

Heritage Development

Partnership

Magazine

**10
BEST
PRACTICES**

**International
Partnership**

The South Carolina - Barbados Connection

**Heritage Development
Workshops**

ANEA
IDP
Heritage
Development
Partnership, Inc.

WANT TO BECOME A HERITAGE PROFESSIONAL?

STUDY PUBLIC HISTORY AT MIDDLE TENNESSEE STATE UNIVERSITY

THE NATION'S ONLY
UNIVERSITY THAT ADMINISTERS
A NATIONAL HERITAGE AREA

Ph.D. and Master of Arts programs combine
history with hands on technical and
experience-based training.

*For more about the program
and partners, visit:*

MTSU Public History at
<http://www.mtsu.edu/~pubhist/>

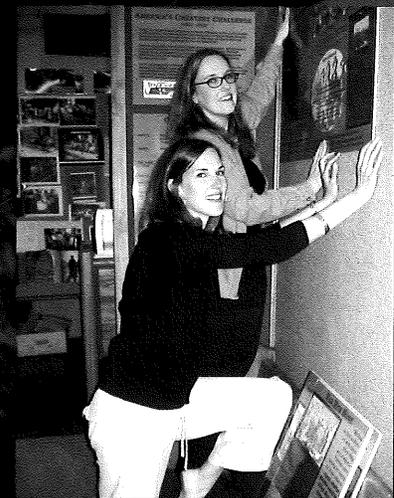
Tennessee Civil War
National Heritage Area
at histpres.mtsu.edu/tncivwar

MTSU Center for
Historic Preservation at
<http://histpres.mtsu.edu/histpres/>

4 tracks of study:

- Historic Preservation
- Cultural Resources Management
- Museum Studies
- Archival Management
and Administration

Working together, the MTSU History
Department, Tennessee Civil War
National Heritage Area, and MTSU's
Center for Historic Preservation provide
outstanding learning opportunities.



**MIDDLE
TENNESSEE**
STATE UNIVERSITY

Heritage Development Partnership Magazine

Editor in Chief
John W. Cosgrove

Art Director
Marijo Carey DePaola

Associate Editors
John Nardone
Eleanor Mahoney

Contributing Editors

Dayton Sherrouse	Rebecca Rogers
Nancy Morgan	Cynthia Sutton
Allen Sachse	Elissa Marsden Thorne
Annie C. Harris	Mark Castiglione
John Dennehy	Natalie Solfanelli
Colleen Carter	Dan Perry
Sarah Piccini	Augie Carlino
Jan Dofner	Kurt Zwiold
Sue Fordyce	Laura Catalano
Howard Kittell	Elizabeth Paradis Stern
Van West	Laura Stewart Holder
Michelle McCollum	Devon Harris
Elizabeth Harm	Jesse Ergott

Partnership Magazine is a member benefit of Heritage Development Partnership, Inc. [HDP: The Partnership] is a 501(c)(3) membership organization that serves the needs of a wide range of participants in the rapidly growing heritage development movement. HDP: The Partnership was created to promote and foster quality heritage development education and the sharing of best practices and information among heritage area practitioners, organizations, partners, academics, stewards, advocates and citizen volunteers. HDP: The Partnership intends to connect individuals in the fields of heritage tourism, education, interpretation, historic preservation, conservation and sustainable development from consultancies, institutions, and local, state, and national emerging and designated heritage areas through products and programs that create opportunities to collaborate, network and share ideas. The benefits of membership include: Discounts at Heritage Development Institute workshops, e-updates from the HDI and HDP: The Partnership and Access to a growing network of heritage development professionals and pioneers. HDP: The Partnership is an affiliate organization of the Alliance of National Heritage Areas [ANHA]. ANHA is a membership organization comprised of national heritage areas and partners that support and practice sustainable heritage development. ANHA's activities enhance the efforts of individual heritage areas designated by the U.S. Congress and promote the heritage development movement in America. ANHA advocates, facilitates and celebrates excellence in cooperative initiatives that: Enhance quality of life for citizens and their communities, attract cultural heritage tourists to communities and provide distinguished examples of sustainable heritage development for the nation.

Cover Photo:
Chimney Rock at Chimney Rock State Park in Rutherford County, NC.
Blue Ridge National Heritage Area
Vicki Dameron, Photographer

Summer 2008

www.nationalheritageareas.org

FEATURES



2 FROM THE FRONT OFFICE

3 10 BEST PRACTICES

4 Augusta Canal National Heritage Area

6 Cane River National Heritage Area

8 Delaware & Lehigh National Heritage Corridor

10 Essex National Heritage Area

12 Hudson River Valley National Heritage Area

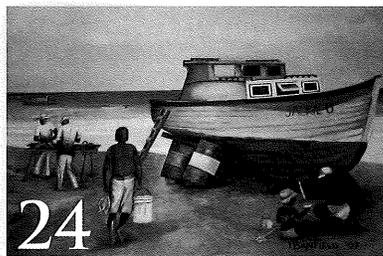
14 Lackawanna Heritage Valley

16 Rivers of Steel National Heritage Area

18 Schuylkill National Heritage Area

20 Shenandoah Valley Battlefields National Heritage Area

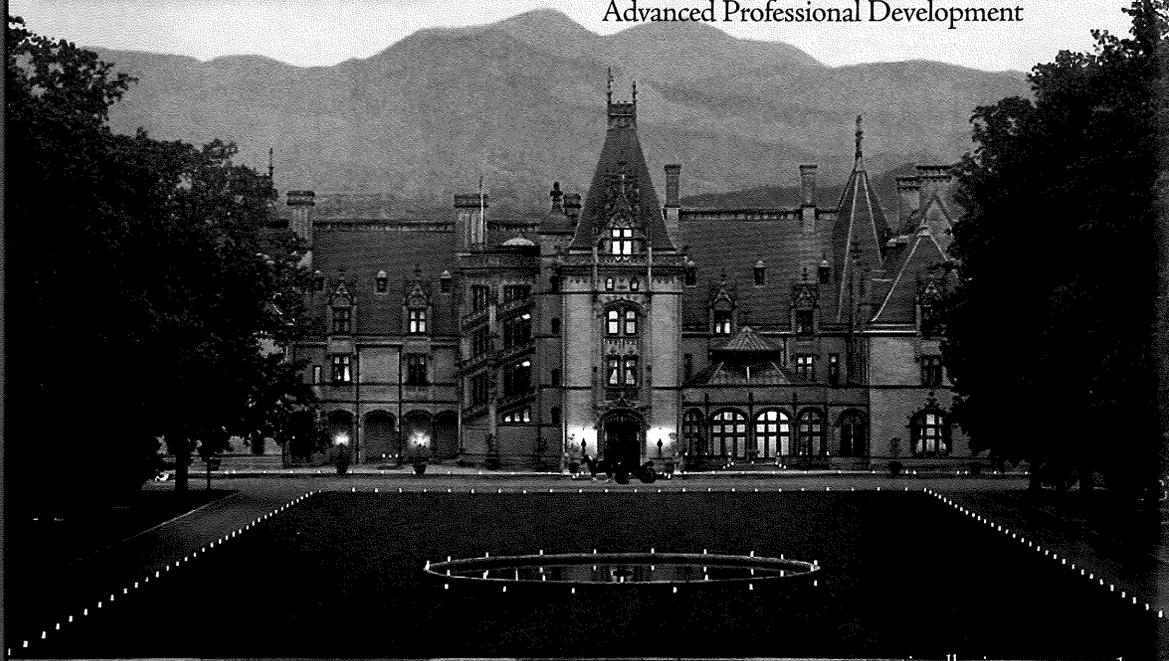
22 Tennessee Civil War National Heritage Area



24 INTERNATIONAL PARTNERSHIP
The South Carolina - Barbados Connection



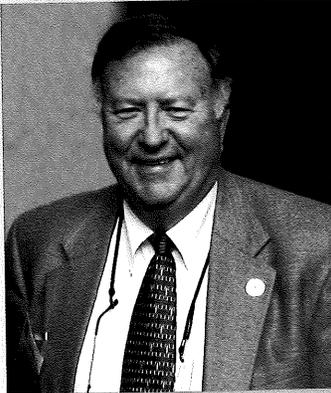
28 HERITAGE DEVELOPMENT INSTITUTE
Advanced Professional Development



From the FRONT OFFICE

"National Heritage Areas are making a dramatic impact on their local communities..."

In 1984, The U. S. Congress designated The Illinois and Michigan Canal Corridor as the first National Heritage Area. Since that time, there have been thirty-nine additional areas of the nation designated by Congress and it appears that the number is going to continue to grow as there are now nine new designation bills pending in Congress and several study bills. Given this increase, one may reasonably ask "what is the reason for this dramatic growth?" My answer to this question is simple and to the point: **it is simply a model that works!**



This issue of the *Heritage Development Partnership Magazine* presents 10 outstanding illustrations of how they work and how these National Heritage Areas are successfully carrying out the mandate of Congress. This by no means is an exhaustive list but is merely intended to show ten examples of best practices by these selected National Heritage Areas.

In response to a request from the Director of the National Park Service, the National Park System Advisory Board issued a report entitled *Charting a Future for National Heritage Areas*. This report also confirmed how National Heritage Areas are making a dramatic impact on their local communities by concluding:

- + "...this is a citizens' movement of high purpose and great benefit to the nation"
- + "National Heritage Areas play a vital role in preserving the physical character, memories and stories of our country, reminding us of our national origins and destiny".
- + "...we envision a future in which the National Park Service welcomes National Heritage Areas for their role in expanding the conservation stewardship of nationally important historic resources".

The heritage development movement in the United States has been described as a "bottoms up process". More specifically heritage areas are managed by the people who live there, preserving and telling nationally important stories through a regionally distinctive combination of natural, cultural, historic and scenic resources. I hope you enjoy reading about how these areas are improving the quality of life in their communities!

Dayton L. Sherrouse
Chairman of the Board

Heritage Development Partnership, Inc.

August R. Carlino
President

John W. Cosgrove
Vice President

Nancy I. M. Morgan
Secretary

Annie C. Harris
Treasurer

Heritage Development

Partnership Magazine

Alliance of National Heritage Areas

- + Atchafalaya National Heritage Area
- + Augusta Canal National Heritage Area
- + Blue Ridge National Heritage Area
- + Cane River National Heritage Area
- + Crossroads of the American Revolution National Heritage Area
- + Delaware & Lehigh National Heritage Corridor
- + Erie Canalway National Heritage Corridor
- + Essex National Heritage Area
- + Great Basin National Heritage Area
- + Hudson River Valley National Heritage Area
- + John H. Chafee Blackstone River Valley National Heritage Corridor
- + Lackawanna Heritage Valley
- + Mississippi Gulf Coast National Heritage Area
- + Mormon Pioneer National Heritage Area
- + National Aviation Heritage Area
- + National Coal Heritage Area
- + Ohio and Erie National Heritage CanalWay
- + Oil Region National Heritage Area
- + Rivers of Steel National Heritage Area
- + Schuylkill River Valley National Heritage Area
- + Shenandoah Valley Battlefields National Historic District
- + Silos and Smokestacks National Heritage Area
- + South Carolina National Heritage Corridor
- + Tennessee Civil War National Heritage Area
- + Wheeling National Heritage Area
- + Yuma Crossing National Heritage Area

ANHA Executive Officers

Dayton Sherrouse, Chair
Michelle McCollum, Vice Chair
Annie C. Harris, Treasurer
Marilyn Black, Secretary

Program Committee

Annie C. Harris, Chair

Advocacy Committee

Augie Carlino, Chair

Membership and Marketing Committee

Michelle McCollum, Chair

Heritage Development Institute Committee

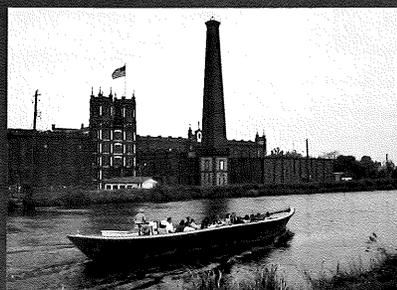
Dan Rice, Chair

Development Committee

Kurt Zwinkl, Chair

Personnel Committee

Don Short, Chair



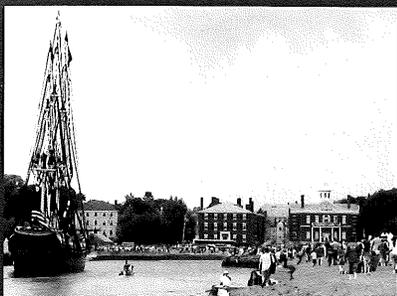
Augusta Canal National Heritage Area



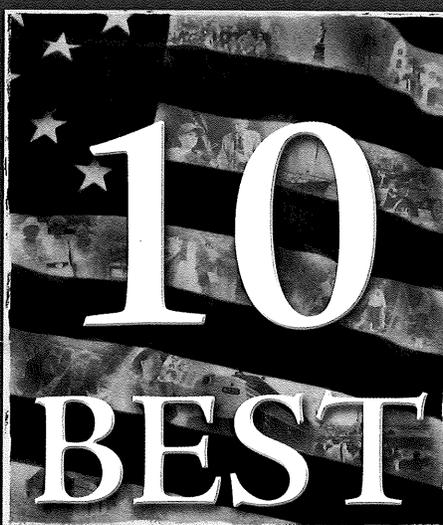
Cane River National Heritage Area



Delaware & Lehigh National Heritage Corridor



Essex National Heritage Area



Practices in
Heritage Development



Hudson River Valley National Heritage Area



Lackawanna Heritage Valley



Rivers of Steel National Heritage Area



Shenandoah Valley Battlefields National Heritage Area



Schuylkill River Valley National Heritage Area



Tennessee Civil War National Heritage Area

Best practices in National Heritage Areas are innovative management approaches in heritage development that achieve defined organizational goals related to the protection of cultural, natural, and historic resources as described in the National Heritage Area's general management plan. These Best Practices are in: Community Revitalization, Cultural Conservation, Economic Development, Education/Interpretation, Heritage Tourism, Historic Preservation, Natural Resource Conservation, Recreation, Stewardship Building and Strategic Engagement.



10 BEST CULTURAL EDUCATION HERITAGE AREA:



WHO'S DOING IT?

Designated in 1996, the Augusta Canal National Heritage Area (ACNHA) highlights the important role played by the Augusta Canal in bringing the Industrial Revolution to the South. Built in 1845 as a source of power, water and transportation, Augusta Canal is the only industrial canal in the American South still in continuous use.

WHAT ARE THEY DOING SO WELL?

"History is Fantastic" is an innovative project that aims to engage young people directly in the preservation of local history and culture. The program uses oral history as a bridge to connect students from Augusta's historic textile mill neighborhoods with older residents. It also maintains a century old parade and celebration called "Fantastics Day." The project was funded by a grant from the History Channel and selected as one of their national honors projects of 2006.

WHO ARE THE PARTNERS?

Partners include John Milledge Elementary School, the Richmond County Board of Education and the Art Factory: a nonprofit organization dedicated to community arts education.

HOW DOES THIS WORK?

In the 1850s, children in Augusta's textile mill villages dressed in fanciful home-made costumes and paraded through their neighborhoods on the Fourth of July. The practice, known as the "Fantastics," continued locally for one hundred years. Though it eventually died out, the Fantastics remains a living memory for many older Augustans. In the project, elementary school students researched the Fantastics tradition by collecting oral histories and other mementos from older residents. They then recreated Fantastics Day by making their own masks and costumes, culminating with a Fantastics parade through the neighborhoods. The

Art Factory served as a key partner on the project, provided mask-making classes for the students.

