

16
1-8-02*City of Alexandria, Virginia*

MEMORANDUM

DATE: JANUARY 3, 2002

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: PHILIP SUNDERLAND, CITY MANAGER *PS*

SUBJECT: STAFF ANALYSIS OF THE HISTORIC ALEXANDRIA LONG RANGE
PLANNING COMMITTEE REPORT

ISSUE: Receipt of the staff analysis of the Historic Alexandria Long Range Planning Committee Report.

RECOMMENDATION: That City Council receive the staff report, and thank the members of the Long Range Planning Committee for their efforts on behalf of the City.

BACKGROUND: The Office of Historic Alexandria staff, working with members of boards and commissions, members of friends organizations, and staff from other private, non-City-supported museums and historic sites, met for several months during calendar year 2000 to discuss in detail many of the issues related to the preservation of our historic resources throughout the community. The group developed the Historic Alexandria Long-Range Planning Committee Report, which was presented to City Council on March 27, 2001 (Attachment 1). As noted in the Committee report, the Committee is mindful that the recommendations included in the Long-Range Plan may need to be accomplished over a period of time in light of fiscal and other resource constraints.

DISCUSSION: As requested by Council, this memorandum provides staff analysis regarding the recommendations included in the Long-Range Planning Committee Report. Below is each recommendation in the report, followed by staff comment.

Collaboration Sub-Committee Recommendation (Attachment 1, page 6): Create a forum for working staff (paid and volunteer) from local historic sites and other organizations that provide public programs. Meet on a regular, scheduled basis to discuss shared program activities, possibly with an outside speaker. This committee will differ from the Historic Alexandria Resources Commission as it will focus on operational issues among institutions and will not make recommendations to the Mayor and City Council.

Staff comment: This recommendation has been implemented. The first effort of the Collaboration Committee has been training and discussion on private fundraising techniques. The Office of Historic Alexandria (OHA) will continue to schedule and convene this group as a regular forum for operating issues of interest to managers of historic sites.

Diversity Sub-Committee Recommendations (Attachment 1, page 6): Recognize and celebrate diversity within OHA and other historic agencies; recognize the potential for exploring the diversity of Alexandria in every public program; expand interpretation in print and spoken interpreters in languages other than English; consider the use of different interpretive activities such as living history and comparative food ways; and develop non-traditional partnerships celebrating diversity with encouragement by the staff at OHA.

Staff comment: Staff concur with the goal of recognizing the changing demographics of Alexandria and expanding awareness of the diversity of our community through our historic agencies and public programming. The Long-Range Planning Committee had suggested that a separate committee be instituted to organize a more concerted City-wide effort to address diversity issues within the historic programming setting. Staff would like to see this effort be addressed by the Collaboration Committee as an overall goal for the historic community, and this issue will be presented as a proposed objective to the Collaboration Committee for its calendar year 2002 work plan.

Education and Interpretation Sub-Committee Recommendations (Attachment 1, page 7): Develop a quarterly calendar for distribution both to the general public and to school systems to promote the programs of the different historic sites and other organizations that provide public programs in Alexandria; and increase outreach efforts to City schools.

Staff comment: While staff concur that a quarterly calendar would be desirable, at the current time, there are no additional resources available for printing and distributing such a calendar. As an alternative, the Office of Historic Alexandria has coordinated with the City's Department of Recreation, Parks and Cultural Activities to include information about historic programming and historic sites in the City's Recreation program catalogue. This publication is mailed to every City household three times per year, and is available to the public.

Staff has also initiated additional outreach to the Alexandria City Public Schools, including a meeting with the new Superintendent and teachers this fall at the Black History Resource Center.

Finance Sub-Committee Recommendation (Attachment 1, page 7 and page 11): Create a Capital Project Fund, which would provide emergency assistance for major maintenance projects. The Long-Range Planning Committee also suggested that such a fund could be managed under the auspices of the Historic Alexandria Resources Commission and City Council.

Staff comment: This request for an annual fund of \$50,000 for major maintenance projects at non-City owned historic sites will be considered in the context of many competing capital project and capital maintenance funding requests in the context of the development of the FY 2003-FY 2008 Proposed Capital Improvement Program budget. Guidelines for capital grants, and administration and oversight of such a fund will also be considered, should funding be available.

With regard to other capital maintenance funding, the City received \$125,000 in federal funding through the "Save America's Treasures" program sponsored by the National Endowment for the Arts and the National Park Service with the assistance of Congressman Moran for the renovation of Lloyd House. These federal funds will be combined with the City and State funding already included in the City's FY 2002-FY 2007 Capital Improvement Program for this historic property.

The Office of Historic Alexandria has also identified additional capital maintenance and renovation needs for City-owned historic sites that are not currently funded in the Capital Improvement Program. The City has requested State funding as part of its 2002 Legislative Package to correct erosion damage and preserve the earthen work bastions at Fort Ward Park. The estimated cost to preserve the bastions is approximately \$250,000.

Other capital facility needs were identified in the Long-Range Planning Report, including an addition to Fort Ward, an expansion at the Black History Resource Center, and renovations at Gadsby's Tavern. As with the request for a capital maintenance fund for non-City facilities, the requests for funding for additions and expansions at City-owned sites will need to be considered in light of other high priority capital project funding requests in the coming years.

