation commissions, historical societies, tribal groups, and related groups to explore and promote historic preservation.**

Outline common interests, mutual benefits, value of historic sites, and share historical data and research. Coordinate with Ho-Chunk tribal government and other agencies who promote preservation.

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- ii. **Encourage building rehabilitation programs that focus on historic properties.**

Work with groups, such as Habitat for Humanity, who are working in the neighborhoods and could integrate historic properties into their existing programs or develop new programs. Programs could provide incentives for preservation.

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- iii. **Collaborate with MATC and technical universities to develop trades and skills necessary for historic preservation.**

Classes could be integrated into existing degrees or new certifications. Expanding the number of people who understand the unique skills and techniques of historic preservation is necessary as current contractors may near retirement.

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**Objective 4c. Integrate historic preservation and environmental sustainability policies.**

**STRATEGIES**

- i. **Include building reuse as a sustainable strategy in City plans and policies recommendations.**

The "greenest" building is the one already built and City policies should generally prioritize reuse over demolition. Encourage salvage and reuse of materials from buildings being demolished.

Work with local recycling and salvage companies to create incentives and learn how reuse policies can be integrated into City redevelopment procedures.

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- ii. **Allow a streamlined process for using sustainable strategies on historic buildings.**

Approved sustainable strategies should make historic buildings more efficient, without loss of historic character. Provide examples and best practices of how sustainable strategies can be incorporated into historic preservation projects.

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#### Objective 4d. Provide clear and predictable City processes.

##### STRATEGIES

- i. **Provide an online outline of the process and all pertinent information required for historic preservation applications.**  
Evaluate if a pre-application step would be helpful in understanding necessary steps and fees. Include links to resources and other City requirements as appropriate to provide a transparent and clear process.
- ii. **Allow an expedited/simplified review process for tax credit projects.**  
Develop incentives that allow projects to be streamlined if following all the required historic preservation regulations.
- iii. **Prepare ~~illustrated~~ ~~design~~ ~~guidelines~~ for buildings within historic districts, including those outside period of significance.**  
The revised Historic Preservation Ordinance will include requirements for local historic districts. It will also include guidelines with additional direction on meeting the requirements. Providing illustrated examples will help to further clarify and communicate the intent of the ordinance. guidelines should provide clear instructions and illustrations of building details, required design features, and examples of best practices for rehabilitation. The guidelines should be coordinated with other City regulations and required design reviews.

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#### Objective 4e. Enforce and enhance existing preservation programs.

##### STRATEGIES

- i. **Consider properties with existing National Register of Historic Places designation for local designation, ~~if they have already proven to have significance.~~**  
Provide property owners an explanation of potential benefits of local designation and the process and expectations for approval. Coordinate the designation process with the Landmarks Commission.
- ii. **Review the ~~boundaries~~ of existing historic districts related to coterminous or overlapping National Register of Historic Places districts.**  
There should be consistency between local and national district boundaries. Map and explain the differences and steps required to provide consistency.
- iii. **Develop a training program for ~~historical~~ ~~preservation~~ staff and ~~commission~~ members that reviews the purpose, procedures, and regulations of preservation projects.**

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Include an overview of a recent project to explain the steps followed and lessons learned. The program should include enforcement training for City inspectors.

**iv. Review and simplify historic preservation applications and forms.**

Updates should be based on input from property owners, developers, and staff. Simplification could be based on conflicting requests, complexity of the forms, or confusing wording.

**v. Update the Historic Preservation Plan every 10 years.**

The City's Comprehensive Plan is updated every ten years. Following each update, this plan should be updated to ensure that it remains current and effective in implementing the City's historic preservation program.

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## ORDINANCE REVISIONS

The City is in the process of a comprehensive update of its Historic Preservation Ordinance. Madison's five local historic districts currently each have their own ordinance requirements for additions, alterations, and new construction. Some of these ordinances are over 40 years old, and have not been modified since they were created.

The Common Council created a committee of five alders- the Landmarks Ordinance Review Committee (LORC)- charged with revising the ordinance. Goals of the ordinance revision include: internal consistency, clarity, and alignment with current preservation practices.

The Committee completed the ordinance update, except for the portion including the historic districts, in 2015. The Committee is now focusing on the districts portion of the ordinance. This process analyzed the historic resources in each district, examined successes and challenges, evaluated current ordinances, and proposed a new ordinance framework. This process is expected to be completed in 2019.

## **GOAL 5: Engage the community in determining ongoing historic preservation priorities.**

Collaboration and open engagement with the public will inform preservation priorities and can expand the amount of participants. The planning effort should provide a variety of engagement opportunities and scales across the [City](#), from neighborhood chats to city-wide preservation exhibits and online postings. Building on the Library's Living History Program, the following strategies provide an inclusive approach to gathering feedback and increasing awareness of historic preservation in Madison.