WHERE DOES THIS FIT WITH THE GOALS?

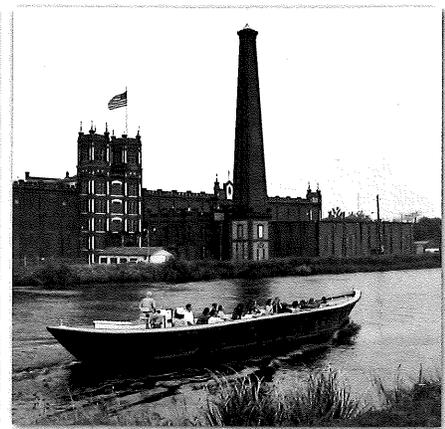
The ACNHA Management Plan calls for "Heritage Programming and Outreach," including the development of educational programming in partnership with local institutions, groups and agencies. The plan also states that the heritage area should "expand public awareness of the resources that make the Canal and Heritage Area unique."

HOW MUCH DOES THIS COST AND WHO PAYS?

A grant of \$7,000 from the History Channel's Save Our History program covered costs associated with ACNHA staff time and travel, student transportation, admission fees to the Augusta Canal

HISTORY IS 'FANTASTIC'

AUGUSTA CANAL NATIONAL HERITAGE AREA



ANHA

Alliance
of National
Heritage
Areas

Interpretive Center, supplies, videography, photography and wages for the art instructors. Additional ACNHA staff time was estimated at \$3,000.

WHAT'S THE TIME FRAME?

The project was initially proposed to Save Our History in 2005 but did not receive funding. After the grant was awarded in 2006, the project took approximately four months to execute. Due to a change in leadership at the target school, History is Fantastic was not repeated in 2007, but talks are underway with the new school principal about bringing the program back in 2008.

WHAT ARE THE OUTCOMES?

As a result of the project, a cherished Augusta tradition has been reintroduced to a new generation of young people. Approximately 100 fourth and fifth graders participated in the oral history and mask-making project, while some 220 children took part in the Fantastics Parade. About a dozen older residents shared their memories through oral history. This experience proved to be one of the most rewarding aspects of the project for the students and the organizers. The stories are a great resource for both heritage area staff and the wider community, serving as a foundation for further oral history projects. The project also forged new bonds between the Richmond County School system and the ACNHA. School staffers are more familiar with the educational resources offered by ACNHA as a result of the Fantastics program.

WHAT ARE THE CHALLENGES?

Developing relationships with schools is time-intensive and highly dependant on the enthusiasm of principals and individual teachers. The project could have been more effective if teachers had had more time to both prepare students for different activities and to integrate Fantastics themes into their existing lesson plans. Another challenge was simply fitting the Fantastics activities into the school schedule. As a solution, ACNHA obtained a copy of the system-wide mandatory testing schedule and created a project built around test dates.

ANY ADVICE?

According to Rebecca Rogers, Director of Marketing and External Affairs for Augusta Canal National Heritage Area, "Art can be a useful tool in bringing history to light for students." However, it's always important to "find a 'champion' in the school or school system to open doors and generate enthusiasm for your project." Also, remember that "no matter how much staff time you think it will take, it will take more!"

WHERE DO I GET MORE INFO?

Rebecca Rogers
Director of Marketing and External Affairs
Augusta Canal National Heritage Area
706-823-0440 ext. 3
rrogers@augustacanal.com
www.augustacanal.com



NATIONAL
HERITAGE AREA

10 BEST

CULTURAL CONSERVATION



WHO'S DOING IT?

Cane River National Heritage Area (CRNHA) in northwestern Louisiana is a largely rural, agricultural landscape known for its historic plantations, Creole architecture and multicultural legacy. Historically, this 116,000-acre region lay at the intersection of French and Spanish colonial realms. Today it is home to a unique blend of cultures, including French, Spanish, African, American Indian and Creole.

WHAT ARE THEY DOING SO WELL?

Cane River National Heritage Area works closely with communities, cultural organizations and subject matter experts to document the stories and traditions of the surrounding region in an authentic, accurate and inclusive manner. This information is shared with residents and visitors through educational materials, interpretive brochures, exhibits, films and historic sites and structures.

WHO ARE THE PARTNERS?

Partners in this initiative include organizations that reflect the region's diverse

cultural composition and the area's many historic sites. Cane River Creole National Historical Park, the Creole Heritage Center, Northwestern State University and Louisiana State Parks are also actively engaged in the project.

HOW DOES THIS WORK?

Cane River National Heritage Area's Cultural Conservation Initiative consists of three primary components: documentation, interpretation and development. In the early years following its designation by Congress, CRNHA focused on documentation, using both traditional research methods and oral history interviewing. Cane River staff partnered with local organizations to support these endeavors, which included both archaeological and genealogical studies of the region's African-American and Cane River Creole past and oral history projects in the African-American, Cane River Creole, Caddo (American Indian), French and Spanish communities. These initiatives not only produced new and valuable information; they also gave people an opportunity to tell their stories in their own voices. In addition,

CRNHA provided annual funding to the Creole Heritage Center, an organization that conducts research and offers outreach programming to descendants of Louisiana Creoles throughout the United States.

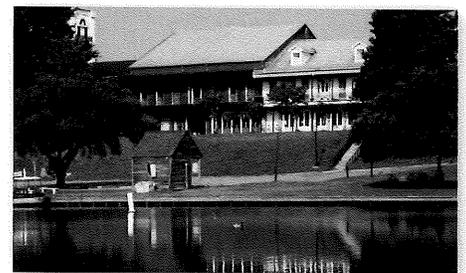
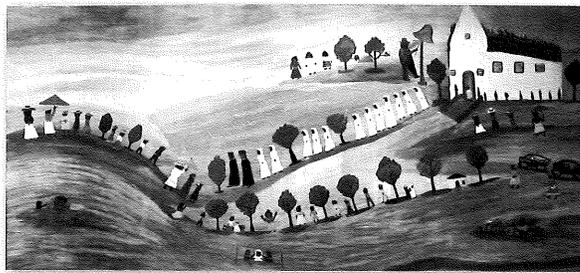
Once the documentation projects began to generate information, CRNHA developed interpretive media such as brochures, books and exhibits. Using a team approach, the Heritage Area staff worked to interpret the whole story of the region. Additionally, subject matter experts played a key role in all of the projects, to ensure scholarly accuracy and objectivity. CRNHA continues to connect scholars and community members, combining the expertise of academia with the nearly 300 years of historical and cultural knowledge possessed by area residents.

The combination of academic involvement, community input and public interpretation has added value to the authentic resources found in the Cane River region.

Today – 13 years after the initiative began – Cane River National Heritage Area has the capacity to implement large-scale development projects, including the preservation and interpretation of heritage

CULTURAL CONSERVATION INITIATIVE

CANE RIVER NATIONAL HERITAGE AREA



sites. For example, the largest of several projects tied directly to cultural conservation is the rehabilitation of the Texas and Pacific Railway Depot, a historic structure in Natchitoches, La. sitting at the heart of a proposed African-American historic district; the depot connects intangible cultural stories from the African-American community with a tangible historical resource. The station's separate "White" and "Colored" entrances are a reminder of a past that has been overcome; the building will house an African-American museum to interpret a history of difficulty, perseverance and success. In addition, the property will also serve as a transportation hub to connect the region's historic resources.

WHERE DOES THIS FIT WITH THE GOALS?

Interpreting the complex history and conserving the living traditions of the many cultures present in the Cane River region is central to the mission of the Cane River National Heritage Area. By both documenting and sharing the region's stories and traditions with local, regional and national audiences, the CRNHA is fulfilling its legislative mandate, which calls for a "culturally sensitive approach to the preservation of the heritage of the Cane River region."

HOW MUCH DOES THIS COST AND WHO PAYS?

Cultural conservation is inherent in everything that Cane River National Heritage Area does. From erecting signage to publishing interpretive materials, from rehabilitating a historic depot to developing a partnership with the Creole Heritage Center, CRNHA highlights and celebrates the region's cultures and stories. Funding for projects comes from a variety of sources. CRNHA provides more than \$100,000 annually for competitive grants in preservation, research and development. In addition, Cane River and its partners have pursued funding through grant sources such as Louisiana's Division of the Arts (\$28,000 for exhibit development), Preserve America (\$150,000 for interpretive signage) and Transportation Enhancement Funding (\$274,000 for depot rehabilitation). Finally, the staff and partners of CRNHA contributed a significant amount of sweat equity, writing grants, reviewing interpretive materials and coordinating collaborative projects.

WHAT'S THE TIME FRAME?

The National Heritage Area has been working to conserve the region's cultures since its designation in 1994. The Cultural Conservation Initiative will always remain central to our mission.

WHAT ARE THE OUTCOMES?

Since 2000, the Cane River National Heritage Area has supported seven oral history projects, four electronic and static exhibits at area gateways, three documentary film projects and two publications on African-American history. During this same time period, CRNHA has also developed interpretive signs throughout the region and contributed to the ongoing rehabilitation of the Texas and Pacific Railway Depot and St. Matthew School. Staff members have also presented at numerous national and international conferences.

While these outcomes mentioned above have been important, the most significant accomplishments have been intangible. By documenting and sharing the history of oftentimes overlooked communities and cultural groups, Cane River National Heritage Area and its partners helped to validate their stories and experiences, contributing to the broad patterns of American history. By bringing together diverse perspectives, CRNHA fostered dialogue and built relationships among the region's many cultural groups. By connecting scholarly expertise with nearly three centuries of local knowledge, CRNHA facilitated a deeper understanding and balanced interpretation of the region's history. And by connecting intangible stories to tangible places, CRNHA promoted stewardship of the cultural landscape, providing people with a touchstone to the past.

(continued on page 30)

10 BEST STRATEGICALLY ENGAGING THE COMMUNITY



WHO'S DOING IT?

The Delaware & Lehigh (D&L) National Heritage Corridor encompasses a 165-mile region in eastern Pennsylvania that historically linked the state's anthracite coalfields with the Philadelphia and New York markets.

WHAT ARE THEY DOING SO WELL?

In 2006, the Delaware & Lehigh National Heritage Corridor Commission requested technical assistance from the Conservation Study Institute (CSI) of the National Park Service (NPS) to conduct an assessment of the Heritage Corridor's progress in the years since its designation in November 1988. The project was undertaken in anticipation of the sunset of the Delaware & Lehigh National Heritage Corridor Commission in 2007 and the authorization of Heritage Partnership funding beyond Fiscal Year 2007. Among other findings, the final study issued by CSI, *Connecting Stories, Landscapes, and People: Exploring the Delaware & Lehigh National Heritage Corridor Partnership*, detailed the accomplishments of the D&L partnership network, a wide-ranging and diverse group of organizations and individuals.

WHO ARE THE PARTNERS?

The evaluation was conducted by the Corridor's managing partners: the Delaware & Lehigh National Heritage Corridor Commission and the Delaware & Lehigh National Heritage Corridor, Incorporated.

HOW DOES THIS WORK?

The Delaware & Lehigh National Heritage Corridor Commission contracted with The Conservation Study Institute to undertake a rigorous evaluation process of the D&L NHC partnership network. The work included a thorough review of D&L projects and records, extensive interviews with 20 key players and more than 40 partners, key leaders and board retreats, four board work review/sessions and continual dialogue with Corridor staff.

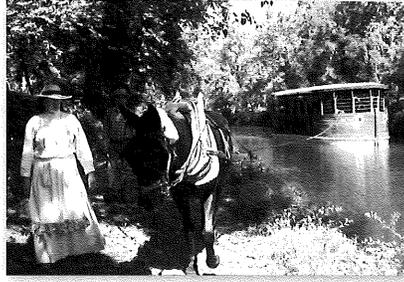
As a result of its study, the CSI team identified many significant accomplishments in the D&L Corridor. For example, out of the 175 key items outlined in the D&L Management Action Plan of 1993, 145 (83%) were already complete or underway by 2006. A majority of the activities were Corridor-wide in scope, crossing municipal and county boundaries.

In addition, many of the completed action items addressed the need to foster an understanding of the Corridor's resources and history.

The study also revealed how the Corridor initiative changed over time. In its early years, the D&L focused on management planning, interpretative planning and small formative projects. During the last six years, however, the Corridor has greatly expanded its activities by building staff and partner capacity and by making strategic investments across the four program areas. Indeed, of the more than 160 projects and programs undertaken during the life of the corridor, at least 132 have been active in the last six years, with more than 100 initiated since 1999. An analysis of selected projects and programs shows that D&L staffers work in different capacities with partners: as mentors, facilitators, reviewers, direct investors and leverage agents. The Commission and D&L, Inc. play an important role in promoting a broad Corridor-wide vision and in keeping individual projects aligned with that vision. Finally, the CSI study team also found that federal and state dollars leveraged a great deal

PROGRESS ASSESSMENT

DELAWARE & LEHIGH NATIONAL HERITAGE CORRIDOR



of funding for projects in which the D&L Commission had a direct investment. From the D&L's inception through 2005, the total federal investment of \$8 million from the National Park Service has leveraged nearly 13 times its value in direct funding from other sources. State funding through the PA Heritage Parks Program, totaling \$6.44 million, has leveraged nearly 16 times its value. All told, Pennsylvania state agencies have supplied more than 35% of the funding invested in Corridor projects. The study team identified several key factors as critical to not only sustaining, but also enhancing the D&L's partnership system. These included the state and federal government connections provided by the Department of Conservation and Natural Resources (DCNR) and NPS and the effective, nonpartisan leadership provided by the D&L, Inc. The ability to leverage funds, resources and ideas, the articulation of a broad, integrated vision, and the communication of a compelling regional story were also critical ingredients to the building of successful partnerships.

HOW MUCH DOES THIS COST AND WHO PAYS?

The budget for this assessment project was approximately \$100,000. The Pennsylvania Department of Conservation and Natural Resources granted \$35,000 to the D&L Inc., and the D&L Commission provided the remainder of the funding over two fiscal years. In addition to funding, numerous partners, board members and staff contributed significant amounts of personal time and effort to the process. The CSI staffers also contributed their time and resources beyond the project budget.

WHAT'S THE TIME FRAME?

The evaluation process required one year

to complete. In the spring of 2005, CSI conducted reconnaissance visits to the corridor. They met with key partners, board members and staff to gain an understanding of the resources involved and to define the research and technical assistance required. This was followed by an intensive, six-month period of research, interviews, workshops and reporting (to the managing partners). An interim report was presented in February 2006, followed by extensive partner work sessions, focused meetings and rewriting, editing and design of the study. The final report was completed in spring 2006.

WHAT ARE THE OUTCOMES?

The report presents a range of management options for the Commission and the D&L, Inc. to consider as they look towards the future. The first four options would involve federal legislation, accompanied by the reauthorization and appropriation of federal funding through the NPS budget. The next two options would further cement the involvement and support of state agencies, especially the DCNR, as well as the five counties and the multitude of municipal government entities in the Corridor. The last five management options identify ways to enhance and strengthen the affiliation with the National Park Service. The CSI team also identified other future opportunities for the Corridor. These included the commencement of a new strategic planning process, the improved use of regional heritage to bind Corridor communities together and the expansion of capacity among partners through training and mentoring.

WHAT ARE THE CHALLENGES?

