

**Calumet National Heritage Area Management Plan
Cultural Heritage/Historic Preservation Focus Area Planning Committee**

Background and Strategic Questions

I. Overall goals of the National Heritage Area (NHA)

According to the National Park Service, “National Heritage Areas are places where historic, cultural, and natural resources combine to form cohesive, nationally important landscapes. Unlike national parks, National Heritage Areas are large lived-in landscapes.”

Few places are as distinctive and nationally significant as the Calumet region. Happily, the momentum to create a Calumet NHA has been building: the extensive *CNHA Feasibility Study* has successfully made the case to Park Service staff that the region is nationally significant and is operationally feasible. While the formal process to create an NHA requires Congressional action, there is great energy in the region to behave like a functioning NHA.

An ever-widening group of regional experts and stakeholders have joined in with a core set of partners to contribute time and talent to the project’s next phase: the creation of a Management Plan that specifies priorities, projects, and leaders for the next five years. The Calumet Heritage Partnership has spearheaded the overall NHA process and now works in close coordination with the Calumet Collaborative. Staff from the Field Museum are guiding the Management Plan process and prepared this paper to prepare you for participation in the Focus Area Planning Group. Your involvement as part of the Calumet NHA Management Planning process is a major contribution to the NHA’s success, and will have a real impact on the shape and direction of the effort for the next five years.

Every Heritage Area has overarching themes, which are supported by identifiable resources on the ground. The themes are the key story lines that frame an experience of the area for visitors and residents alike. The themes for the Calumet Heritage Area are:

- Nature Reworked: The Calumet’s Diverse Landscape (NR)
- Innovation and Change for Industries and Workers (II)
- Crucible of Working Class and Ethnic Cultures (CC)

Chapter 2 of the *Feasibility Study* succinctly describes these themes as part of the NHA’s national significance. (The full *Feasibility Study* is available online at <http://www.calumetheritage.org/cnhastudy.html>)

The *Feasibility Study* also identifies how multiple stakeholders and partners have stated regional goals and priorities over two decades for the region across seven focus areas – including Cultural Heritage/Historic Preservation, Recreation, Environment and Stewardship, The Arts, Economy, Wayfinding and Branding, and Education. Those goals can now be coordinated with the NHA effort and its themes as part of a coordinated regional strategy. For Cultural Heritage/Historic Preservation, the *Feasibility Study* highlights a few potential priority cultural heritage and/or historic preservation projects, potential approaches, and potential partners, as indicated in this table:

The communities of the Calumet region are sties of significant cultural history. But sites of significance are often unrecognized and unappreciated. Priorities are:		
Goals/Priorities & Connection to Themes	Potential Approaches	Potential Partners
Identify and showcase the industrial, natural, and community heritage of the bi-state region through education, festivals, and other cultural activities (NR, II, CC)	<p>Create bi-state regional consortium/network of local heritage groups, museums, archives, and historical societies to increase capacity and visibility for individual and potential collaborative work.</p> <p>Develop a range of interpretive tools (e.g. tours and quests) that teach about important Calumet places while placing them within their regional and national context.</p> <p>Create materials/events that highlight links between the landscape and human history and cultural practices.¹</p>	CHP, SECHM, PSHS, Landmarks
Protect, conserve, and restore significant landmark sites, including homes, commercial and religious structures, public buildings, and planned industrial communities (NR, II, CC)	<p>Help consortia or individual organizations leverage preservation resources.</p> <p>Convene dialogue among interested stakeholders on regional priorities.</p> <p>Develop coordinated archival strategy, starting with three core partners who operate the Calumet Industrial Heritage archives.</p>	CHP, Landmarks, PSHS, SECHM, Cal. Regional Archives, POCO, Hourglass
Identify, protect, and preserve important archeological sites in the region (NR, II, CC)	Consider if Calumet region needs public archeological sites to increase awareness of early European and Native American precontact periods.	TFM
Build a bi-state regional dialogue (NR, II, CC)	<p>Expand participation and perhaps frequency of Calumet Summits.</p> <p>Expand participation in annual Calumet Heritage Conference, while considering if its scope should change.</p> <p>Identify and bring together all possible Calumet partner organizations in an effort to build a heritage alliance that represents the cultural diversity of the Calumet region.</p>	CHP, CSI, CC, TFM

¹Also identified as a potential approach for the Environment and Stewardship goal to “provide improved access to existing natural areas.”