Finance Sub-Committee Recommendation (Attachment 1, page 7): Provide training in fund-raising techniques to all sites in the city through workshops and/or seminar presentations.

Staff comment: Fund-raising was the subject of a series of discussion workshops held by the Collaboration Committee in June 2001. Staff will continue these efforts through the Collaboration Committee meetings in the future.

Finance Sub-Committee Recommendation (Attachment 1, page 7): Prepare a quarterly calendar for broad circulation to hotels and other tourist sites which will include activities and events of all museum sites in Alexandria.

Staff comment: In light of funding constraints, the development of a calendar publication for tourist sites is not being considered at this time. As a low cost alternative, however, the Office of Historic Alexandria staff have been working with the Alexandria Convention and Visitors Association (ACVA) to provide a weekly update of historic events and programming that is available to tourists that contact ACVA. Events at all historic sites are included, provided that the information is given to OHA each week.

Finance Sub-Committee Recommendation (Attachment 1, page 8): Add non-City properties open to the public on the City web site with links to their web sites.

Staff comment: This recommendation has been implemented.

Finance Sub-Committee Recommendation (Attachment 1, page 8): Circulate the *Historic Alexandria Quarterly* more broadly.

Staff comment: OHA staff has expanded the mail distribution for this publication to include members of all City boards and commissions with an interest in historic preservation issues, members of historic and cultural non-profit organizations in the City, as well as supporting “friends of” organizations with an interest in historic resources.

Finance Sub-Committee Recommendation (Attachment 1, page 8): Plan to increase funding for OHA with additional staff (full and part-time).

Staff comment: OHA has submitted a supplemental budget request for consideration in the context of the FY 2003 Proposed Budget for a facilities coordinator at Gadsby’s Tavern Museum that would be funded from revenues generated by events and activities held at the Museum. This supplemental request is currently under review, and a determination will be made in the context of the FY 2003 Budget deliberations.

In light of fiscal constraints, requests for additional staff resources that would be funded from the General Fund are not being considered at this time.

Preservation Sub-Committee Recommendation (Attachment 1, page 9): Continue and expand the City’s active preservation program making sure all areas of the City are included, not just historic districts.

Staff comment: OHA and the Department of Planning and Zoning will work together to identify historically significant areas to the extent possible with existing resources.

Preservation Sub-Committee Recommendation (Attachment 1, page 9): Recognize the distinctive character of neighborhoods and the evolving character of the modern city while still preserving relevant elements of the past.

Staff comment: Staff concur, and OHA and the Department of Planning and Zoning will work together to identify historically significant areas to the extent possible with existing resources.

Preservation Sub-Committee Recommendation (Attachment 1, page 9): Write a comprehensive preservation plan for the entire City, prepared with the assistance of outside consultants to be completed by the end of FY 2003.

Staff comment: Staff from Planning and Zoning, OHA, and OMB reviewed the components of the proposed Preservation Plan in relation to the new efforts in neighborhood planning. In light of fiscal constraints, staff does not recommend pursuing outside consultant assistance for this initiative at this time. Staff determined that much of the Preservation Plan as it was envisioned by the Historic Alexandria Plan can be done utilizing the City’s Geographic Information System and current staff in the Alexandria Archaeology and Planning. This will take a considerable amount of time, but it can be accomplished in sections, starting with key areas of interest first and proceeding more slowly through the other sections of the City.

Preservation Sub-Committee Recommendation (Attachment 1, page 9): Develop priorities for preservation education and advocacy by encouraging the expansion of existing award programs recognizing excellent preservation efforts, developing an “adopt a marker” program and brochures and tours of historic areas.

Staff comment: OHA is working in partnership with the Colonial Dames and the Daughters of the American Revolution on “adopt a marker” programs, based on the interests and resources of the community groups. OHA staff will continue to explore other means of encouraging preservation with existing resources, or in partnership with interested groups or individuals.

Preservation Sub-Committee Recommendation (Attachment 1, page 9): Increase public awareness of the benefits of preservation; work with preservation and civic groups to update the endangered list, sponsor annual events and tours during Preservation Week; showcase different aspects of preservation and history.

Staff comment: OHA staff will continue to explore other means of encouraging preservation with existing resources, or in partnership with interested groups or individuals.

Tourism and Marketing Sub-Committee Recommendation (Attachment 1, page 9): Identify, plan and provide the services and programs the public desires.

Staff comment: OHA staff worked with graduate students to conduct a market survey of visitors to historic sites. These data are under review.

Tourism and Marketing Sub-Committee Recommendation (Attachment 1, page 9): Reduce traffic congestion by encouraging tourists to leave their cars outside of town and make greater use of public transportation.

Staff comment: OHA staff will continue to promote transit use, in cooperation with ACVA, DASH and the Office of Transit Services as appropriate.

Tourism and Marketing Sub-Committee Recommendation (Attachment 1, page 9): Print and distribute a new map that combines tourist attractions and services with public transportation route and satellite parking facilities.