Heritage partnerships are a new and evolving field. When the D&L

management decided to assess the partnership network and the overall accomplishments of the Corridor, there were few models to follow. In 1998, the Northeast Regional Office of NPS established the CSI for the purpose of enhancing leadership in conservation by partnering with academia, government and non-profit organizations to advance conservation through research and innovation. Fortunately, the CSI was willing and able to assemble a team of professionals to evaluate the management of the D&L partnership network.

WHERE DO I GET MORE INFO?

Allen Sachse
President
Delaware & Lehigh NHC, Inc.
610-923-3548
allen@delawareandlehigh.org
www.delawareandlehigh.org

10 BEST

COMMUNITY REVITALIZATION



ESSEX NATIONAL
HERITAGE AREA



WHO'S DOING IT?

The Essex National Heritage Area (ESNHA) is a 500-square-mile region along the northern coast of Massachusetts. The Area is managed by the Essex National Heritage Commission, an outgrowth of the public/private partnership formed almost 20 years ago between the National Park Service (NPS) and the City of Salem to revitalize the historic Port of Salem.

WHAT ARE THEY DOING SO WELL?

The Salem Maritime National Historic Site (SMNHS) has once again become a focal point of activity in Salem Harbor. The historic Derby, Central and Hatch's Wharves, the only remaining colonial-era wharves in the United States, are now home during the summer months to the tall ship Friendship of Salem and a host of other historic and replica vessels. Events such as the annual Maritime Festival and the Fourth of July celebration have made the site a must see attraction for visitors. Incorporating the SMNHS into the vision

for its waterfront area, the City of Salem has plans for further port development, including a harbor walk and increased waterfront activities. Also, a small cruise ship terminal is being designed nearby.

WHO ARE THE PARTNERS?

Along with the Essex National Heritage Commission and the National Park Service, partners include the City of Salem, The Salem Partnership, Friends of Friendship volunteers and the Salem Chamber of Commerce.

HOW DOES THIS WORK?

The transformation of the Salem Maritime National Historic Site is at the heart of the revitalization of Salem Harbor. The project began in the late 1980's, when a visionary NPS superintendent challenged Salem residents to imagine the potential of the long-neglected waterfront and the possibilities offered by the Salem Maritime National Park Site. The result was a concerted, community-wide push to

generate the funding needed to not only repair the existing National Park Site, but also to construct new interpretive exhibits. The rebuilding effort took more than 10 years and culminated in the construction of the tall ship Friendship of Salem, a 342-ton replica of a 1797 East Indiaman. Along the way, the project also spurred significant public and private development along the Salem Harbor front. The effort to build a ship as an interpretive exhibit was not easy. However, the prospect of the vessel's reconstruction quickly captured the imagination of local residents, including school children who raised \$18,000 through a letter writing campaign. As the ship began to take shape, other projects sprouted up around the harbor. There was a new high-speed ferry, as well as water taxis and harbor tours. A floating restaurant opened and a new waterfront hotel was built. The next phase is to extend the cultural maritime experience to an historic harbor lighthouse via NPS ranger-guided tours and to build a new wharf to accommodate cruise ships and charter boats.

HISTORIC PORT OF SALEM

ESSEX NATIONAL HERITAGE AREA



WHERE DOES THIS FIT WITH THE GOALS?

The mission of the Essex National Heritage Commission is to promote and preserve the historic, cultural and natural resources of the region. The revitalization of the historic Port of Salem supports this mission in a number of ways, particularly through the education of residents and visitors alike. By making maritime history come alive, ENHC is fostering a new generation of stewards for the area's unique marine resources. In addition, by generating new investment and economic growth the heritage area is improving the quality of life of the Salem community.

HOW MUCH DOES THIS COST AND WHO PAYS?

Fund raising has been utilized at every level – from securing matching state funds to selling ‘bricks’ for a walkway in honor of the tall ship. The initial investment made by the federal government totaled nearly \$20 million. The majority of this funding was spent on rebuilding the colonial era wharves at the Salem Maritime National Historic Site and on constructing a new regional visitor center. The tall ship Friendship cost \$5.6 million to construct, with 25% of resources coming from

local, non-federal sources. The Salem Harbor Plan and the new Salem Wharf design are being funded by the Massachusetts Seaport Council, the City of Salem and the Salem Partnership. The City of Salem has built the Salem Ferry dock and purchased the high-speed ferry boat with state and local matching funds. Today, the fundraising continues as sailing a vessel of this size and complexity requires much support. The ENHC enlists the help of business sponsors, volunteers and educational groups to ensure that Friendship can continue to make her ambassadorial voyages.



WHAT'S THE TIME FRAME?

The revitalization of Salem Harbor began 20 years ago and is ongoing. The Friendship project spanned 10 years from initial fundraising to the ship's launch in 2001.

WHAT ARE THE OUTCOMES?

At the Salem Maritime National Historic Site, 90% of visitors surveyed now know the significance of the community's history and resources. At every port the Friendship pulls in along the coast of the Essex National Heritage Area, people experience New England's maritime heritage firsthand, while

also learning about the roles that NPS and ENHC play in keeping this story alive. In Salem, the harbor is filled with boats – both personal and commercial – for the first time in over 100 years. Along the waterfront, there is tremendous activity related to new retail shops, restaurants, houses and hotels. The presence of Friendship is attracting other visiting historic vessels and has inspired a local entrepreneur to construct Fame, a replica privateer.

WHAT ARE THE CHALLENGES?

Success requires the determined effort of many people. It is especially important that the leadership in the community stay committed for the duration. When a project takes many years to complete, the key political leadership positions often change. Therefore, it takes the concerted efforts of other partners to ensure that the project continues and is not derailed.

ANY ADVICE?

Community revitalization takes many partners and patience. This project began in 1987 and there is still much work to be done. But the results are well worth it. There have been many successes along the way, as well as a few disappointments, but in the end, it is a wonderful experience when participants come together for a successful outcome.

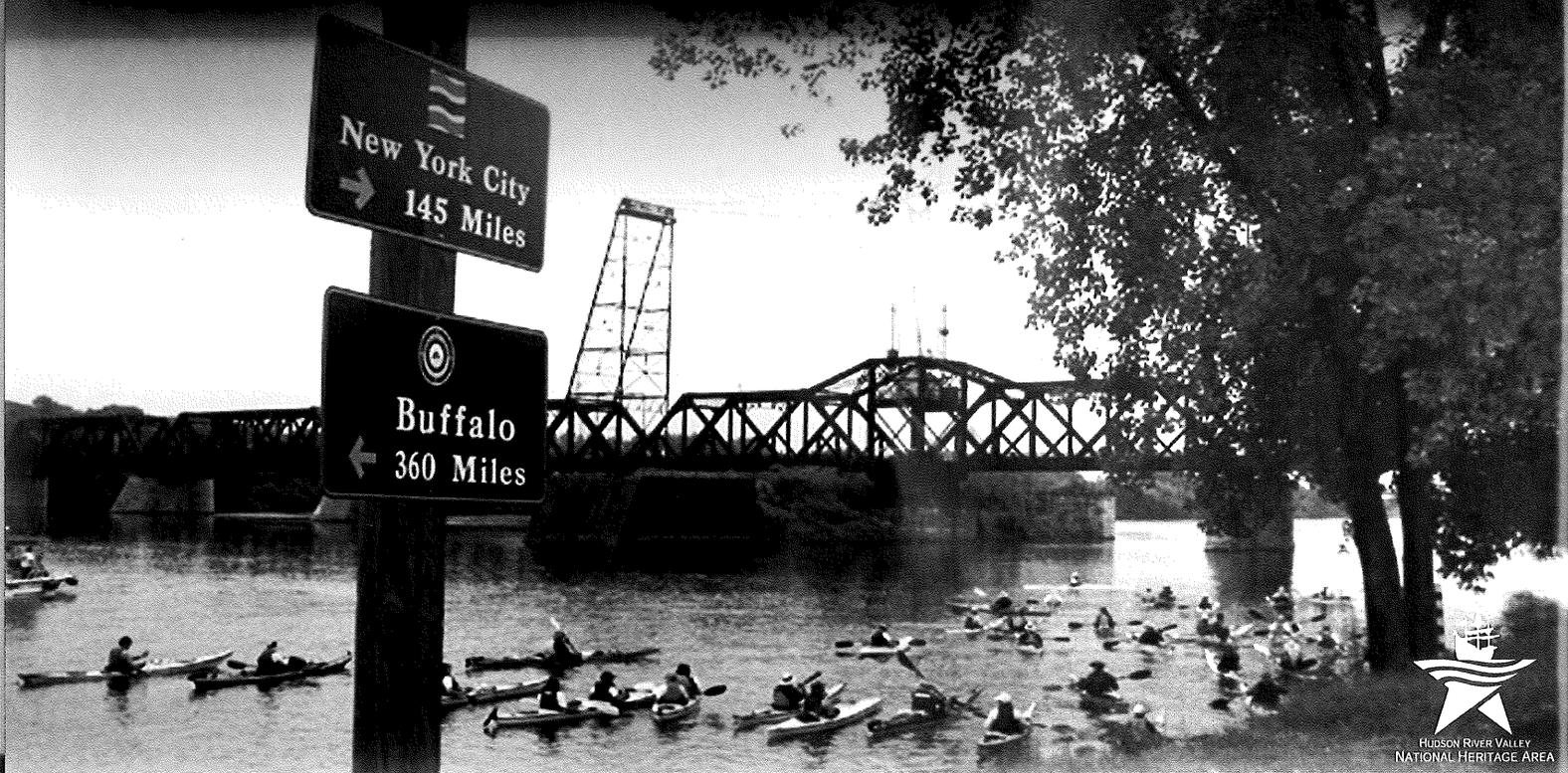
WHERE DO I GET MORE INFO?

Annie C. Harris
Executive Director
Essex National Heritage Commission
978-740-0444
annieh@essexheritage.org
www.essexheritage.org

ENHC

10 BEST

NATURAL RESOURCE MANAGEMENT



WHO'S DOING IT?

Hudson River Valley National Heritage Area (HRVNHA) encompasses 10 counties along the Hudson River and includes more than 4 million acres of natural, cultural, historical and recreational resources. The Hudson River Valley National Heritage Area is managed by the Hudson River Valley Greenway, a state entity.

WHAT ARE THEY DOING SO WELL?

By informing the public that they are entering a landscape of national significance, the HRVNHA signage initiative enhances regional identity. As a result of this increased awareness, visitors and residents alike are encouraged to learn more about the natural and cultural resources of the Heritage Area. In turn, this creates not only a renewed and powerful sense of place, but also a sense of stewardship for the resources that contribute to the region's distinctiveness.

WHO ARE THE PARTNERS?

The partners in this initiative are the New York State Department of Transportation (NYSDOT), the New York State Thruway

Authority (NYSTA) and the United States Department of Transportation: Federal Highway Administration (FHWA).

HOW DOES THIS WORK?

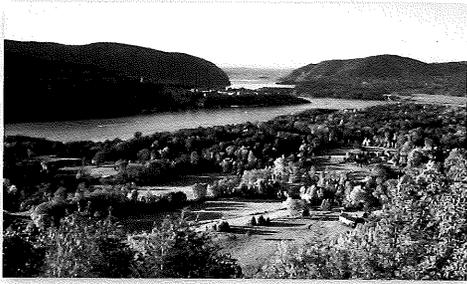
In 2005, the HRVNHA developed a new logo, which incorporated the core themes of the Heritage Area and is displayed in all of its promotional materials. A primary goal of the project was the creation of a brand or identity for the region and its resources.

With the assistance of the New York State Department of Transportation and the New York State Thruway Authority, the Hudson River Valley National Heritage Area successfully initiated a gateway signage program that featured both the new regional logo and the phrase, "Entering the Hudson River Valley National Heritage Area." The gateway signs have been prioritized and installed at major vehicular access points, notifying the public that they are entering a region of national significance and encouraging them to learn more about the area's resources. Building upon the success of the gateway sign initiative, the HRVNHA embarked on the second phase of the signage initiative, the

development of way-finding and directional signage for individual heritage resources. The NYSDOT and NYSTA have again been of considerable assistance as the HRVNHA coordinates the production and installation of signs that will guide the public to the region's unique resources. Other projects based on this initiative will focus on identifying additional opportunities for directional, identification and interpretative signs throughout the region. This will include the placement of additional gateway signs as well as "reminder signs" along key routes for travelers as they travel through the Heritage Area. For example, a recently completed initiative with Amtrak, *Windows on History: Exploring the Hudson River Valley National Heritage Area* is a guide that educates rail passengers traveling through the Hudson River Valley about the resources they are actually seeing outside their windows. Through narratives, historic depictions, and photos taken from the perspective of passengers on the train, this guide provides information about the surrounding communities and historic sites located nearby as well as an account of transportation history in the region. In partnership with *New York by Rail* and *I Love NY*, this guide will be located

SIGNAGE INITIATIVE

HUDSON RIVER VALLEY NATIONAL HERITAGE AREA



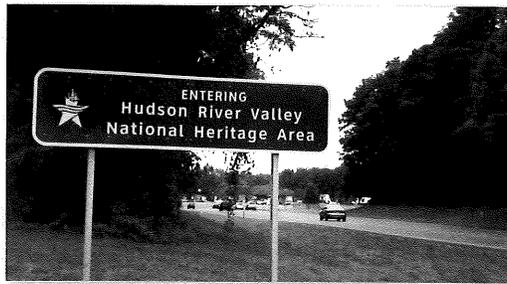
in *New York By Rail* magazines on Amtrak trains and Amtrak Stations throughout Hudson River Valley and the northeast region. These inserts are included in all 175,000 printed copies of *NY by Rail*.

WHERE DOES THIS FIT WITH THE GOALS?

Through partnerships with communities and heritage sites, the signage initiative increases the public's awareness of the region's significance. Increased awareness brings a sense of understanding and respect for resources, leading to a renewed stewardship ethic region-wide. Additionally, local and regional economic development is encouraged as residents and visitors take the opportunity to explore the wealth of resources the heritage area has to offer.

HOW MUCH DOES THIS COST AND WHO PAYS?

To assist with determining the locations of the gateway signs and prioritizing those locations, the HRVNHA hired a consultant with years of experience related to New York State transportation regulations and agency operations at a total cost of \$60,000. However, under an existing partnership agreement between the Thruway Authority and NYSDOT, gateway signs were designed by NYSDOT and produced by the Thruway Authority at no additional cost to the HRVNHA; the consultant estimated these construction and installation costs to be approximately \$40,000. Staff time for this initiative was considerable and focused on coordinating the efforts of state and federal entities with respect to the interpretation of sign guidelines, as well as facilitating communication between state agency partners, the consultant and the consultant's subcontractors.

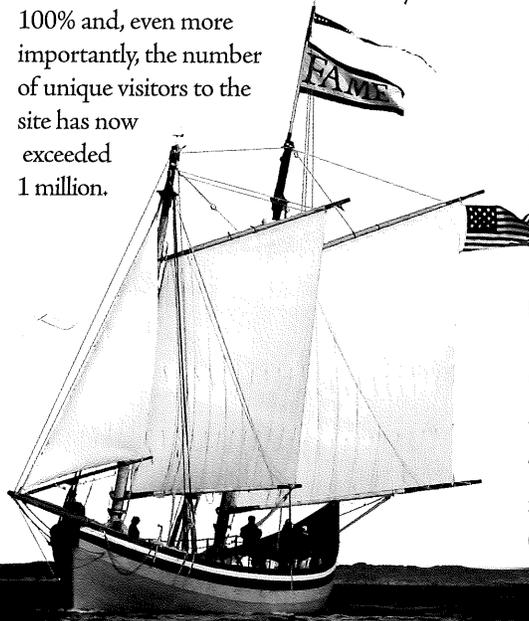


WHAT'S THE TIME FRAME?