ABBREVIATIONS: Cal. Regional Archives = Calumet Regional Archives at Indiana University Northwest; CC= Calumet Collaborative; CHP = Calumet Heritage Partnership; CSI = Calumet Stewardship Initiative; Hourglass = Ogden Dunes Historical

Society Hourglass Museum; Landmarks = Illinois Landmarks and Indiana Landmarks; POCO = Porter County Museum; PSHS = Pullman State Historic Site; SECHM = Southeast Chicago Historical Museum; TFM = The Field Museum

II. Purpose of the Cultural Heritage/Historic Preservation Focus Area Planning Group and Charge

The task of the Management Plan is to set the course for a functioning Heritage Area by turning the potential indicated in the *Feasibility Study* into a defined set of prioritized projects with clearly defined goals, activities, and project leaders for the next five years. Assuming that the NHA has an adequate core of staff and volunteers to undertake projects, the Management Plan should provide guidance on which projects the NHA should *lead*, on which projects it should *collaborate*, and of which projects it should be aware and *support*.

It is not the intent of the Heritage Area effort for it to become all things to all people, nor for this process to re-invent the wheel and replicate the many excellent and compelling planning projects already undertaken. But it is important to be aware of projects that could benefit from affiliation with the Heritage Area, or that might even require Heritage Area involvement to leverage resources to ensure project completion. As a result, as the Cultural Heritage/Historic Preservation Focus Area Planning Committee considers an NHA-relevant Cultural Heritage and Historic Preservation program, it needs to be broadly aware of what is happening in the region. This paper will provide some guidance on that question in the next section.

In thinking through what NHAs can do and what the current state of NHA-relevant programming in the region is, the group should try to answer some key questions:

- a. What are potential projects that could be undertaken within the next 5 years that would most tie in to the NHA?
- b. How would an NHA add value to this work?
- c. If the NHA did not exist, would this project even go forward?
- d. Of those projects, who should be the project lead or point person?
- e. What resources are needed to complete this work?

III. Cultural Heritage, Historic Preservation, and National Heritage Areas

A fundamental theme of the Heritage Area is that it is a cultural crossroads. Its extraordinary geographical connections to the rest of North America made it a hub of migration, encounter, exchange, conflict, and cooperation almost from the moment the glaciers receded 10,000 years ago until today. Successive peoples in the region interacted with each other and the region's natural endowments to produce distinctive cultural landscapes across time. (An influential way of depicting this process in maps and charts was perfected by geographer Alfred Meyer at Valparaiso University during the mid-twentieth century.) But as important as some of these moments to the history of the U.S. were, many have been obliterated by the imprint of succeeding generations. Some physical remnants of past cultures remain – as archives and museum objects, archeology, historic sites, buildings, infrastructure, entire districts – and so, too, do the memories and aspirations of people who still call the region home. While some

significant gains have been made to preserve these stories for future generations, much is yet to be done, and an NHA is an excellent way to move that work forward.

“Sankofa”: this word from West Africa means “go back and get it” and is often represented by a forward flying bird that is bending back with an egg in its mouth. The meaning — to go forward you need to know the past — expresses the core belief by those involved with the CNHA effort that a sustainable future should take off from a firm grounding in heritage, culture, and tradition. The Focus Group infuses “cultural heritage” concerns with “historic preservation”, partly for efficiency’s sake, but also to capture this sense that rootedness in the past is a living community asset that informs plans for the future.