Staff comment: This recommendation is under review by the Collaboration Committee. Any efforts to develop a new map will be coordinated with ACVA and other agencies as appropriate. No resources have been identified for the cost of development or printing at this time, and this recommendation may need to be phased in when funding permits.

Tourism and Marketing Sub-Committee Recommendation (Attachment 1, page 9): Develop a special pass specifically for tourists that encourages the use of public transport by combining all fees for various modes in a one-price pass valid for a set period of time.

Staff comment: OHA staff will work with ACVA to evaluate the data from the DASH About special effort to determine if this recommendation would likely be effective. In addition, ACVA developed a special promotional pass for visitors called the Very Important Patriot Pass that was used this summer with limited publicity or marketing. ACVA reported that 69 of these passes were sold this summer. The campaign will be repeated this year (May-August), and OHA and ACVA will work together to evaluate the success of the passes.

Tourism and Marketing Sub-Committee Recommendation (Attachment 1, page 9):

Conduct market research, using outside consultants, to identify more effectively the needs of visitors and residents.

Staff comment: In light of fiscal constraints, staff does not recommend funding for this recommendation at this time. OHA staff worked with graduate students to conduct a market survey of visitors to historic sites. These data are under review.

Tourism and Marketing Sub-Committee Recommendation (Attachment 1, page 9): Hold quarterly meetings of all attractions to provide better coordination of activities and duplication of efforts.

Staff comment: This recommendation is being implemented through the work of the Collaboration Committee.

Tourism and Marketing Sub-Committee Recommendation (Attachment 1, page 9): Make better use of existing promotional calendars through greater coordination among all the properties and broader dissemination by OHA and ACVA.

Staff comment: The Office of Historic Alexandria staff have been working with the Alexandria Convention and Visitors Association (ACVA) to provide a weekly update of historic events and programming that is available to tourists that contact ACVA. Events at all historic sites are included, provided that the information is given to OHA each week.

FISCAL IMPACT: Many of the recommendations from the Long-Range Planning Committee Report have been implemented within the available resources of the Office of Historic Alexandria and through increased collaboration. The requests for additional capital funding and for a facilities coordinator position are under review and will be determined in the context of the FY 2003 budget deliberations. There is no immediate fiscal impact as a result of the Long-Range Planning effort at this time.

ATTACHMENT: 1. Report from the Historic Alexandria Long-Range Planning Committee

STAFF: Jean Taylor Federico, Director, Office of Historic Alexandria
Gene Swearingen, Director, OMB
Lori Godwin, Assistant City Manager

18
3-27-01

City of Alexandria, Virginia

MEMORANDUM

DATE: MARCH 20, 2001
TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL
FROM: PHILIP SUNDERLAND, CITY MANAGER *PS*
SUBJECT: REPORT FROM THE HISTORIC ALEXANDRIA LONG-RANGE PLANNING COMMITTEE

ISSUE: Receipt of the report of the Historic Alexandria Long-Range Planning Committee.

RECOMMENDATION: That City Council:

- (1) Receive the report of the Long-Range Planning Committee and thank the members of the Committee for their efforts on behalf of the City; and
- (2) Refer the report to staff for an analysis of the recommendations included in the report, and request that staff return to Council with its analysis in the fall.

BACKGROUND: Last year, following the success of the 250th Anniversary Celebration of Alexandria's history, members of the 250th Anniversary Committee and the Office of Historic Alexandria staff convened a panel of citizens involved in our historic community to work with the Office staff to begin the development of a long-range plan for Historic Alexandria. The long-range planning process was organized to include members of City commissions involved in historic projects; representatives of the private non-profit groups operating other historic museums or supporting the City's historic sites; volunteers at historic sites in the City; and City staff from the Office of Historic Alexandria. A full listing of the Long-Range Planning Committee members is provided as Attachment 1 to the Report.

During the early stages of this planning effort, the Lee-Jackson Foundation sold the Lee Boyhood Home to a private party, and the sale of the Lee Boyhood Home raised a number of concerns about our community's ability to preserve our historic properties and heritage and prompted the planning committee to more closely examine methods to safeguard against the loss of public historic properties in the future.

This dedicated group of staff and citizens worked over a nine month period to discuss in detail many of the issues related to preservation of our historic resources throughout the community, and to develop recommendations for consideration by the City Manager and City Council.

DISCUSSION: The Planning Committee was formed to address common goals and assess in particular what all museums and historic sites could accomplish together in the areas of finance, collaboration, education, preservation, marketing and promotion, and the creation of a diverse audience. In addition, the Planning Committee was specifically tasked with coming back with recommendations to the Council to assist in assuring that no other historic sites now open to the public might be forced to consider a private sale of the property, similar to the recent loss of the Lee Boyhood Home. While the report has had considerable input from the staff of the Office of Historic Alexandria, it now needs to be analyzed by other City staff, including staff from the Department of Planning and Zoning and the Office of Management and Budget, and by the Alexandria Convention and Visitors Association.

While many of the ideas and recommendations presented in the Long-Range Plan can be implemented within existing resources, other recommendations may have significant fiscal impact, and may need to be considered over a longer period of time. With regard to many of the suggestions to increase collaborative efforts and improve communication among historic sites, the Office of Historic Alexandria staff have already initiated new programming ideas and methods of exchanging information that will enhance the City's historic preservation efforts. The remaining recommendations will be reviewed by other City staff during the spring and summer, and we will return to City Council with staff comment in the fall.