The first phase of the signage initiative looked at the development and installation of gateway signs. This phase spanned approximately two years from the initial design phase to the installation of the final sign. The next phase of this initiative will look at directional and interpretive signage. It is anticipated that this phase will be an ongoing initiative as the HRVNHA continues to look for public awareness and educational opportunities focused on highlighting regional resources.

WHAT ARE THE OUTCOMES?

The first phase of the project resulted in the production of 34 gateway signs. These signs display the HRVNHA logo and the message, "Entering the Hudson River Valley National Heritage Area." As a result of the initiative, interest in the HRVNHA has increased substantially and there has been a dramatic increase in the recognition of the region as a nationally significant area. The number of hits to the HRVNHA website rose by over 100% and, even more importantly, the number of unique visitors to the site has now exceeded 1 million.



Furthermore, requests for information about the region's resources have also grown exponentially since the completion of the signage initiative. Involvement in programs and events associated with natural and cultural stewardship has also expanded. For example, participation in the Heritage Area's showcase event, the Hudson River Valley Ramble, has increased in a manner proportional to the growth in website visitation. During the Ramble, the Heritage Area partnered with the NYS Department of Environmental Conservation's (NYS DEC) and its Hudson River Estuary Program, as well as local not-for-profit environmental groups, to offer hikes, paddles and other events with environmental education components. Through direct contact with the region's natural landscapes, waterways and trails, participants in the Ramble became better stewards of the Hudson River Valley's unique environmental resources. Another impact of the signage initiative is better coordination across heritage sites. By promoting the idea of a shared regional identity, the signs encouraged heritage area partners to support and publicize sites and resources throughout the Hudson River Valley. In addition, the project complemented other Environmental stewardship programs in the area, including signs placed by the NYS DEC's Hudson River Estuary Program at bridges crossing tributaries in the Hudson River Watershed.

Based on the success of this initiative, the HRVNHA gateway signage program has become a model for other Heritage Areas as organizational staff work towards enhancing their identification and sense of place.

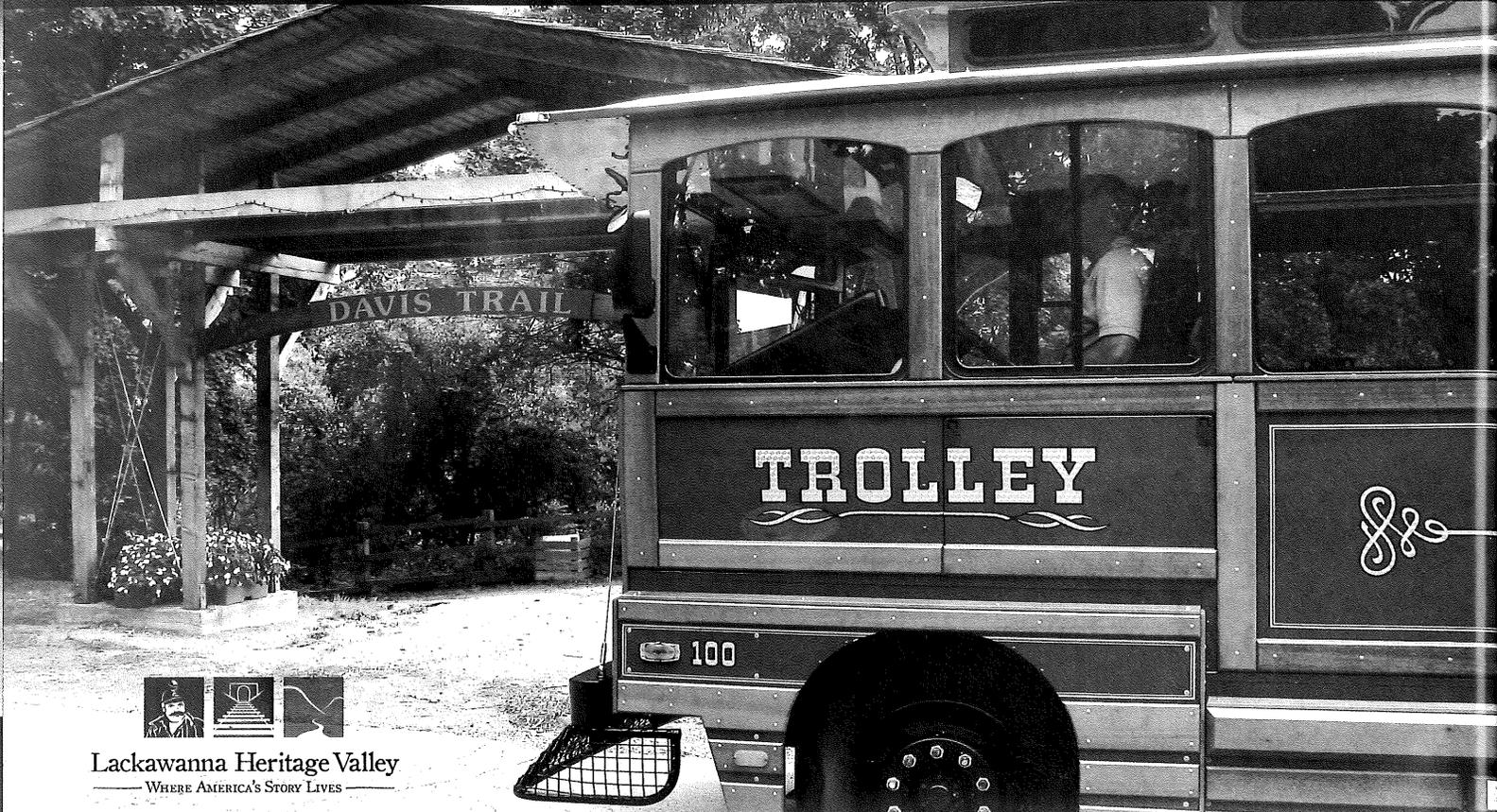
WHAT ARE THE CHALLENGES?

The main challenge for this project was the navigation of state and federal regulations with

(continued on page 30)

10 BEST

DEVELOPING HERITAGE TOURISM THROUGH COLLABORATIVE PARTNERSHIPS



Lackawanna Heritage Valley
— WHERE AMERICA'S STORY LIVES —

WHO'S DOING IT?

The Lackawanna Heritage Valley Authority (LHVA) is a partnership of government, business, civic organizations and individuals dedicated to the development of the region's historic, cultural, economic and natural resources through heritage preservation, education and promotion. Specifically, LHVA's goals are to tell the region's story, facilitate partnerships among local groups, enhance the physical and economic vitality of the Lackawanna Valley, improve the visitor experience and reconnect people to the Lackawanna River.

WHAT ARE THEY DOING SO WELL?

LHVA has had great success in establishing projects that encourage active collaboration among its many partners and colleagues. One positive effect of these partnerships is the creation of programs that educate the public about regional assets once overlooked or underappreciated. As a result of this collaboration, the Lackawanna Valley is now

recognized for its rich array of authentic historic and cultural sites. Lackawanna County has become a destination for heritage tourism and its residents have a greater sense of pride of place.

WHO ARE THE PARTNERS?

LHVA's major historic, cultural and educational partners include the Lackawanna Historical Society, Electric City Trolley Museum, Lackawanna Coal Mine Tour, Steamtown National Historic Site, Pennsylvania Anthracite Heritage Museum, Everhart Museum, Scranton Cultural Center, Lackawanna County

Convention and Visitors Bureau, Lackawanna County Library System, Lackawanna River Corridor Association, Scranton Tomorrow, Northeast Intermediate Unit #19 and the Center for Anti-Slavery Studies. More recently, LHVA has welcomed new partners, such as the Waverly Community House, Architectural Heritage Association, Lackawanna College, University of Scranton, Marywood University, Keystone College, Johnson College, Greater Scranton Chamber of Commerce, Pennsylvania Historical Museum Commission and Countryside Conservancy.

HOW DOES THIS WORK?

One of LHVA's most successful and productive ventures to date has been the Heritage Valley Roundtable. Each month, LHVA hosts a breakfast meeting for its key partners. Initially, the meeting was a way for the directors of different groups to gather in a collegial setting and exchange information. Over time, the Heritage Valley Roundtable



HERITAGE ROUNDTABLE

LACKAWANNA HERITAGE VALLEY AUTHORITY



has evolved into an active strategy session, geared toward achieving common goals and tackling shared challenges. LHVA facilitates the partnership, setting the agenda and focusing on areas of common interest. In recent months, LHVA has invited experts in different fields as well as members of the private sector, to meet with the group. One major initiative that emerged from the Heritage Valley Roundtable is the LHVA Ambassadors Tour. From May through October, LHVA staff members escort 20 individuals on a tour of Lackawanna County's historic and cultural sites. This requires the cooperation of site managers, who provide free admission, and site staff people, who guide the guests and interpret the sites. Designed originally for hospitality staff at local hotels, the tour now hosts special interest groups, governmental officials and community members from a wide variety of backgrounds. Since its inception, more than 600 Ambassadors have participated in the program.

WHERE DOES THIS FIT WITH THE GOALS?

The Heritage Valley Roundtable fits several of the goals outlined in the LHVA Management Action Plan. It "facilitates partnerships" on an ongoing basis; it "tells the Heritage Valley's story" in

an up close and personal fashion; and it "improves the visitor experience" by educating residents to become ambassadors for their communities. LHVA has had anecdotal reports of Ambassadors returning to tour sites with friends and family, especially out-of-town visitors. This word-of-mouth promotion brings additional visitors to the valley, thereby enhancing "the economic vitality of Heritage Valley communities."

HOW MUCH DOES THIS COST AND WHO PAYS?

The cost of the Heritage Valley Roundtable is approximately \$150 per month. LHVA facilitates the meeting and prepares a brief agenda. Expenses are covered by Community Involvement funds from the National Park Service (NPS) and the Pennsylvania Department of Conservation and Natural Resources (DCNR). Each Ambassadors program costs approximately \$88.79 per person. In 2007, 104 individuals participated in the program, with costs totaling \$9233.80 for the year. From May through October, staff members conduct tours with the assistance of an administrative staff member. In 2006, LHVA staff devoted 386 hours to six Ambassadors' programs, including the time of the Executive Director and the Director of Programs.

LHVA uses a combination of NPS and DCNR public involvement/marketing and events funds.

WHAT'S THE TIME FRAME?

The Heritage Valley Roundtable takes minimal

planning. The event occurs monthly and the meetings last from one-and-a-half to two hours. It has been active since 2003. Likewise, the Ambassadors tour is in its seventh year and continues to evolve. It is a day long event (8:30 a.m. until 4:30 p.m.) and it occurs several times a year. LHVA staff conduct the program for special groups.

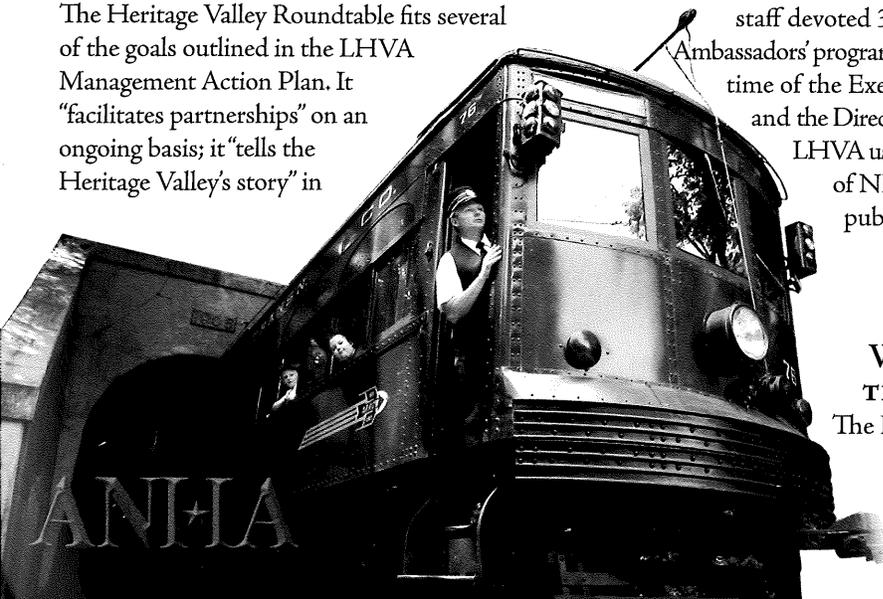
WHAT ARE THE OUTCOMES?

Attendance at the Heritage Valley Roundtable varies from 10 to 20 participants at each meeting. Sometimes there are representatives from 15 or more organizations. The programs and partnerships that have been developed as an outgrowth of the Heritage Valley Roundtable are numerous:

- + Ambassadors Tour
- + Pennsylvania's Northeast Treasures: A Guide to the Lackawanna Heritage Valley guidebook
- + Spring Symposium
- + Heritage Explorer Train
- + Trolley Bus Shuttle
- + Directional Rack Cards
- + Summer Heritage Passport Program
- + Brochure for Lackawanna County Convention and Visitors Bureau/LHVA

With over 600 alumni, the Ambassadors Program has been a great success. Virtually every Ambassador finishes the day-long program exhilarated and enthusiastic about what they have seen and learned. Participants include local residents as well as newcomers. Inevitably, they all make important discoveries and take away a new appreciation for the Lackawanna Heritage Valley's significance in the history of the nation. Each one becomes an LHVA Ambassador and contributes to the larger outcome: increased heritage tourism and economic development for the region.

(continued on page 31)



10 BEST

PRESERVING CRITICAL PHYSICAL RESOURCES



ANHA

Alliance
of National
Heritage
Areas

WHO'S DOING IT?

Rivers of Steel National Heritage Area (ROSNHA) is a 5,000-square-mile region in Southwestern Pennsylvania indelibly associated with the history of America's steel industry. Rivers of Steel is managed by the nonprofit Steel Industry Heritage Corporation.

WHAT ARE THEY DOING SO WELL?

ROSNHA is working to preserve four critical physical resources that embody the story of industry in Southwestern Pennsylvania: the Bost Building, Battle of Homestead site, Rankin Hot Metal Bridge and Carrie Furnaces. The sites were identified in Rivers of Steel's Management Plan as cornerstones for a proposed National Historic Site, centered on the region's heritage as the steel making capital of the world.

WHO ARE THE PARTNERS?

In addition to the National Park Service, ROSNHA's partners include Allegheny County, the Pennsylvania Department of Conservation and Natural Resources,

Pennsylvania Heritage Parks Program, Pennsylvania Historic and Museum Commission and the United States Department of Health and Human Services.

WHERE DOES THIS FIT WITH THE GOALS?

During the early planning stages for ROSNHA, it was clear that the Bost Building, Battle of Homestead site, Rankin Hot Metal Bridge and Carrie Furnaces represented critical resources for the National Heritage Area. Located in the heart of the region's "steel valley", the sites exemplify the age of "Big Steel." In addition, each special place embodies major interpretive themes present in the Heritage Area's Management Plan, including the struggles of the early union era and the region's massive industrialization and technological innovation.

HOW DOES THIS WORK?