The region has had many pasts. All can fall under the purview of the NHA, should the Focus Group determine that there is particular value to be gained from focus in a particular era, including, as noted above, conversations rooted in archeology. At the same time, it is important to underscore a key point made in the *Feasibility Study* (p.9), that “Today’s Calumet landscape – taken as an industrial, environmental, and community whole – shows how American life changed during the boom years of industrialization that followed the Civil War and how changes continued through booms and busts in the economy to the present day.” A particular interpretive lens should be focused on this period, and offers the reminder that as elements of the region’s technological infrastructure becomes obsolete, it may still have strong value for telling the story of the place.

The notion that the Calumet region is “nationally significant” has been energized by two recent events: the designation of the Pullman National Monument in 2015 and the re-naming of Indiana Dunes National Lakeshore as the Indiana Dunes National Park four years later. Another focus group will look further at the impacts of ecotourism or “heritage tourism”, but it is worth knowing that the Indiana Dunes National Park is the number 1 tourist destination in the State of Indiana and that the new Pullman National Monument anticipates an increase of visitorship from 30,000 to 300,000 once its new Visitors Center is complete.

Other efforts are calling attention to this nationally significant heritage, ranging from the Whiting Pierogi Fest landing on the front page of the *Wall Street Journal* in 2015 to a proposal to create an Underground Railroad National Water Trail in Illinois. Recent national conferences by the Vernacular Architecture Foundation in 2015 and the Society for Industrial Archeology in 2019 have strongly featured the historic resources of the Calumet region, and point to the potential to present field trips and resources devised for conference attendees available to the general public on a regular basis. The current project to launch the “Calumet Voices, National Stories” exhibit with the Field Museum and fifteen local partner organizations suggests that the objects and artifacts are at hand to interpret the everyday in a way that can connect to national significance

Examples from other NHAs provide serious food for thought about what could be accomplished in this region and convey the sense that NHAs can fulfill a variety of roles depending on the circumstances. For example:

- The Carrie Furnace in Pittsburgh’s Rivers of Steel NHA is a restored blast furnace that is much more than a crucial remnant of the steel industry. Along with the nearby Pump House, it also

serves as a site of public art, concert venue, and trailhead for the Great Allegheny Passage bicycle trail from Pittsburgh to Washington. In this instance, the NHA owns and operates the structures, and participates in the broader trail partnership.

- At Arabia Mountain NHA in north Georgia, both an archives and preservation of a historic homestead tell the story of one of the state's oldest African American communities. The NHA partners to preserve the site and to operate the archives.
- Not far away, the Augusta Canal NHA worked to save a 180 year-old building, birthplace of the Christian Methodist Episcopal denomination, by intervening to halt its demolition by the local gas company that was under an order to clean up the contaminated site on which the church stood. The NHA linked up with Partners for Sacred Places, exerted local pressure to convince the gas company not to demolish the building, and ultimately took title to the building and saw to its relocation to a cleaner site nearby.
- At Crossroads of the Revolution NHA in Trenton, NJ, 4th graders from ML King Elementary school built visits to the Old Barracks Museum into a yearlong class project resulting in videos depicting the role of Trenton in the Revolutionary War. In this case, the NHA's work was rooted in the interpretation of its site that served to enrich the school curriculum.
- The Motor Cities NHA is collaborating with the Michigan Labor History Society to create an urban park that commemorates the labor struggles of the 1930s in the auto industry. The park would be located at the gathering point of the 1932 Hunger March to the Ford Headquarters, that ultimately led to the deaths of five workers.
- The historic buildings of the Wasatch Academy – birthplace of Utah's modern educational system – received seed funds from the Mormon Pioneer NHA that ultimately leveraged \$4million for restoration.
- Owning an actual site is not the only way for NHAs to enhance the value of specific places. The Blue Ridge NHA in Hayesville, NC provides seed money to create a Cherokee Homestead exhibit with replicas of winter and summer homes that the Cherokee lived in for 10,000 years in this region. The exhibit has been visited by 14,000 school children.
- The past is interpreted through active transportation at the Cache La Poudre NHA in Colorado. The NHA runs the Heritage Culturalist Program, which trains volunteers to lead bike tours of this section of northern Colorado that showcases the development of western water law and its impact on agriculture, recreation, and environment.
- The Mississippi Delta NHA coordinated a series of oral history gatherings, focused on the wisdom of “church mothers”, who served to anchor community values and traditions while navigating the challenges of Jim Crow and the struggles for Civil Rights. The series caught on and expanded, and received the National Park Service's Centennial Award in 2016.
- The National Coal Heritage Area NHA established 26 informational kiosks along the route of Paint Creek to tell the story of the creek's central place in the lives of its residents, its environmental degradation over time, and its recovery. The NHA also developed an Auto Tour, a CD, and an app, and foregrounds the voices of local residents in telling the story. In this case, the NHA played a primary interpretive role.