FISCAL IMPACT: The report includes recommendations for increased staffing, consultant assistance, and increased capital improvement funding. The fiscal impact of these recommendations have not been determined at this time.

ATTACHMENT: Report of the Planning Committee.

STAFF: Jean Taylor Federico, Director, Office of Historic Alexandria

HISTORIC ALEXANDRIA LONG RANGE PLAN

Report of the Long-Range Planning Committee February 2001

Purpose of the Planning Efforts

The Office of Historic Alexandria faces new challenges in the aftermath of an exciting period in its history. The 250th Anniversary Celebration of Alexandria's history marked a period of drama and interest for the historic programs of our city, focusing on our past, present and future throughout 1999. The result of a year and a half of planning and preparation by hundreds of citizens and city employees, the year long celebration brought renewed appreciation of and interest in our city. At the same time, it contributed to the economic development of the city and an expanding awareness of the economic impact of our City's past on its economy. The success of the celebration is a high point in the life of the city.

In 2000, another event occurred that reminded us of the frail character of preservation of the city's past. The sale of the Robert E. Lee Boyhood Home, an historic house museum on Oronoco Street owned by the Lee-Jackson Foundation, to a private party revealed the potential for loss of elements of the city's public heritage. In a community with such a distinguished history of preservation, including some of the earliest local historic preservation legislation in the nation, the sale proved a shock. In contrast to the celebration of 1999, the sale of the Lee Boyhood Home caused dissension and disagreement as different elements of the community sought ways to preserve the structure as a public museum.

Early in the year 2000, leaders of the celebration including both citizens and city staff began to discuss how to further the accomplishments of 1999. The final report of the 250th Anniversary Commission documented the impact of the celebration on the community. In addition to its contribution to the city's economy, the celebration stimulated private and corporate funding which enhanced its programs. The events generated substantial local, regional, and national publicity for Alexandria through an active marketing program. The Commission produced over 200,000 calendars of events during the year, which became important resources for attracting interest from both within and beyond Alexandria.

After consulting with leaders of the 250th Anniversary Committee and of other history organizations, the Director of the Office of Historic Alexandria assembled a panel to assess the needs of the community, available resources, and collaborative opportunities. The Long-Range Planning Committee included staff and volunteers from the City's museums (public as well as private, non-profit); members of City commissions involved in historic projects; and representatives of the private, non-profit groups operating museums or supporting the City's historic sites. Representatives of Historic Alexandria Resources Committee (HARC), the Public Records Advisory Committee (PRAC), the Alexandria Archaeological Committee (AAC), and

the Alexandria Historical Restoration and Preservation Committee (AHRPC) served in the group; these commission members are appointed by the Mayor and Council specifically for their role in making recommendations to Council. The Committee met regularly from January through September 2000. (Members of the Long Range Planning Committee are listed in Attachment 1.)

The discussions led to the following report, drafted by a private citizen, Patrick H. Butler III, Ph.D., who served on the 250th Anniversary Commission and is a member of HARC. An Alexandria native, Dr. Butler is a museum consultant and historian with over thirty years of professional experience. Mr. Phillip Brooks, Chair of the 250th Celebration, a past chair of HARC, and also a museum and archival administrator with over forty years of professional experience, also played a leading role in the different discussions

The work by the Planning Committee focused on programs designed to serve the needs of the citizens and improve the organization of the historic community in the City. These sessions were chaired by Mary Case, a professional facilitator with past museum experience at the Smithsonian Institution and the Strong Museum, who is now associated with QM2, a museum consulting firm. Six subcommittees – Collaboration, Diversity, Education and Interpretation, Finance, Preservation, and Tourism and Marketing – met more frequently. Many members of the subcommittees conducted interviews with other preservation and museum leaders throughout Northern Virginia. The different committees found that they shared many of the same ideas and goals, albeit from different perspectives. Each subcommittee presented a final report in September. Members of the entire Planning Committee reviewed and made comments on several draft reports before this final report was complete. The report incorporates information from all the subcommittee reports and from some of the comments received during the review of the various drafts. Attachment 2 lists the specific suggestions presented by subcommittees or during the review of drafts of this report which were not included in this report.

At the same time, with a small financial planning group, Ms. Federico devoted special attention to staffing and capital improvement needs for OHA. The group also explored a possible vehicle to support the private non-profit Alexandria agencies in emergency situations at the request of the Mayor and City Council as presented to the Planning Committee.

This report features the significant issues raised in planning discussions. It addresses the needs and objectives of the museums owned and operated by the City of Alexandria, and of all of the City's historic agencies, both public and private. Throughout the discussions, a spirit of cooperation among the different institutions affirmed and expanded the strong ties within Alexandria's historical community. The major areas are:

1. Recommendation of program developments to enhance the public mission of OHA;
2. Projection of additional staffing needed to carry out the mission;
3. Identification and projection of long range capital improvement needs relating to the community's historic facilities;

4. Recommendations for activities by the City which might provide support for private non-profit historical agencies working in the City towards preservation of the City's historic character.