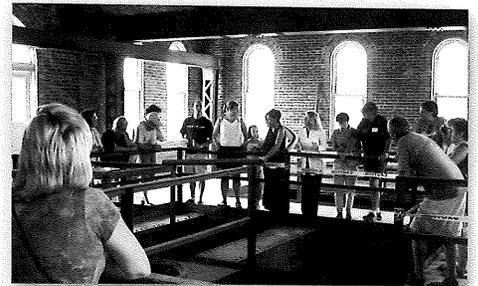
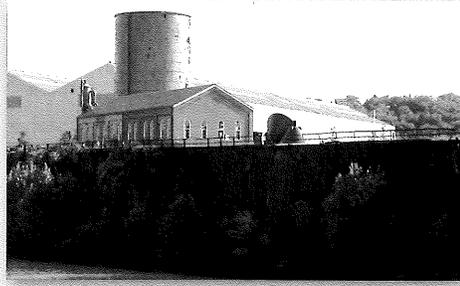
Rivers of Steel preserved the four critical resources by employing sound principles in historic preservation, building strong partnerships and remaining patient (though occasionally luck was a factor as well). For example, when ROSNHA staff

first discovered the historical significance of the Bost Building in the 1990s, it was lying vacant - an abandoned structure on Homestead's main street. Once known as the Columbia Hotel, the site served as headquarters for the Amalgamated Association of Iron and Steelworkers during an 1892 lockout and strike at the Homestead Steel Works, a turning point in American labor history. Once the Bost Building's story was revealed, it became a natural choice to fulfill one of Rivers of Steel's Management Plan objectives: the establishment of a visitor's center. Today, the building is home to the Steel Industry Heritage Corporation.

The preservation of the Rankin Hot Metal Bridge, on the other hand, was due to luck as much as ROSNHA's efforts. Owned by the Union Railroad, the Bridge had been unused since the closing of the Homestead Works. Union Railroad considered the structure a liability and wanted to divest its interest in the bridge. In 2000, Rivers of Steel reached an agreement with Union Railroad to purchase the bridge for \$1.00 as a transportation link between the Battle

HOMESTEAD WORKS NATIONAL HISTORIC SITE

RIVERS OF STEEL NATIONAL HERITAGE AREA



of Homestead site and Carrie Furnaces and as a key connector in the rail-trail system being developed between Pittsburgh and Washington, D.C.

In the cases of Carrie Furnaces and the Battle of Homestead site, the situation was complicated by outside ownership of the resources. River of Steel staff worked with partners to preserve the critical historic structures, which were slated for demolition and commercial development.

HOW MUCH DOES THIS COST AND WHO PAYS?

As a centerpiece of the Rivers of Steel National Heritage Area, the proposed National Historic Site would be an attraction of national significance and a catalyst for regional tourism and economic development. A market impact analysis of the National Historic Site has targeted business investment opportunities for more than a dozen direct and supporting private enterprises. With a public/private investment in the project estimated at \$56.5 million, projections indicate that annual visitation to the site will be more than 350,000, and approximately 400 jobs will be created. Overall, this development is expected to produce an economic impact of \$25 million per year.

WHAT'S THE TIME FRAME?

Efforts to preserve the four sites have been ongoing since 1990 and continue today.

WHAT ARE THE OUTCOMES?

With the preservation and development of

these four critical resources, ROSNHA has achieved its Management Plan objectives of interpreting the story of "Big Steel" and utilizing the region's resources for economic revitalization through tourism.

The Bost Building, Battle of Homestead site and Carrie Furnaces serve as stops on three separate ROSNHA tours. Specifically, the Bost Building now functions as a Visitor Center for the Heritage Area. In the last two years, more than 7,000 people have come through the facility for exhibits, programs and tours. The Battle of Homestead site is a major interpretive center and trailhead for the Steel Valley Trail. In partnership with Allegheny County, ROSNHA is offering tours of the Carrie Furnaces. Moreover, the Rankin Hot Metal Bridge will play a vital role in the reclamation of the 138-acre Carrie brownfield. The bridge will provide a much needed transportation link, bringing vibrance to the site. All told, the National Park Service is estimating that the proposed Homestead Works National Historic Site could attract more than 350,000 visitors annually.

There have also been intangible outcomes from the preservation of the four critical resources. The restoration of the Bost Building, ROSNHA's first major preservation effort, earned the organization respect and credibility with local community leaders and spurred opportunities with private partners. The project demonstrated how abandoned buildings, that might otherwise be tax burdens in their unimproved state, can become opportunities to stimulate economic development. The building's revitalization has changed

people's minds about the value of historic preservation in these communities. Exhibits at the Bost Building and Battle of Homestead sites have increased public awareness for Rivers of Steel, and the ROSNHA Tours offered at the various sites have resulted in media coverage and support for the development of a National Historic Site in the community.

WHAT ARE THE CHALLENGES?

Funding a historic preservation initiative can be difficult because there are so many worthy preservation projects across the country. There is also a temptation to try to save everything on behalf of national heritage. The challenge is to identify the most critical resources and then defend them to the utmost.

ANY ADVICE?

"Go to medical school!" says Augie Carlino, President and CEO of the Rivers of Steel National Heritage Area, "Heritage development is not easy." The success that Rivers of Steel has had in preserving critical physical resources did not happen overnight. "Sometimes it was like the television show Survivor...outwit, outlast, outplay."

WHERE DO I GET MORE INFO?

Augie Carlino
President and CEO
Rivers of Steel
National Heritage Area
412-464-4020
arcarlino@riversofsteel.com
www.riversofsteel.com



10 BEST PROMOTING THE RIVER AS A VALUABLE RESOURCE



WHO'S DOING IT?

The Schuylkill River National and State Heritage Area (SRHA) is a region encompassing the Schuylkill River watershed, stretching through five counties in eastern Pennsylvania. It is nationally significant for the role it played in the American, Industrial and Environmental Revolutions.

WHAT ARE THEY DOING SO WELL?

The Schuylkill River Sojourn is a seven-day, 113-mile, guided canoe/kayak trip held annually during the first week of June. Taking paddlers from the picturesque upper reaches of the Schuylkill River in Schuylkill County down to Center City Philadelphia, it is designed to enlighten both participants and the general public as they experience the river as a valuable historic, recreational and natural resource. Educational programs at campsites and lunch stops focus on a region's culture, history and natural environment.

WHO ARE THE PARTNERS?

The Sojourn is supported by over 60 partners up and down the river – including individuals, businesses and public and private organizations. They contribute food, entertainment,

educational programs and funding for each leg of the journey. Major sponsors include the Pennsylvania Department of Conservation and Natural Resources (DCNR), the American Canoe Association and the Pennsylvania Organization for Watersheds and Rivers (POWR). The American Philosophical Society also coordinated programming for the 2008 Sojourn.

HOW DOES THIS WORK?

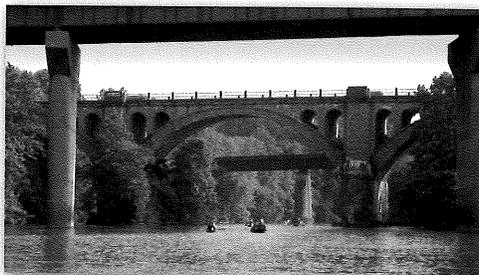
The Pennsylvania Department of Conservation and Natural Resources named the Schuylkill its River of the Year in 1999 and initiated the Schuylkill River Sojourn that year as part of the state's River Sojourn Program. The Schuylkill River Heritage Area took the project over the following year, recognizing that it fit well with the organizational mission and was unique to the area. The Schuylkill River Sojourn was modeled after other Pennsylvania River Sojourns, which were designed to teach people about a river's history and environment, as well as how the waterways can safely be navigated. All Pennsylvania River Sojourns are multi-day trips that allow people to participate for one

or more days, or the entire journey. Evening stops become community events with meals, entertainment and educational programs that are open to the public.

The first Schuylkill River Sojourn was mapped out in planning meetings that involved people familiar with the river and the region's history. These experts established access areas, lunch and water stops, evening campsites, areas of historical interest, and appropriate paddling distances; they also pinpointed hazards and determined safe methods to portage them. Specifically, Canoe Susquehanna was hired by the DCNR to provide safety officers in 1999 and continues to lead the Sojourn annually. Outfitters were hired to rent canoes and transport gear, and an evening shuttle service was provided to return sojourners to their cars. In addition, landing captains were identified at each stopping point. Ordinarily associated with nonprofit or governmental agencies, landing captains are responsible for preparing sites, arranging meals and programs and handling all logistical details. While personnel have changed over the years, landing captains continue to play an essential role in running the Sojourn.

SCHUYLKILL RIVER SOJOURN

SCHUYLKILL RIVER NATIONAL & STATE HERITAGE AREA



WHERE DOES THIS FIT WITH THE GOALS?

The Schuylkill River Heritage Area's management plan identifies five major goals: resource conservation, education, recreation, community revitalization and heritage tourism. The Sojourn contributes to each of these goals, allowing paddlers to appreciate the river's recreational value while educating them about nature, heritage and conservation. Moreover, the Sojourn has an economic impact on communities where it stops, as sojourners often patronize local businesses.

HOW MUCH DOES THIS COST AND WHO PAYS?

The 2007 Sojourn cost approximately \$40,000. A large portion of project costs is offset by registration fees – participants pay \$65 per day or \$390 per week. Another \$7,000 was provided by the DCNR, which has established a grant program managed by the Pennsylvania Organization for Watersheds and Rivers to support Pennsylvania River Sojourns. POWR also manages the event insurance, offered by the American Canoe Association at a group rate for all Pennsylvania River Sojourns. Sponsors supply another stream of funding. In 2007, for example, Pennsylvania American Water donated \$1,500 in addition to the use of a water buffalo that provided drinking water to sojourners. Meals are a primary expense. While they are organized by various nonprofits, the SRHA covers the cost on a per-person basis (\$6 for

breakfast, \$10 for lunch and \$12 for dinner), in accordance with the DCNR Sojourn model. Nonprofit meal providers are encouraged to use the Sojourn as a fundraiser – if they find a sponsor to donate the meals, the money provided by the SRHA can go into the nonprofit's coffers. All SRHA staff time is donated in-kind, and the SRHA contributes funding to the overall costs.

WHAT'S THE TIME FRAME?

The event lasts seven days, but planning is a year-long process that can begin before the last Sojourn ends. It has been ongoing for nine years and the SRHA plans to continue it annually into the foreseeable future.

WHAT ARE THE OUTCOMES?

Participation has built up gradually over the years, hitting a record breaking 250 registrants in 2007. Paddlers were surveyed after each Sojourn. In 2007, more than half of participants said they'd learned something about the river and/or river communities. Eighteen participants (9%) made specific comments noting a more personal connection to the river or a greater appreciation for it. Word has spread: since 1999, people have traveled from 11 different states to take part in the event. The Sojourn also has attracted new participants. In 2005, 49% percent of survey respondents had never participated in a river Sojourn before; moreover, 82% of participants were very satisfied with the experience. The same 2005 survey determined that sojourners spent

almost \$19,000 on supplies for their trip and \$37,000 for amenities related to the event. In recognition of the project's success, the Greater Philadelphia Marketing and Tourism Corporation identified the Schuylkill River Sojourn as a leveraged marketing opportunity in their Think Outside! Marketing Plan. Though the benefit to participants seems clear, it is difficult to calculate the impact of the Sojourn on the general public. Evening programs are open to the public and regularly draw local residents, and photos and articles related to the event appear in newspapers across the region, encouraging the public to view the Schuylkill River as a recreational resource. Also, as a result of the Sojourn, the SRHA has developed and published several Schuylkill River Water Trail maps and guides to promote paddling throughout the year. Another noteworthy outcome is the addition of new partners each year. In 2008, the Philadelphia-based American Philosophical Society – a 250-year-old organization dedicated to promoting useful knowledge in the sciences and humanities, and perhaps best known for educating Lewis and Clark prior to their expedition – organized programming for the 10th Annual Schuylkill River Sojourn.

WHAT ARE THE CHALLENGES?

The greatest challenge of operating a river Sojourn is dealing with a resource that cannot be controlled. The river is subject to

(continued on page 31)



ANHA

10 BEST

TOURISM MARKETING



ANHA

Alliance
of National
Heritage
Areas

WHO'S DOING IT?

Created by Congress in 1996, the Shenandoah Valley Battlefields National Historic District encompasses eight counties and four cities in the Shenandoah Valley of Virginia. Legislation authorizes federal funding for the protection of ten battlefields in the National Historic District. The Shenandoah Valley Battlefields Foundation serves as the nonprofit manager of the National Historic District, partnering with local, regional and national organizations and governments to preserve the Shenandoah Valley's Civil War battlefields and interpret and promote the Valley's Civil War story for the region and the nation.

WHAT ARE THEY DOING SO WELL?

The Battlefields Foundation is sponsoring the development of a tourism marketing plan for the National Historic District. The plan is a blueprint for how partners throughout the Valley will coordinate their efforts to promote the region – particularly its Civil War story – as a visitor destination to maximize the District's economic impact.

WHO ARE THE PARTNERS?

The partners for the project are numerous and varied, ranging from the Battlefields Foundation itself to regional, state and local tourism offices, as well as attractions, historic sites and organizations focused on hospitality (hotels, motels, bed & breakfasts, restaurants, etc).

HOW DOES THIS WORK?

The District-wide tourism marketing plan project is managed by a small steering committee of Battlefields Foundation staff and tourism partners. In the summer of 2006, the Foundation issued a request for proposals to develop the plan and in the fall, the steering committee selected the Heritage Tourism Program at the National Trust for Historic Preservation as its consultant. By November, the consultant team was conducting its market research and an extensive round of partner and stakeholder interviews throughout the Valley and in Richmond, Va. The team spent the winter assembling its research data and interview information in an effort to both assess

current marketing activities and begin outlining broad recommendations for the marketing plan.

In March, the Battlefields Foundation and National Trust staff hosted a regional meeting of more than 50 stakeholders to review the consultants' findings, market research and initial marketing recommendations. Responses and input from that meeting shaped the draft plan, which was reviewed in detail by the steering committee in July 2007. With comments from the steering committee included, the final plan will be submitted to the Battlefields Foundation's Board of Trustees for approval at its September meeting.

WHERE DOES THIS FIT WITH THE GOALS?

Work in the National Historic District is guided by both a management plan and an implementation plan, which serves as a "workbook" for the management plan. Together, the plans serve as a guide for the Battlefields Foundation as it develops its tourism marketing approach for the

TOURISM MARKETING PLAN

SHENANDOAH VALLEY BATTLEFIELDS NATIONAL HISTORIC DISTRICT



District. The plans are also used to ensure coordination among partners as they aim to maximize the plan's economic impact.

HOW MUCH DOES THIS COST AND WHO PAYS?

In its 2005 session, the Virginia General Assembly appropriated a grant of \$140,000 for the creation of a marketing plan for the National Historic District. The grant, which is administered by the Virginia Department of Historic Resources (VDHR), requires a one-to-one match, which was assembled from in-kind services, private contributions and grants. This funding package is expected to cover not only the cost of the plan but also partial implementation of several initial projects discussed in the plan, such as a modest but comprehensive visitor guide to the National Historic District, as well as website improvements.

WHAT'S THE TIME FRAME?

From the release of the initial RFP in June 2006 to final approval of the plan by the Foundation's Board of Trustees in September 2007, the planning process spanned 15 months.

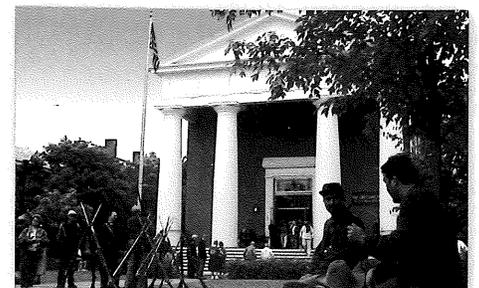
WHAT ARE THE OUTCOMES?