**Objective 5a. Solicit ideas and stories about historic preservation from the public through a variety of methods and techniques.**

### **STRATEGIES**

- i. **Utilize a variety of tools, both digital and in-person, to gather and post information about Madison's history, diversity, and culture.**

Work at different scales to gather input including neighborhood chats, public workshops, city-wide exhibits, youth participation, and tourist engagement. Incorporate findings into social media, websites, radio shows, tours, and local curriculum so the conversation continues. Present in different languages.

ii. **Integrate art into the story telling aspect of historic preservation.**

Work with local artists to develop **mMobile pPublic aArt pProjects** that solicit ideas from adults and youth throughout the **Ccity**. Coordinate a way to showcase the findings, both online and at local events.

iii. **Sponsor a hHistoric pPreservation booth at local events with brochures, educational graphics, and resources.**

City staff, **nNeighborhood aAmbassadors**, and volunteers can explain the benefits of preservation and gather input about priorities, concerns, and personal experiences.

**Objective 5b. Ensure an actively inclusive engagement process.**

**STRATEGIES**

i. **Reach out to local underrepresented groups to gather additional information about buildings, places, or events that should be part of Madison’s story.**

Identify resources that can help to explain the history and cultural significance of underrepresented groups – Native Americans, African Americans, Latinos, Hmong, LGBTQ, and women. Include underrepresented members on review committees and outreach programs.

ii. **Expand the nNeighborhood/tTrusted aAdvocate aAmbassadors program to include historic preservation.**

Work with current ambassadors and identify new ambassadors who can reach out to local neighborhood groups, attend neighborhood events, and create opportunities for engagement. The program should provide ambassadors with materials that explain the benefits and value of historic preservation, along with a couple successful local projects.

iii. **Utilize social media to announce events and engage the public on historic preservation practices, events, policies, and projects.**

Integrate project photos and people interacting in historic places to show active engagement of preservation in Madison. Post in different languages and engage groups active in historic preservation to share posts and announcements.

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## **GOAL 6:** Educate the public about Madison’s history and the value and benefits of historic preservation.

Sharing the stories of Madison’s history and explaining the value and benefits of historic preservation can foster better understanding and support for preservation programs. Interactive online tools, curriculum engagement, and resources for property owners are a few ways people can learn about the general benefits to detailed buildings techniques. Education should be geared towards all ages and all aspects of development, from property owners to project reviewers. Building on the variety of existing tours and recognition programs, a more robust website, expanded media resources, and additional training opportunities can enhance the knowledge and demand for historic preservation.

## Objective 6a. Educate visitors and residents of all ages about Madison's history.

### STRATEGIES

- i. **Create interactive websites, online articles, exhibits, and tours on the benefits of preservation.**

Develop ~~digital and hardcopy~~ resources with historic data, facts, and local success stories that can be circulated with tourism materials, local school programs, and at major public venues throughout the City. Include materials in different languages.

- ii. **Digitize and create a website for the City's historical collection, including local historic district and landmarks applications and National Register of Historic Places nominations.**

This will make readily available information related to the City's historic resources.

- iii. **Encourage the development of radio talk shows, podcasts, video, and other media ~~press groups~~ that highlight stories about historic preservation.**

Inform and educate in different languages on a variety of topics to a broad audience.

- iv. **Coordinate with local schools to integrate historical activities into the curriculum at different age groups.**

Provide opportunities to site visits to a variety of historic preservation projects to show the different scales of projects, and have a list of guest speakers who can present at school events or in specific classes.

- v. **Provide a mechanism to amend or update existing landmark nominations and designations.**

Updates can reflect recent events or historical changes affecting the property's historical significance since the original nomination.

- vi. **Develop and maintain an easy-to-find online instructional form for historic preservation actions and procedures.**

A clear and transparent process can reduce the number of calls to the planning department and encourage more participation in historic preservation projects.

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## Objective 6b. Support the public and property owners by informing them about historic preservation benefits, techniques, efforts, and requirements.

### STRATEGIES

- i. **Develop a Property Owner Handbook that highlights restoration strategies, materials, techniques, and regulations.**

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Conduct outreach meetings to explain historic preservation techniques to property owners, provide hands-out tutorials, and post the handbook and tutorials online as possible.

**ii. Create a technical page on the Historic Preservation website that has links to local and national historic preservation resources.**

Information posted should include funding, new technologies or materials, **h**Historic **P**reservation properties, historic preservation architects, contractors, and consultants, etc.

**iii. Develop a **professional**-training course for real estate and insurance **professionals** that highlights the city procedures and process for historic preservation projects.**

Coordinate between City staff, commissions, and local developers to develop a program that addresses the procedures, lessons learned, and best practices.

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**Objective 6c. Recognize and publicize successful preservation projects.**

**STRATEGIES**

**i. Establish events to showcase historic preservation.**

Examples could include "Rehabarama," to highlight historic preservation investment in low to moderate income neighborhoods; **q**Quarterly Tour of Homes highlighting preservation and rehabilitation projects; and an Annual State of Historic Preservation address during National Historic Preservation Month in May.

**ii. Develop an awards program that honors property owners for careful stewardship of historic properties and local historic preservation projects.**

The program can include a variety of projects scales from small retail adaptive reuse projects to large reuse projects. The program could be integrated with existing awards or a separate event and recognition.

**Objective 6d. Share stories of historic and community places that have been lost or are under-recognized.**

**STRATEGIES**

**i. Create an online catalog and map of historic sites and buildings.**

Utilize the catalog to showcase the amount and different types of historic projects throughout the **c**City. Include both existing sites and buildings that have been lost.

**ii. Produce **h**Historic **p**Preservation social media sites.**



Develop sites where people can post photos and facts about lost buildings, or places people may not be familiar with, that were part of a significant historical event.