In preparing this report the committee is mindful of the need to outline specific projects which may be accomplished over a finite period of time. The Planning Committee's objective is to identify projects which may be initiated now with resources already at hand; those requiring minimal new support; and those which will require more significant support. A draft five-year plan has been prepared, but must be reviewed by City staff.

Value Statement on Historic Preservation

Historic preservation enhances the quality of life, and sustains development and livable communities. This definition of historic preservation acknowledges the vital role of museums, historic sites, and archives, which preserve and interpret our collective past. Accurate research and the dissemination of historic information can make the past come alive in museum programs and excite citizens to the need for careful stewardship. The appeal is vital because Alexandria's historic structures, open spaces and artifacts are real and play a major part in the daily life of its citizens--an effect unmatched by any theme park or modern development with historic touches.

Preservation encourages economic success. Innumerable communities across the country have documented increased residential and commercial property values in areas designated as historic districts. Historic preservation ensures quality neighborhoods and commercial areas where people want to live and work. Valuing and preserving our history is important to the citizens of Alexandria beyond the preservation of picturesque old buildings and archaeological sites. In Alexandria, citizens have the opportunity to take advantage of both commercial and residential tax credits for certified renovation projects.

Alexandria relies heavily on its historic character and qualities to attract tourists, businesses, and residents. The Alexandria Convention and Visitors Association states that in the year 2000 tourists spent \$468,898,340 in the City which generated \$10,069,591 in direct tax revenue for the City. These amounts have increased for each of the last three years.

The future of our City is rooted in our care of our historic resources. Alexandria would not have its present character and reputation without the foresight of three generations of preservation and political leaders. The City must continue to invest in its heritage or risk the loss of the evidence of our tangible past. Once it is gone, we can not recreate it.

Overview of the Work of the Sub-Committees

Collaboration Sub-Committee

Goal – To establish a communication system among Alexandria’s museum and history agencies to promote sharing of information, activities, and resources.

Recommendation:

Create a forum for working staff (paid and volunteer) with some decision-making authority from local historic sites and other organizations that provide public programs. Meet on a regular, scheduled basis to discuss shared program activities, possibly with an outside speaker.

This committee will differ from the Historic Alexandria Resources Commission as it will focus on operational issues among institutions and will not make recommendations to the Mayor and City Council. This objective can be instituted immediately; there are no direct or indirect costs which need any additional funding.

Diversity Sub-Committee

Goal – To recognize the rapidly changing demographics of Alexandria and expand awareness of the varied character of Alexandria's citizens.

Recommendations:

- A commitment to recognize and celebrate diversity must be instituted within OHA and other historic agencies;
- Recognize the potential for exploring the diversity of Alexandria in every public program, expand interpretation in print and spoken interpreters in languages other than English;
- Consider the use of different interpretive activities such as living history and comparative food ways;
- Develop non-traditional partnerships celebrating diversity with encouragement by the staff at OHA.

Recommendation:

The work of the Diversity Sub-Committee served and reflected the interests of all the groups. For the most part, its recommendations may be incorporated into the work of all the other committees. The concern of the Planning Committee as a whole is that diversity should be not be treated as a separate issue. The strengths of a truly diverse community demand that the goals of inclusiveness, of celebration of different cultures and racial, ethnic and religious backgrounds, should be part of our value system. This value system should be expressed within the individual mission statements of each institution if it is not already. This initiative should be in the first priorities of work which must be accomplished. The committee suggests that a special committee be instituted to organize a more concerted City-wide effort.

Education and Interpretation Sub-Committee

Goal – Encourage a greater public knowledge and appreciation of Alexandria's heritage, and encourage historic programming to reflect the City's changing ethnic character.

Both OHA and the other agencies have a variety of programming focused on school audiences with SOL-related activities, families, and adult audiences. Yet these programs often go underused because of a lack of means to distribute information about the activities. In the instance of school programming, public and private schools outside Alexandria often make better use of these activities. Fortunately, because of ties established during the 250th Anniversary celebration, this is changing.

At the same time, the developing relationship between the historical organizations and schools may be enhanced by participation in regular in-service activities and by developing programs for use by PTA's. If interest and resources are available, additional outreach programs may be developed by the museums for use in the schools. Given the limitations on the number of school field trips, outreach activities are far more efficient as teacher resources.

Recommendations:

- Develop a quarterly calendar for distribution both to the general public and to school systems to promote the programs of the different historic sites and other organizations that provide public programs in Alexandria.
- Increase outreach efforts to City schools.

Finance Sub-Committee

Goal – To evaluate recommendations presented by all sub-committees, assist the Director of OHA to prioritize the recommendations and offer creative solutions for cooperative methods to implement the Planning Committee's recommendations.

Committee members contacted the historic sites and related organizations that provide public programming in Alexandria to discuss how their financial needs might be met through a cooperative effort. Programs to increase income through fund-raising and increased visitation, as well as strategies to manage funds wisely for maintenance of historic structures, were mentioned most frequently.