The outcomes of this project can be divided into two categories: those that resulted from the planning process itself and those that resulted from plan implementation. The planning process – which involved a great deal of collaboration with partners – resulted in a deeper awareness among partners of the role and potential impact of the National Historic District. In addition, the market survey work conducted for the plan represented the first comprehensive market research done in the Shenandoah



Valley in recent memory. The research will be used by tourism partners in the region and the state for years to come.

It is hoped that the long-term outcome of the marketing plan will be a positive economic impact on the Shenandoah Valley. The project's success will depend on the level to which partners engage in various cooperative activities. Certainly the initial projects – providing comprehensive printed and electronic guides to the Valley's Civil War sites – will make it easier for visitors to explore the region's history, encouraging them to stay longer. Additional activities – such as the creation of a media area for travel writers on the District's website and a program to foster enhancements of existing Civil War attractions – should also ensure that the Valley garners increased attention as an even more desirable visitor destination.



WHAT ARE THE CHALLENGES?

The Battlefields Foundation has been building partnerships with the Valley's tourism offices and Civil War sites since its inception seven years ago. The marketing plan was developed as a result of these solid relationships and, in fact, served to strengthen them. Bringing partners to the planning table was facilitated by the Foundation's earlier work. By the time the Foundation undertook the project – and certainly by the end of the planning process – most of the partners understood that it was more than a plan for the Foundation; it was a plan for everyone.

Funds for the plan – often scarce in projects such as these – came through a grant from the Virginia General Assembly, which was the result of the Foundation's strong working relationship with the District's legislative delegation.

A bigger challenge going forward will be the implementation of numerous recommendations in the plan. Future success will depend on the commitment of partners to engage in the marketing activities articulated in the plan.

Any Advice?

Partners, partners, partners: As the success of this plan – both in its development as well as its implementation – depends entirely on the engagement of partners, strong working relationships are crucial. From serving on the steering committee to providing input and direction for the plan's recommendations, to ultimate implementation, this effort would not have been possible without partners. Building those relationships took some time and the success of a number of smaller projects paved the way for this much larger effort.

(continued on page 32)



10 BEST CRAFTING A CULTURE OF STEWARDSHIP



WHO'S DOING IT?

The Tennessee Civil War National Heritage Area (TCWNHA) tells the whole story of America's greatest challenge, 1860-1875, through sites and resources across the state. The Heritage Area's goal is to preserve, promote, enhance and interpret the state's Civil War and Reconstruction sites and stories, and use its resources to build educational, tourism and recreational opportunities.

WHAT ARE THEY DOING SO WELL?

Promoting the stewardship of historic resources can both build community identity and encourage economic development. The Doe Creek School and Cemetery Restoration Project is an example of community stewardship in action. The initiative began in 2006 when a state representative asked the Tennessee Civil War National Heritage Area to assist Scott's Hill, a small crossroads community in West Tennessee. The town possessed one of the state's last remaining one-room

log schoolhouses, but in recent years the structure had fallen into serious disrepair. The Reconstruction-era building had served county children for close to a hundred years (from the 1860's to the 1950's) and remained a well-known local landmark despite its deteriorating state.

In response to the request, the TCWNHA partnered with residents to document and preserve the important site. Heritage Area staff conducted a structural analysis, researched the school's rich history and developed a restoration plan. Over the course of a year, the community and the TCWNHA worked together to raise sufficient funds to restore the school. The leadership and services provided by the TCWNHA acted as a foundation for alumni and residents seeking to save the schoolhouse. The Heritage Area's recommendations also added credibility to the project, generating additional recognition and support among local government officials.

In July 2007, the fully restored schoolhouse

was dedicated before a crowd of over 500 attendees. The assembly included school alumni, residents, local and state elected officials, two state university presidents and a group of federal judges.

WHO ARE THE PARTNERS?

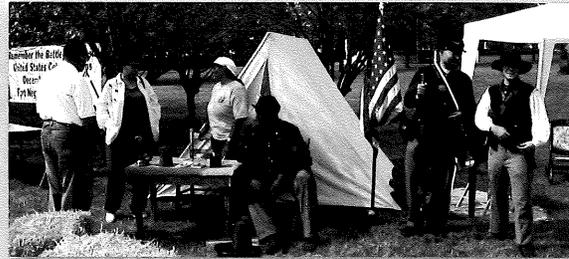
Partners in the Doe Creek School and Cemetery Restoration Project included the Doe Creek Restoration Committee, local businesses, local and state elected officials, residents and school alumni.

HOW DOES THIS WORK?

The initial site visit to Doe Creek by TCWNHA staff took place in July 2006. The second research trip attracted 75 attendees, including the county mayor and alumni, who both shared first-hand stories about the school. The TCWNHA next offered to complete a historic structure analysis and restoration plan free of charge through the Professional Services and Outreach Program. The TCWNHA's strategy was to provide the community

THE DOE CREEK SCHOOL AND CEMETERY RESTORATION PROJECT

TENNESSEE CIVIL WAR NATIONAL HERITAGE AREA



with preservation tools to take to government agencies and nonprofit groups that would support the restoration.

Heritage Area staff conducted additional site visits to document the structure's condition, research its history and determine the best and most cost-effective restoration options. Final reports were completed and presented to the Doe Creek Restoration Committee and local officials in October 2006.

Follow-up meetings occurred throughout the winter and spring to provide restoration guidance, media outreach assistance and construction oversight.

WHERE DOES THIS FIT WITH THE GOALS?

The TCWNHA provides leadership and direction to communities seeking to become good stewards of their historical and cultural resources. The Heritage Area helps local residents identify and promote their history, empowering them to become advocates for their own stories and resources. This project furthered the TCWNHA's mission by preserving a rare Reconstruction-era resource, raising awareness of the community's history, inspiring residents to become stewards and advocates of their historic assets and developing public-private partnerships, which allowed the community to complete an extensive project in a short period of time.

HOW MUCH DOES IT COST AND WHO PAYS?

Estimated external investment from the community, including in-kind labor and donations from 190 residents, organizations and businesses, totaled approximately \$100,000. Volunteer laborers assisted with restoration, and the Restoration Committee received donations from two local sawmills, a lumber company and farm and supply stores. Residents and businesses donated funds, as well as food for fundraisers. And local media, including newspaper, television and radio outlets, provided assistance with publicity and project visibility. Most of the TCWNHA's contributions came from staff time for research, structural evaluation and action plan development, totaling approximately 200 hours at a value of approximately \$10,000. Additional costs for travel and materials accounted for approximately \$2,500.

WHAT'S THE TIME FRAME?

The TCWNHA's initial site visit took place in July 2006. The final historic structural analysis report, site plan and recommendations were delivered to the Restoration Committee and local officials in October 2006. The school's renovation and dedication ceremony were completed in July 2007.

WHAT ARE THE OUTCOMES?

Residents, officials and alumni have become enthusiastic participants and supporters of the Doe Creek School Restoration Project. The community has truly realized the school's importance, both in terms of historic value and its role as a community landmark. With the TCWNHA's leadership providing a framework, residents and alumni recognized their ability to organize support, raise funds and complete a challenging project. The town now has an outstanding community resource for educational opportunities, meetings and outdoor events, and the confidence to pursue additional projects.

Over 500 participants attended the Doe Creek School Restoration Ceremony. This turnout is tremendous for a rural West Tennessee county with a population of less than 30,000. The town of Scott's Hill, where the school stands, has a population of less than 1,000.

The school is now fully restored. The TCWNHA plans to build upon this successful project, partnering with the community to develop more interpretational materials. Additional benefits to the TCWNHA include increased visibility, additional credibility with West Tennessee elected officials and a strong foundation for new projects within the region.

(continued on page 32)



International Partnership Tells Story of Carolina— Barbados Connection

The same wind that blows through Barbados blows through South Carolina. Passing through the balustrade verandas of handsome Barbadian homes, the tropical gusts continue across the sunlit Caribbean for 2,000 miles to the Carolina coast, connecting the two lands like an invisible lifeline. Insofar as Charleston is the daughter of Barbados, in many ways it is a spitting image.

These similarities between Barbados and South Carolina are the focus of a traveling art and history exhibit jointly sponsored by the South Carolina National Heritage Corridor and the Barbados Ministry of Tourism. Highlighting the international connection in a new and innovative way, the exhibit marks the first time that a congressionally designated National Heritage Area has pushed beyond its borders to partner with another country in a project of this magnitude. In doing so, the residents of both South Carolina and Barbados are afforded a more complete understanding of their cultural connections while also benefitting from the positive economic impact attached to such an awareness.

Recognizing Heritage: Historical and Cultural Links

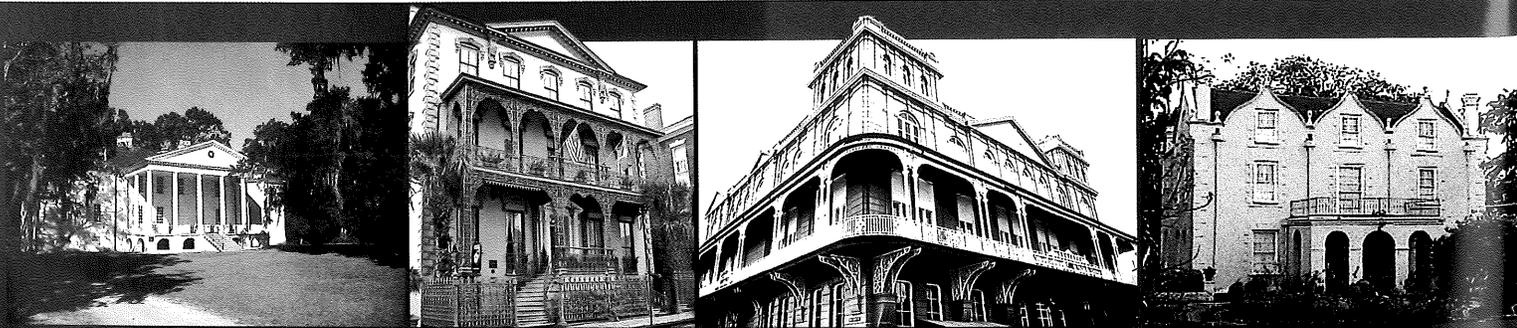
Rhoda Green, recently appointed as an Honorary Counsel for Barbados in South Carolina, claims that Charleston's resemblance to her home country was among the reasons she moved there. "When I first came to Charleston," she explained, "I was struck by the number of aspects that reminded me of Barbados: the parish churches, the names of people, the architecture. It was so much like where I grew up."

The shared history of South Carolina and Barbados can be traced back more than three centuries, when Barbados, in a sense, gave birth to the new colony. In 1670, a group of planters and slaves set sail from Speightstown in the Barbadian parish of St. Peter and landed at Albemarle Point on South Carolina's Ashley River, establishing Charles Towne on behalf of England. Within a matter of three years, more than half of the white settlers and enslaved Africans arriving in the new settlement came from Barbados.

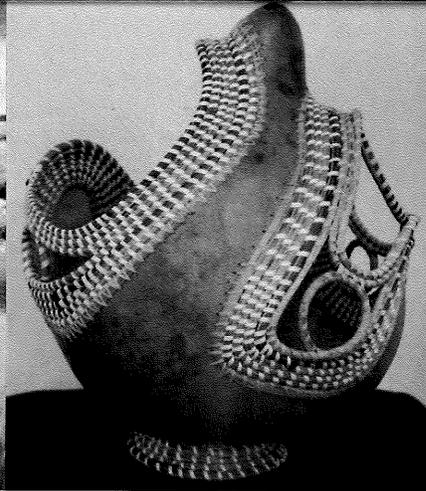


They brought with them a colonial model that shaped the social and economic future of South Carolina for centuries to come. The most notable Barbadian import was the plantation system, which provided for the sustainability of the colony and eventually made it the wealthiest of England's colonies in America. The political influence of the Barbadians is evidenced in South Carolina's government structure as well. Seven of the first 21 governors were either Barbadian or had Barbadian ties. Moreover, the names of many of the wealthy Barbadian émigrés – Drayton, Middleton, Yeamans and Gibbes – continue to populate the Carolina coast today.

Likewise, the Caribbean influence on Carolinian architecture and city layout is still evident. Charleston, for example, was designed in a similar fashion to Bridgetown in Barbados, with broad central avenues and well-ordered residential and commercial blocks. The single-house model that is so common in Charleston



"I was struck by the number of aspects that reminded me of Barbados: the parish churches, the names of people, the architecture.



was adopted from the Barbadian long, narrow homes with gables on one side to catch the breeze on hot days. The colorful pastel palette that gives Charleston its muted rainbow look is another Caribbean inheritance.

“Every strand of the social fabric of the Carolinas has some sort of genesis in Barbados,” said Green. “I remember hearing for the first time the Gullah dialect [in Charleston] and realizing how, in many regards, it is so similar to the Bajan dialect of the Barbadians – the syntax, the way they form their sentences. It’s very easy to see the commonalities.”

Highlighting Heritage: Mobilization and Collaboration

Attempting to promote the cultural connection, a group called the Carolina Caribbean Association, headed by Green, led the movement for the “twinning” ceremonies of Charleston and Speightstown in 1997. Though this effort began a dialogue that has gained momentum over the years, the connection has existed largely outside the collective consciousness.

But when the Charles Towne Landing State Historic Site (an official Discovery Site of the South Carolina National Heritage Corridor) recently began to build its interpretive center and focus on the state’s connection to Barbados, Michelle McCollum, Executive Director of the Corridor, took note. “The connection is obviously there, but it’s not a part of our history that is commonly known,” she said. “The more I thought about it, the more I realized that this project was something that the Corridor could and should take on.”

Bound at one end by the Blue Ridge Mountains and at the other by the port of Charleston, the S.C. National Heritage Corridor includes historic, cultural and natural resources that tell the story of the state’s centuries-long evolution and culture, which has been undeniably influenced by Barbados. “This partnership between the Corridor and Barbados



is a way for us not only to preserve and promote our connected past,” said McCollum. “It is a partnership that also has the potential to economically benefit both areas.”

In preparation for a seminal event, corridor officials and representatives from the Barbados Ministry of Tourism exchanged visits and held countless conference calls. It was decided that instead of a single-site exhibit, the project should be a traveling, juried art show, comprised of pieces from both South Carolinian and Barbadian artists, on display throughout the Corridor as well as in Barbados.

An Innovative Approach: The Art Exhibit

To begin the art selection process, work was solicited in five different categories: architecture, agriculture, West African influence, arts and maritime. The submissions varied from paintings of sugarcane farms to photographs of tropical plants and pottery featuring ocean-like details.

Marcelo Novo, a Columbia, S.C.–based artist with Latin American roots, chose to represent the voyage from Barbados to Charleston in three separate multi-media pieces; one of his works, called “Journey,” depicts a map of coastal South Carolina on one side and a collage of Barbadian stamps on the other, with the figure of a ship traveling northwest toward the Carolinas. The exhibit also included a series of historical panels that outlines the conjoining histories of South Carolina and Barbados as well as the shared traditions of the two lands.

According to McCollum, the exhibit – melding history and different forms of art – offers “a way for people to emotionally make the connection.” Through artwork, musical performances, theatrical performances and foodways demonstrations – held in conjunction with the art exhibit in each participating community – participants can see, touch, hear and taste the cultural linkages. For many, the exhibit “creates an ‘ah-ha’ moment when they come to (continued on page 27)

understand that many things woven into our southern culture are actually part of Barbadian fabric.”