Recommendations:

- Create a Capital Project Fund, which would provide emergency assistance for major maintenance projects.
- Provide training in fund-raising techniques to all sites in the city through workshops and/or seminar presentations.
- Prepare a quarterly calendar for broad circulation to hotels and other tourist sites which will include activities and events of all museum sites in Alexandria.

- Add non-City properties open to the public on the City web site with links to their web sites.
- Circulate the *Historic Alexandria Quarterly* more broadly.
- Plan to increase funding for OHA staff with additional staff (full and part-time).

Preservation Sub-Committee

Goal – To preserve and enhance Alexandria’s historic character and cultural resources that reflect the distinctive character of its neighborhoods while attracting business, visitors and residents to the city.

The need for the Preservation Plan was noted at the time the City adopted the Master Plan in 1990.

To meet the goal set forth by the Preservation Sub-Committee, the City must continue to expand its active preservation program, developing plans to meet the need for increased preservation while maintaining the economic life of its very diverse community. Recognizing the success of existing efforts, the community cannot become complacent. Without strict attention to preservation issues in the context of rapid community change and development the very special character of the community will be lost.

The requirements for a successful preservation plan include a staff necessary to produce and maintain a comprehensive preservation plan, to educate citizens, and to work with communities within the City to identify and develop appropriate goals. At the same time, the community must identify existing historic resources, those that have been lost, those that are threatened, and trends in the development of different parts of the City. While recognizing the importance of the traditional historic neighborhoods, the city must also focus on newer areas in the community.

An effective plan must recognize the evolving character of a modern city while preserving elements of its past. At the same time, OHA must work closely with the city’s planning department, with the Boards of Architectural Review, with private preservation groups, and with the political and economic leaders of the city to carry out its mission of preservation within the context of a vital living community.

The proposed plan must establish priorities for preservation, a time line for implementation, and include Geographic Information Systems (GIS) format data for architecture, archaeology, and open space. This will permit both staff and the public to be efficient and proactive on these issues. The Preservation Plan has been a long term goal for the City. Under discussion for at least the last ten years, there has been no action on the preparation of a plan because of limited staff resources and funds. It is clear that this must be prepared with significant staff input, but an outside consultant working with volunteers and with citizen input must be involved.

Recommendations:

- Continue and expand the City's active preservation program making sure all areas of the City are included not just historic districts;
- Recognize the distinctive character of neighborhoods and the evolving character of the modern city while still preserving relevant elements of the past;
- Write a comprehensive preservation plan for the entire City, prepared with the assistance of outside consultants to be completed by the end of FY2003;
- Develop priorities for preservation education and advocacy by encouraging the expansion of existing award programs recognizing excellent preservation efforts, developing an "adopt-a marker program" and brochures and tours of historic areas.
- Increase public awareness of the benefits of preservation; work with preservation and civic groups to update the endangered list, sponsor annual events and tours during Preservation Week; showcase different aspects of preservation and history.

Tourism and Marketing Sub-Committee

Goal – To increase visitation for all sites and program activities while decreasing the impact of tourist related activities on local residents.

Recommendations:

- Identify, plan, and provide the services and programs that the public desires;
- Reduce traffic congestion by encouraging tourists to leave their cars outside of town and make greater use of public transportation;
- Print and distribute a new map that combines tourist attractions and services with public transportation route and satellite parking facilities;
- Develop a special pass (WAVE--Washington Area Visitors Express) specifically for tourists that encourages the use of public transport by combining all fees for various modes (DASH, METRO bus and rail) in a one-price pass valid for a set period of time;
- Conduct market research, using outside consultants, to identify more effectively the needs of visitors and residents;
- Hold quarterly meetings of all attractions to provide better coordination of activities and prevent duplication of efforts;
- Make better use of existing promotional calendars through greater coordination among all the properties and broader dissemination by OHA and ACVA.

Recommendations of the Committee as a Whole

Long Term Staff Needs

To carry out the program outlined for OHA additional staff will be necessary. Current full- and part-time staff are working at full capacity to carry out existing commitments. Yet, a strong, active program will require additional staff to implement it. Knowledgeable staff is important, both for existing operations and to support new programs designed to attract visitors. These

individuals will provide both content and programs necessary to the marketing of Alexandria over the coming years.

Capital Improvement Projects

The program of developing the facilities to support operations must be continued. Recent accomplishments in the area of capital expenditures include the development of a new museum storage facility serving all sites at the city's Archives and Records Center. This important project was funded by a special City appropriation for improvements to the HVAC system, and by the OHA operating budget to complete the interior finishes and space modifications to form an excellent, appropriate environment for museum objects. Storage space had been a serious deficiency until this space was completed.

Gadsby's Tavern Museum is undergoing major capital improvements during FY2001, beginning with an Historic Structures Report that will guide the work. Planned improvements include a new roof, HVAC system, and exterior brick repointing. Yet, there are other sites in need of expansion or replacement of aging systems. Over the next five years, the Council must plan for expenditures necessary to maintain the historic properties while meeting the needs of an expanding audience. The City is rightfully proud that several of its facilities meet the standards of the American Association of Museums Accreditation Commission. A coherent capital program is necessary to maintain these standards. Immediate capital improvement needs include expansion at the Alexandria Black History Resource Center and at Fort Ward Museum and Historic Site.

Alexandria Black History Resource Center -- Today, the Alexandria Black History Resource Center operates in two buildings, the Robinson Library and the restored Watson Reading Room. As interest in the Center grows, along with expanded programs and collections, the limited available spaces for programs, offices, and storage will not be sufficient. A planned exhibit on the history of Alexandria's African American community, "Securing the Blessings of Liberty," will be developed on panels and will require most of the public space in the Robinson Library and the Parker Gray Gallery. Most other program activities, such as lectures and special events, may require new space.

At the same time, the storage space for small objects and archival materials, already overcrowding the basement offices, will rapidly become insufficient. Although large objects may be stored at the Museum Storage Facility, space remains limited. In the near future, the current facilities at the Black History Resources Center must be expanded to provide sufficient space for all the activities planned. At the same time, a review of the program and goals of the Center must be undertaken to refine its mission. This is ongoing, as the site has set achieving accreditation by the American Association of Museums by 2005 as a goal.

Fort Ward Museum and Historic Site -- Almost from the day of its completion in 1964, Fort Ward Museum has been limited by its size. The primary exhibit space, opening directly to the outside, is subject to the destructive impact of climate as groups enter and exit. Space in the

basement of the structure used for collection storage and staff offices is fully committed. Future development of programs and activities will be constricted without additional space. Several years ago, a local architectural firm developed a plan for an addition to the facility. It should be reviewed in light of current circumstances and, with possible modifications, implemented. A major expansion of the structure, including additional public space for exhibits and programs, as well as private space for offices, storage, and staff work, will serve the facility for years to come.

The Lloyd House -- This extremely important site with historical and architectural significance is owned by the Alexandria Historical Restoration and Preservation Commission. The building will be leased by the City for use by the Office of Historic Alexandria and for public meetings of City boards and commissions and small community based organizations. However, before occupancy is possible, extensive renovations are necessary. An historic structures report is being prepared in 2000-2001. This document will guide the proposed restoration. It is of extreme importance that the City understands the significance of this site and commits funds to this project.

The Planning Committee wishes to go on record in support of Capital Improvement Project funds for the full funding of the restoration of the Lloyd House in the coming two year period.

Encouraging Cooperation Among all Historic Sites and Agencies in Alexandria

Alexandria's museum and history communities have a tradition of working together on projects and programs. This collaboration has played a particularly important part in the 250th Anniversary Celebration as many different organizations joined together to create and carry out activities. Many of the activities described in this report will involve both the OHA divisions and private, non-profit groups.

At the same time, the private non-profit organizations, particularly those with historic properties, may face emergencies in the care of those properties for a variety of reasons. Despite the best efforts of the different organizations, natural disasters combined with the effects of time and the cost of maintenance may lead to problems that put historic structures at risk and the organization caring for them at financial risk.

City officials, particularly in light of the recent problems surrounding the Lee Boyhood Home, have raised the idea of an emergency fund for use by private, non-profit organizations. The fund would be available only for major emergencies dealing with capital expenditures or major maintenance needs and would be endowed by the City in an annual appropriation of \$50,000 and a ceiling of \$250,000. This fund would be available to assist private non-profit institutions in an emergency. The fund could be managed under the auspices of the Historic Alexandria Resources Commission and the City Council. The Planning Committee does not desire to suggest how the fund should be managed or even to outline a process for submission of applications. The Committee looks to the Manager, Mayor and Council for the most efficient and effective way to organize this fund and the dispersal of funds.

Acknowledgments The drafters of this report wish to thank the members of the Alexandria City Council for their consideration of the ideas set forth here. All the members of the Committee are to be commended for the countless hours they gave to this project. Alexandria is rich in the number of knowledgeable volunteers who are willing to serve to maintain the quality of life of our City.

Historic Alexandria Long Range Planning Committee

Philip C. Brooks
250th Anniversary Commission

Gretchen Bulova
Gadsby's Tavern Museum

Harry Burke
Society for the Preservation of Black
Heritage

Patrick H. Butler
Historic Alexandria Foundation

Mary Case, Facilitator
QM2

Jackie Cohan
Archives and Records Center

Mary Ruth Coleman
Carlyle House

Pamela Cressey
Alexandria Archeology

Susan Cumbey
Fort Ward Museum

Norma Dempsey
Mortar and Pestle Society
Stabler-Leadbeater Apothecary Shop
Museum

Wanda Dowell
Fort Ward Museum

Jean Taylor Federico
Office of Historic Alexandria

Oscar Fitzgerald
Carlyle House

Ellen Flora-Stanton
Volunteer Representative
Historic Alexandria Resources Commission

Paul Frank
Friends of Torpedo Factory

Paul Garver
Gadsby's Tavern Museum

Ann Graham
United Daughters of the Confederacy

Terrence Hartman
The Lyceum Company

Jeremy Harvey
Marketing Communications Manager
Alexandria Convention & Visitors Assoc.