Looking Ahead: The Heritage Development Symposium

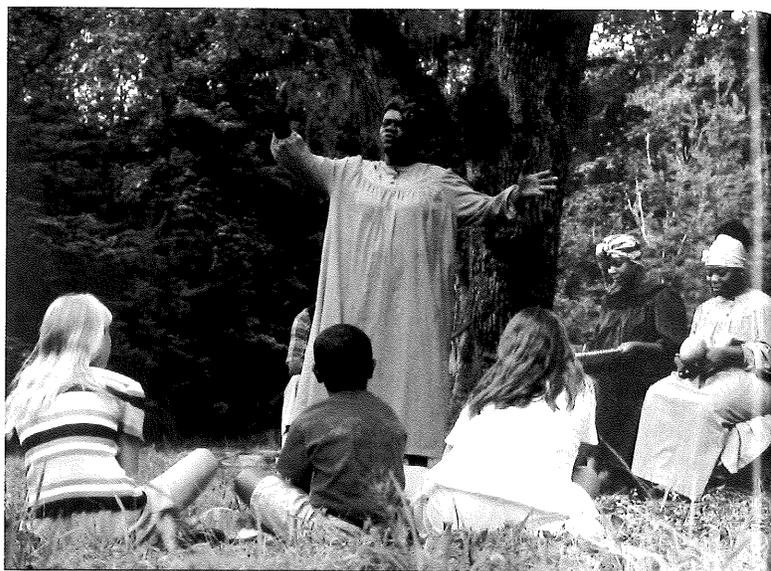
Another facet of the partnership was the idea of an International Heritage Development Symposium, planned for October 2008, which will bring together parties from South Carolina and Barbados to reinforce the international connection.

McCollum explained, “We didn’t want to do a traditional exhibit that was forgotten as soon as the artwork was packed away. We wanted an added ‘oomph’ that would make it something special and create an economic impact. That’s where the idea of taking the exhibit to Barbados and having the symposium came from.”

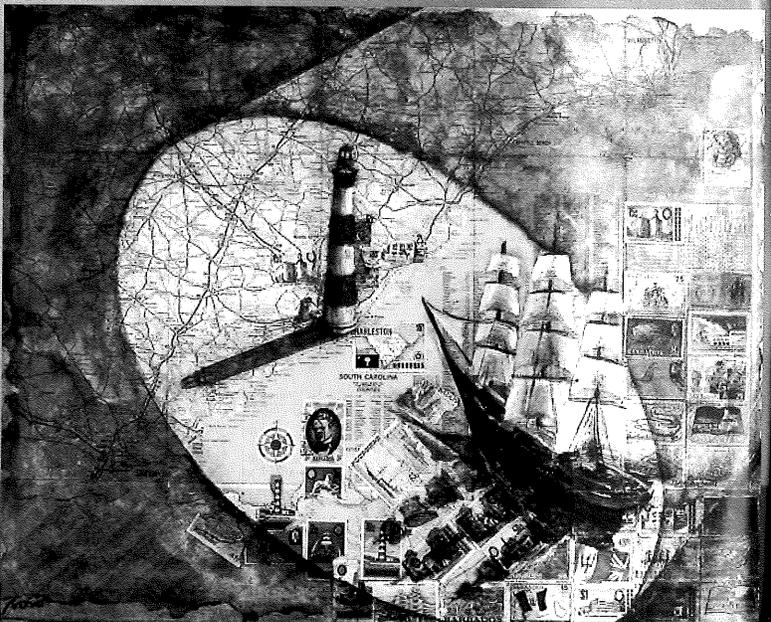
The Symposium will provide a forum for scholars, tourism officials and other interested individuals to network and further discuss the shared traditions. Workshops highlighting agriculture/horticulture, West African influences, historic sites, genealogy and nature-based tourism will be led by teams of experts in the respective fields.

More than anything, it will be a chance to mobilize around the cross-promotion of South Carolina and Barbados. “We’re seeking to make South Carolina the American destination of choice and Barbados the Caribbean destination of choice for European travelers,” said McCollum. “We’re making it work for both of us with the end result of this project being a five-year international marketing campaign.”

The international aspect of the partnership is path-breaking and will serve as an ideal model for other heritage areas interested in reaching beyond national borders. “The South Carolina National Heritage Corridor has really grown not only programmatically but also geographically by stepping outside of our comfort zone and reaching out to a different country,” said McCollum. “If one truly wants to experience the South Carolina National Heritage Corridor, the journey starts in Barbados. It’s exciting. We saw an opportunity and we are making it happen.”



For more information on the connection between Barbados and South Carolina, visit Charles Towne Landing State Historic Site, or www.sc-heritagecorridor.org. For additional information for the trip bound for the island of Barbados, email Elizabeth Harm at eharm@scprt.com to be added to the distribution list.

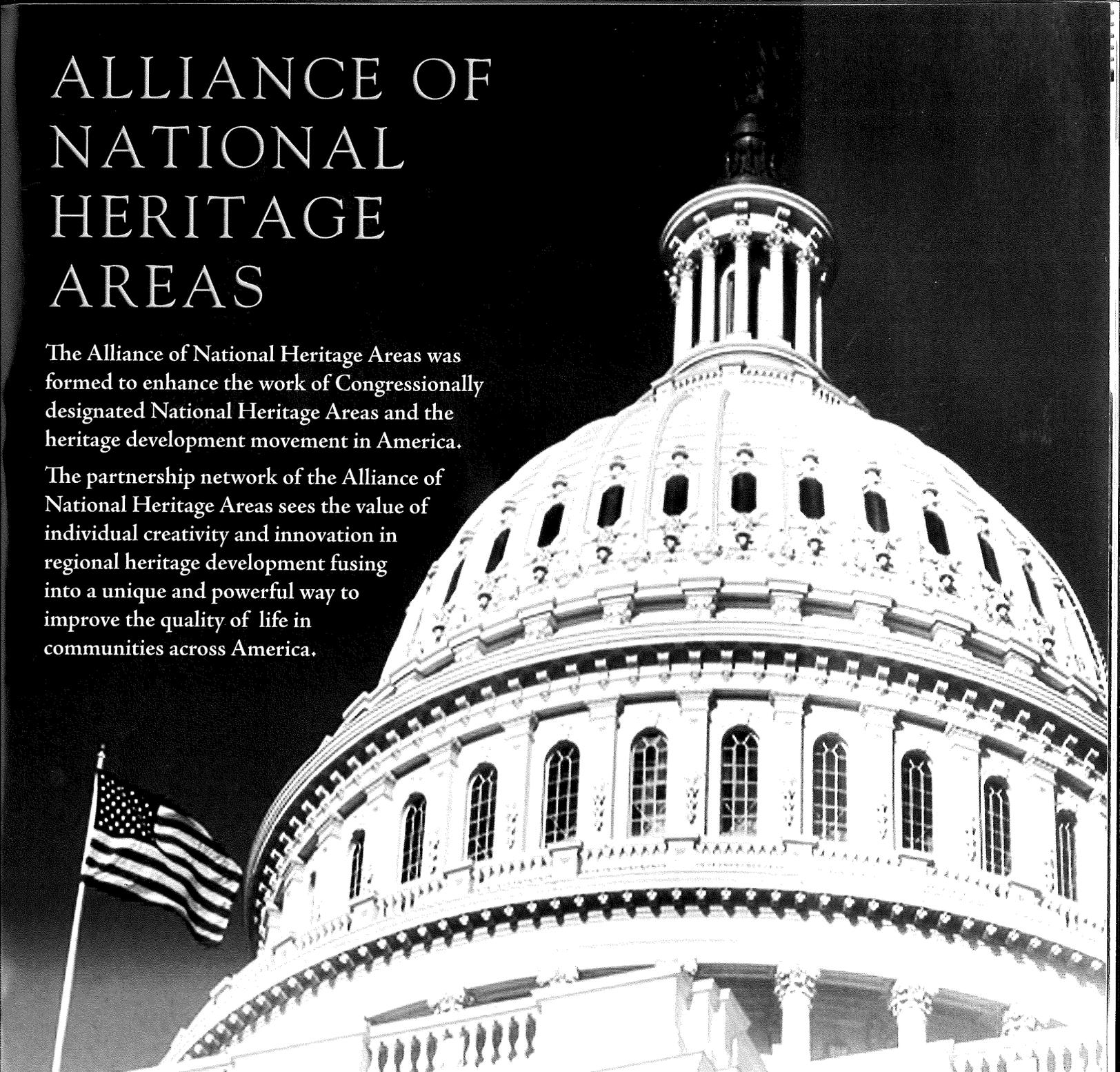


“If one truly wants to experience the South Carolina National Heritage Corridor, the journey starts in Barbados.”

ALLIANCE OF NATIONAL HERITAGE AREAS

The Alliance of National Heritage Areas was formed to enhance the work of Congressionally designated National Heritage Areas and the heritage development movement in America.

The partnership network of the Alliance of National Heritage Areas sees the value of individual creativity and innovation in regional heritage development fusing into a unique and powerful way to improve the quality of life in communities across America.



ANHA Membership Enrollment Form

Name: _____ Title: _____

Organization/Company: _____

Address: _____

Phone: _____ E-mail: _____

Membership Level (check one): Full or Associate (Designated National Heritage Areas Only) Partner (\$500)

The Alliance of National Heritage Areas is a 501 (c) (6) trade association.

Please make check payable to: Alliance of National Heritage Areas

Mail to: Alliance of National Heritage Areas, 1101 30th Street NW Suite 500, Washington, D.C. 20007

www.nationalheritageareas.org

HERITAGE DEVELOPMENT INSTITUTE: ADVANCING PROFESSIONAL DEVELOPMENT IN THE FIELD

A great deal of success has been achieved in the field of heritage development over the past 20 years. But these innovations would be lost without a central network of knowledgeable professionals. As the Alliance of National Heritage Areas (ANHA) encapsulates and communicates paths to success in a number of significant ways, its non-profit affiliate Heritage Development Partnership, Inc. (HDP) continues to expand the Heritage Development Institute (HDI) as a critical interface between experienced professionals and individuals new to the field. By providing workshops across the country, HDI meets the needs of the professional heritage development community and promotes its vision of creative community enhancement through partnerships.

John W. Cosgrove, Executive Director of the ANHA, is also a faculty member of the Institute. "The Heritage Development Institute is designed for organizations that want to adopt heritage development as a method of improving the quality of life in their region," said Mr. Cosgrove.

HDI EARLY FOUNDATIONS: HERITAGE DEVELOPMENT EDUCATION

With its founding in 1997, The Alliance of National Heritage Areas played a crucial role in information sharing and its leadership began to recognize expertise in the field. As the field of heritage development continued to grow, these experts became key sources of information.

The HDI became an integral part of the heritage development community dialogue with its inception in 2001, and in 2005, ANHA created the Heritage Development Partnership (HDP) to serve the needs of a wider range of participants. Now HDP is dedicated to advancing the HDI, assisting with training initiatives and providing membership discounts at HDI workshops as well as access to an expansive network of heritage development practitioners.

Today the central goals of HDI are:

- To increase the skill level in the areas of governance, management, and service delivery by professional heritage development staff and partners
- To expose heritage development professional staff and partners to innovative, creative and pertinent best practices in the industry
- To foster organizational excellence and to more positively impact the heritage development entity's capacity to meet its mission
- To provide the opportunities for professional heritage development staff and partners to engage in peer exchanges with other experts, practitioners, and facilitators

HOW IT WORKS

Heritage Development Institute workshops are conducted in regions across the country where individuals and organizations are committed to this successful model of conservation and preservation of an area's heritage assets. During each Institute, skilled professionals in the field conduct workshops of different levels, from Basic to Advanced. These workshops are designed to assist those who are seeking the best information about the organization, management, education, marketing and successful practices of heritage development.

HDI emphasizes interactivity and comfortable settings in its workshops. All participants receive a workbook with extensive supporting information and publications about the topics of the meeting. HDI workshops typically contain 2-3 morning sessions, a working lunch – where participants have the opportunity to ask questions about heritage development in their regions and network with other professionals – and 2-3 afternoon sessions.

Primary topics include:

- Why Heritage Areas and Heritage Development?
- Building Capacity for Heritage Development
- Interpretation and Education in Heritage Areas
- Conservation Stewardship in Heritage Areas
- The Federal Role in National Heritage Areas
- How the ANHA Supports Heritage Development
- Telling the Story
- Principles of Partnerships
- Resource Conservation through Partnerships



ANHA
★
HDI



According to participants who have benefitted from the HDI over the years, perhaps the best quality of the Institute is the accessibility of frontline practitioners.

"Heritage professionals are very fortunate because many of the early pioneers are still very active and in leadership roles," Mr. Cosgrove said. "That activity extends to HDI faculty."

GREATER IMPORTANCE WITH A GREATER DEMAND

HDP continues to promote the Institute and also respond to the ever increasing demand for information about heritage development. "We're far more successful today at capturing the successes and best practices of the heritage development model," said Mr. Cosgrove. "The Institute is attracting greater notice."

In 2001, the earliest workshops drew 20-25 participants. They now ideally designed to accommodate between 40 and 50 individuals, though the number of participants has reached as high as 70.

According to Mr. Cosgrove, organizations benefitting most from the HDI are community-based entities, with leadership that has a broader and more ambitious vision for the community and can see beyond typical geographical, cultural and political boundaries. Once equipped with the knowledge communicated through the HDI, these leaders can engage other individuals, businesses and nonprofit organizations.

"Organizations that adopt this model can now point to palpable successes as opposed to pursuing a nebulous concept," said Mr. Cosgrove. "They are looking at heritage development as an effective model because it's been shown that the model works."

Whereas participants sometimes arrive at the Institute with a vague notion of National Heritage Areas, heritage development and implementation strategies, they leave with physical resources, hard data and first-hand knowledge of past experiences, challenges and successes.

CASES IN POINT: HDI AND ORGANIZATIONAL SUCCESS

Through its workshops and forums, the Heritage Development Institute has provided critical informational resources in many regions across the country, from Augusta, Georgia to Portland, Oregon. One recent highlight is the HDI coordinated by the

Black Belt Heritage Area Task Force at the University of West Alabama.

The Black Belt is a 19-county region of Alabama with a unique combination of nature and history, and the Black Belt Task Force is a group of local representatives in the process of acquiring National Heritage Area status for the region. Last year, the Black Belt Heritage Area Task Force received a grant to host an HDI, and its success prompted the organization to welcome a second Institute this year – for both newcomers and alumni.

The 2007 Institute was well received. The Task Force exceeded their goal of 35 participants with 45 and collected favorable evaluations from all respondents.

"HDI was a wonderful way to gather a lot of information in a small amount of time," said Dr. Tina Jones, Director of the Center for Study of the Black Belt, at the University of West Alabama. "Armed with notebooks and other resources, the participants felt like they were part of a larger movement, like they were not alone."

Attendees included staff from partner organizations that compose the Task Force, which are crucial to the region's designation as a National Heritage Area, such as the County Commissioner's Office, the National Park Service and local museums. The Task Force's HDI approach has an added bonus: the Institute is not only a forum for learning but the venue in which valuable partnerships are made. Also, the Institute's expert faculty can help to address issues specific to the region and its organizations.

"It's a wonderful resource," said Dr. Jones. "The Institute is such a help for organizations within the Task Force. Everyone is so welcoming."