Mary Ellen Henry
Historic Alexandria Resources Commission

Louis Hicks
Black History Resource Center

William Jack Hranicky
Alexandria Archeology Commission

Elaine Johnston
Historic Alexandria Resources Commission

Emily Coleman Kangas
Office of Historic Alexandria

Ellen J. Kolansky
The Lyceum Company

Jim Mackay
The Lyceum

T. Michael Miller
Research Historian, Historic Alexandria

Robert Montague
Historical Restoration and Preservation
Commission

Robert Ray
The Athenaeum

Thurman "Skip" and Judy Roberts
Friends of Fort Ward

Angela Saunders
The Lyceum Company

Lorrie Scattergood
Gadsby's Tavern Museum Society

George Seghers
George Washington Masonic National
Memorial

Nancy Sennewald
Old Presbyterian Meeting House

Joseph S. Shumard
George Washington Birthday Celebration

Robert Smith
Public Records Advisory Commission

Emily Springer
Historical Restoration and Preservation
Commission

John Sprinkle
Friends of Alexandria Archaeology

Mary Frances Varner
Lee-Fendall House

Georgette Walker
Group Sales Manager
Alexandria Convention & Visitors Assoc.

Taylor Wells
Torpedo Factory Art Center

Eleanor Wilson
Christ Church

Tom Witte
Friends of Alexandria Archeology

Joe Youcha
Seaport Foundation

Staff:

Barbara Ballentine
Office of Historic Alexandria

Sarah Graham Miller
Office of Historic Alexandria

RECOMMENDATIONS OF THE LONG-RANGE PLANNING COMMITTEE

Items Not Addressed in Report of Committee

Enhance the Image of the City and Promote the City's Historic Sites

- Discuss with ACVA the importance of promoting historic sites in Alexandria as well as tourist businesses
- Include non-City sites in paid advertising for the City's sites. (Site making suggestion offered cost sharing)
- Put informational kiosks in each of the City's parks and recreation facilities and schools. Each kiosk would be tied to a specific neighborhood

Educate Residents and Tourists

- Make preservation of the qualities of life that make the City attractive the mission of all City employees and City government officials as well as citizens
- Provide free bus transportation to historic sites and exhibitions for school children
- Circulate the *Historic Alexandria Quarterly* more widely
- Increase public access to preservation information and encourage advocacy at the neighborhood level; use markers and tours to relate the historic resources to people and stories

Diversity

- Hold a festival that incorporates both the history and the food-ways of all peoples living in Alexandria

Transportation Issues

- Improve display maps and information at METRO stations guiding people to historic sites
- Keep big buses out of Old Town, encourage small tour buses
- Work to reduce all traffic in Old Town

Historic Preservation

- Create new historic districts throughout the City and possibly expand existing districts

- Update listings on the National Register of Historic Places
- Update and expand 100 Year-Old Building list
- Inventory and evaluate all structures older than 50 years and prepare the documentation that permits owners to take advantage of federal and state tax credit programs
- Develop and maintain a resource list of qualified contractors, architects, conservators, etc.
- Publicize an annual list of most endangered historic resources in the City
- Other Historic Preservation issues that impact historic resources and quality of life that committee members wanted included: Woodrow Wilson Bridge Replacement

Maintenance at Historic Sites

- Non-City sites expressed interest in an annual grant to assist with major maintenance

Long-Range Capital Improvement Needs

Staffing Needs to Carry Out the Mission of OHA

- Add a professional fund raiser to OHA/Admin staff or get a contract with fund raising counsel. Non-City sites would participate by using money from the marketing fund

City Support of Non-City Historic Agencies

- Part-time staffing in OHA to support non-City museums
- Share funds with non-City museums
- Help all City historic institutions attract more volunteers; encourage cross-training to enhance the volunteer experience
- Provide access (with costs paid by non-City properties) to City Print Shop, General Services (to move things, do light carpentry, etc.)

Communication Within the City

- Make a comprehensive review of the various City commissions and boards that deal with historic issues. Determine the purpose, need for, and membership of these groups.

EXHIBIT NO. 2161-8-02

Dear Councilpersons,

I read with interest the *Historic Alexandria Long Range Planning Report* (and associated staff comments) posted as **Item 16** on the agenda for the City Council's 8 January 2002 regular meeting. In particular, I was encouraged to note the inclusion of a recommendation for developing a comprehensive **Preservation Plan** for the entire City. This effort is important and long overdue for the entire City, especially for those City residents who do not live in Old Town.

However, the staff's comment* that developing the Preservation Plan "will take a considerable amount of time" is misleading. Much thought and effort by both citizens and staff already has been directed toward a Preservation Plan, and many of the administrative elements and resources needed to effectively facilitate development of a draft Plan are already available. This objective can be effectively accomplished without hiring an outside consultant.

As this clearly falls within functions and duties that the Council has assigned to the Alexandria Archaeological Commission (AAC), I recommend that the **Council direct the AAC to have lead responsibility in developing (including coordination with City Commissions and Departments) a draft Alexandria Preservation Plan to be submitted to Council no later than 1 November 2003.**

Once I complete my recovery from spinal surgery, I would be more than delighted to offer whatever *pro bono* assistance I can to help the City in accomplishing this important objective.

Regards,

Richard D. Cunningham
Janneys Lane
Alexandria, VA

*3 Jan 02 "Staff Analysis" memo, bottom of p. 4.