HDI AND PARTNERSHIPS

Though Heritage Development Institutes may differ slightly depending on the venue and audience, each is operated at a reasonable cost thanks to the coordination of the ANHA and HDP, as well as the generous time volunteered by National Heritage Area leaders on the HDI faculty. Workshops are offered for nominal participant tuition, but as the HDI becomes better known, there are greater sources of support that can help to subsidize the Institute and pay for participant tuition. PPL Corporation, for example, has provided critical financial resources to Pennsylvania-based National Heritage Areas, as well as to ANHA and HDP in their HDI efforts.



ANHA and HDP look forward to future partnerships with their Heritage Development Institutes. Questions regarding the Heritage Development Institute should be addressed to the:

Alliance of National Heritage Areas
1101 30th Street, NW,
Suite 500
Washington, D.C. 20007
202.625.4393

CANE RIVER (continued from page 7)

WHAT ARE THE CHALLENGES?

In order to ensure that all voices are included in the conservation and interpretation of cultural heritage, time, patience and persistence are needed. Topics such as slavery and the Jim Crow policy of segregation are not easy to discuss, especially if family members have lived through these experiences. This is true regardless of cultural background, for those whose ancestors were plantation owners or slaves. One of the greatest challenges to date has been getting people to talk about difficult histories, especially in a place where such topics were seen as unmentionable in order to avoid racial or social strife. To overcome this challenge, CRNHA has worked persistently and patiently on projects aimed at bringing diverse groups together. Such initiatives are successful when people gather thoughtfully and respectfully, with flexibility and a focus on their shared goals.

ANY ADVICE?

Another National Heritage Area colleague once stated that a partnership is only as strong as the most recent evidence that

trust has been earned. Keeping this edict in mind, CRNHA makes every effort to continually earn and keep the trust of the cultural groups whose stories and traditions are being shared with others. In the Cultural Conservation Initiative, CRNHA's role is facilitator. The stories and traditions belong to the people in this region, and the organizational role is to help them document and interpret what they feel should be shared.

WHERE DO I GET MORE INFO?

Cynthia Sutton, *Executive Director*
Cane River National
Heritage Area Commission
318.356.5555
info@caneriverheritage.org
www.caneriverheritage.org and
www.nps.gov/crha



HUDSON RIVER VALLEY

(continued from page 13)

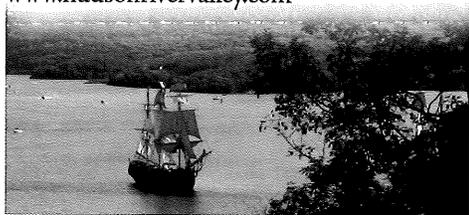
respect to signage. After focusing a great deal of attention on this task, the HRVNHA was required to receive an official interpretation of the FWHA's "Manual on Uniform Traffic Control Devices" with respect to gateway signs for Heritage Areas.

ANY ADVICE?

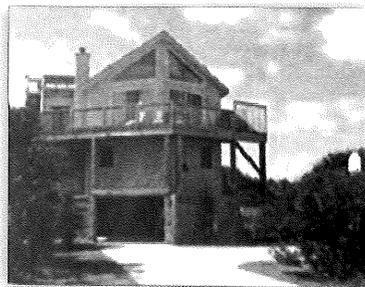
Other Heritage Areas may find the FWHA's determination important in dealing with state Department of Transportations. Please see the attached link for more information: http://mutcd.fhwa.dot.gov/resources/interpretations/2_569.htm

WHERE DO I GET MORE INFO?

Mark Castiglione, *Acting Executive Director*
Hudson River Valley National Heritage Area
(518) 473-3835
hrvg@hudsongreenway.state.ny.us
www.hudsonrivervalley.com



MOONBEAM



Outer Banks, NC
Vacation Rental
Private Pool & Hot Tub
4 Bedrooms, 3 Baths
Sleeps 10
Great Ocean and Sound
Views
Only Steps from the
Beach!

Contact us at: 412-999-3678

POINT

HERITAGE
DEVELOPMENT
CONSULTING

809 Whitfield Drive Natchitoches, LA 71457
(318) 332-5108 Nancy_Morgan@pointhdc.com

Nancy I. M. Morgan, Ph.D.

Pennsylvania Oil
Heritage Region
and its surrounding
communities
Welcome!

1859 2009

Celebrating the Story-
Progress from Petroleum

THIS BUILDING DESIGNED BY
JAMES CORNELL SEBASTIAN
CONSTRUCTION 1859-1860
BUILDING COMPLETED 1861-1862

In 2009, we're celebrating 150 years, and you're invited!

Oil Region Alliance
BUSINESS, INDUSTRY AND TOURISM

P. O. Box 128, Oil City, PA 16301
800.483.6264
www.oil150.com - www.oilregion.org

Come to Pennsylvania's Oil Region
and discover the roots of our nation's
oil industry. Attend events, explore
key historic sites and educational
programs that showcase 150 years of
American innovation and ingenuity.

LACKAWANNA HERITAGE VALLEY

(continued from page 15)

The intangible results of the Heritage Valley Roundtable are noteworthy as well. The site managers consider themselves members of the LHVA team. The collaborative attitude is pervasive and overcomes individual or competing agendas. Projects such as the directional rack cards that provide maps from site to site, the Summer Heritage Passport program, and the free trolley bus shuttle would not have been possible without the cooperation and determination of the partners. LHVA takes the lead in coordinating and funding the projects, but all of the partners play key roles. The result is an enhanced experience that is informative, enjoyable and welcoming to the visitor.

WHAT ARE THE CHALLENGES?

According to LHVA director Natalie Solfanelli, "The greatest challenge is getting everyone to the table." This means convincing individual personalities from each of the diverse partners (federal, state, county and private entities) to commit to meet at a specific time and place each month. LHVA is fortunate to have partners with collaborative attitudes. Heritage Valley staff is attuned to the group dynamic and stays alert to competing agendas. It is important to have an understanding of the motivation as well as the capabilities of each partner, to provide positive incentives and to appreciate recognize and reward their efforts.

ANY ADVICE?

Develop a close rapport with your partners by working diligently to understand their needs. Natalie Solfanelli comments, "It is critical to build, maintain and reward

relationships. We do this by facilitating the search for common goals among many partners, consistently bringing them to the table to address these goals, and showing them the results of their great work. Make sure to include them in all events and give them credit for their collective work at every opportunity. Always be open to inviting new partners to the table. Often, they bring new energy and ideas to keep the group stimulated."

WHERE DO I GET MORE INFO?

Sarah Piccini
Preservation & Interpretation Specialist
Lackawanna Heritage Valley Authority
538 Spruce St., Suite 516
Scranton, PA 18503
570-963-6730 x8227
spiccini@LHVA.org
www.LHVA.org



SCHUYLKILL (continued from page 19)

great fluctuations of water levels that can sometimes make for difficult navigation. One year, heavy rains and ensuing floods created dangerous conditions, forcing sojourners to pull their kayaks and canoes out of the river. Alternative activities were offered, including a hike through a bird sanctuary, a paddle on a dam-controlled creek, and tours of historic sites, but the final day of the trip was cancelled. Another year, a drought forced paddlers to occasionally drag their crafts through low waters, and paddling was slow.

ANY ADVICE?

Organizing a Sojourn to promote a river must involve many partnerships with people and organizations familiar with the river. "When you're talking about a river that's 100 miles long, you can't know every section," said Susan Fordyce, Projects and Communications Manager for the SRHA. "Surround yourself with experts and listen to them." With this goal in mind, Fordyce consults with a number of agencies, including the Pennsylvania Fish and Boat Commission, canoe clubs and paddling groups.

WHERE DO I GET MORE INFO?

Kurt Zwinkl, Executive Director
Schuylkill River Heritage Area
484-945-0200
kzwinkl@schuylkillriver.org
www.schuylkillriver.org.



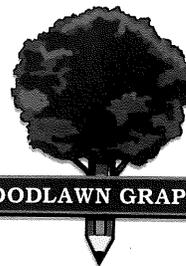
AUGUST R. CARLINO

GOVERNMENT RELATIONS • STRATEGIC PLANNING • FUND RAISING



3050 MARSHALL ROAD
PITTSBURGH, PA 15214
ARCARLINO@COMCAST.NET

412.999.3678
412.321.5974 FAX



Proud to have played
a part in
Telling America's Story.

Marijo Carey DePaola
570.840.5523

SHENANDOAH (continued from page 21)

Hire the right consultant: The consultant for the SVBNHD – the National Trust’s Heritage Tourism Program – brought a deep understanding of the importance and role of partners in the development and implementation of the plan. This understanding was crucial to ensure that the plan would benefit everyone involved.

WHERE DO I GET MORE INFO?

Howard Kittell; Elizabeth Stern
Executive Director; Program Manager for
Public and Government Relations
Shenandoah Valley Battlefields Foundation
540.740.4545; or 888.689.4545
hkittell@svbf.net; epstern@svbf.net
www.ShenandoahAtWar.org



TENNESSEE (continued from page 23)

WHAT ARE THE CHALLENGES?

Central challenges included fundraising in a small community without the extensive financial resources available in larger population centers and educating local officials about the exceptional school’s historical significance. Additional challenges stemmed from the building’s advanced state of deterioration; restoration had to occur as soon as possible to prevent further damage. Often, in this type of situation, the TCWNHA’s greatest initial challenge lies in convincing the local community residents of the value of their resources and the project’s potential for advancing community identity and economic development.

ANY ADVICE?

Laura Holder, of the TCWNHA, advises communities with similar types of resources to use this case study as an inspiration to get started. When the project began, the community of Scott’s Hill had limited financial resources. Yet, the final outcome shows that

strong grassroots efforts can indeed enable small communities to “think big.” TCWNHA also recommends the development of strong partnerships with elected officials, universities, businesses and local media as a means to gain both financial and volunteer assistance and help spread the word.

WHERE DO I GET MORE INFO?

Van West; Laura S. Holder, *Manager*
Tennessee Civil War
National Heritage Area
615.898.2947
civilwar@mtsu.edu



ANHA HDP Inc.
Heritage Development Partnership

ANHA

Become A Member

As a member of HDP, you have access to the very latest that front-line heritage development practitioners have to offer. The Heritage Development Institute offers professional development in an ever growing industry focused on some of the most creative approaches in regional conservation, preservation, economic development from all across the United States.

Name: _____
 Address: _____

 Phone: _____ Fax: _____
 Email: _____

Membership Dues : \$50.00 Annually

Heritage Development Partnership, Inc., is a tax-exempt educational organization. Individual memberships only. For association membership information visit www.nationalheritageareas.org

Please make check payable to: *Heritage Development Partnership, Inc.*
Heritage Development Partnership, Inc.,
1101 30th Street NW, Suite 500, Washington, DC 20007

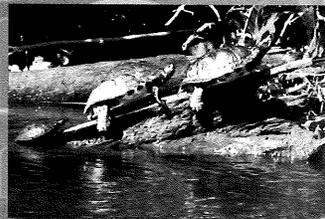
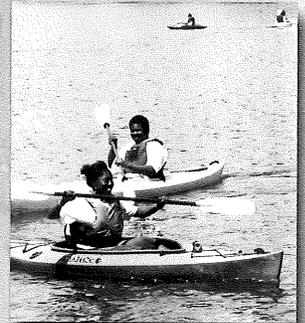
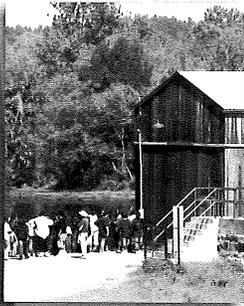
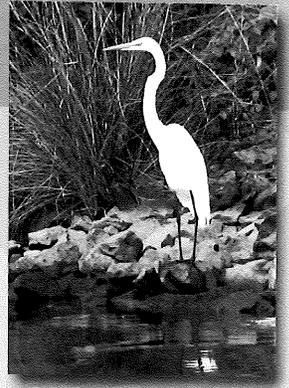
For information visit www.nationalheritageareas.org

the Augusta Canal National Heritage Area

History comes alive on the Augusta Canal! Built in 1845 to harness the power of the Savannah River, today the Augusta Canal offers history, recreation and unique experiences along its miles of waterways and trails and inside its award-winning Interpretive Center.

The Augusta Canal is Georgia's first federally designated National Heritage Area. Explore its role in the birth of the Southern textile industry, the Civil War, the emergence of the "New South" and more at the Canal Interpretive Center. Housed in the Enterprise Mill, a former 19th century textile factory, the Center houses dozens of interactive exhibits.

Daily guided tours on Petersburg Canal boats bring history and nature up close.



NATIONAL
HERITAGE AREA

888-659-8926

706-823-0440

www.AugustaCanal.com



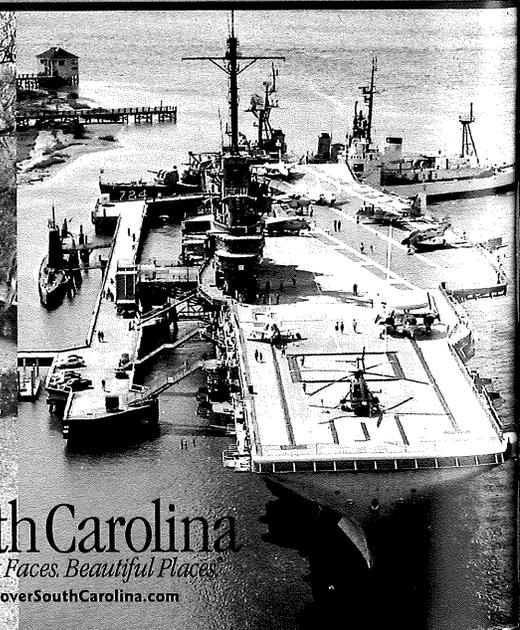
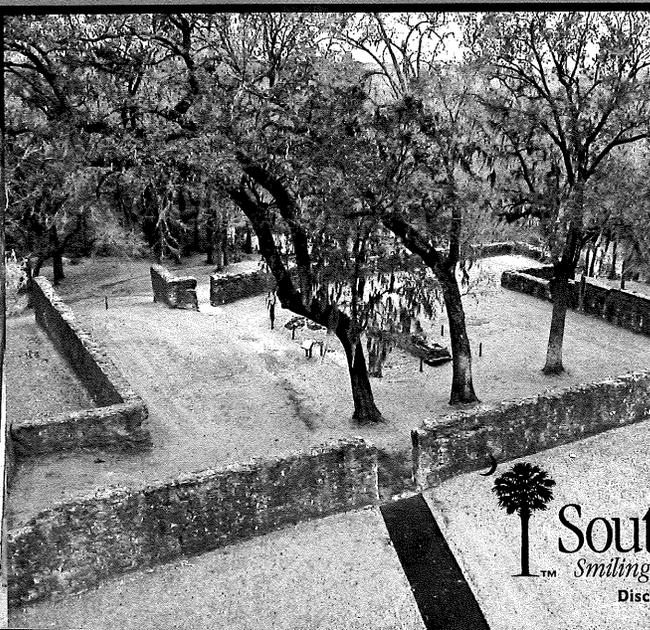
*South Carolina
National Heritage
Corridor*

**Military
Heritage
Trail**



Legacy • Struggle • Courage • Remembrance • Honor • Strength • Freedom • Integrity • Bravery

For more information: 1 866 915-0942 • www.sc-heritagecorridor.org



South Carolina
Smiling Faces. Beautiful Places.

DiscoverSouthCarolina.com