These examples highlight the flexibility inherent in the NHA concept. In most of the projects mentioned, the NHA was a critical – if not *the* critical – component of the project's success. Its role varied depending

on the situation, but in all situations, linking the cultural heritage or historic preservation project to the themes and goals of the NHA added significant value, enhancing experiences for visitors and residents alike.

IV. Environmental Scan of Cultural Heritage and Historic Preservation Projects in the Calumet Region

Great projects are underway in the Calumet region, and now the question is, “how, exactly, can the NHA add value to this work?” This process is not intended to duplicate existing planning processes, although it has made a strong effort to account for them. Field Museum staff studied significant regional plans for what they say concerning goals and priorities in the area of Recreation. (Links to these plans may be found in the Appendix.)

The starting point for this scan were the key areas identified in the Feasibility Study, reported on the Table above. What follows is an elaboration of those goals from the perspective of existing plans.

a. Identify and showcase the industrial, natural, and community heritage of the bi-state region through education, festivals, and other cultural activities

This goal aligns with *Indiana’s Cultural Resources Management Plan, 2013-2019*, and its goal to “increase public awareness, public understanding, and public support for preservation and archeology.” It also aligns with *Illinois Heritage: Past, Present, Future: A State Historic Preservation Plan, 2012-2017*, and its goal to “make the connection between historic resources and quality of life, tourism attraction, and sense of place in outreach efforts.” The Indiana plan speaks eloquently to the need to connect:

Far more people than just preservationists and archaeologists have a stake in Indiana’s heritage and cultural resources. Heritage tourists seek experiences that can’t be duplicated in other places, while many businesspeople and hospitality workers depend on the dollars these visitors bring to their communities. Nature advocates, environmentalists, and outdoor enthusiasts share a conservation ethic with preservationists. Historians, genealogists, and researchers rely on historic records and documents, but they also learn from the buildings, structures, and sites that tell us about the past. Many developers, realtors, and contractors derive some portion of their livelihoods from the historic buildings in their communities. All across Indiana, people reside in historic housing and neighborhoods, children attend historic schools, and employees work in historic buildings. The preservation movement needs to be as broad and inclusive as possible if preservation is to become a mainstream Hoosier value.

Both plans offer some concrete thoughts on how to make preservation work more relevant, and, indeed, it would be strongly advised for the CNHA effort to have excellent links to both statewide Preservation Offices.

Strong work has indeed been conducted at the regional scale to make cultural history and historic preservation relevant. The work done in the *Feasibility Study* to inventory resources and sites across the region and the creation of the *Calumet Voices/National Stories* exhibit by the CHP’s Calumet Curators group provide a strong indication of what an NHA can do, and members of the Focus Group are invited

to explore these resources. The new Calumet National Heritage events calendar is a simple but powerful way for the Heritage Area to begin to coordinate activities across the region. (See <https://www.calumetheritagearea.org/calendar.html>)

These recent events fulfill some of the thoughts and visions already expressed in regional planning documents and at regional visioning tables. The Focus Area Planning Committee can take stock of these as it considers where an NHA adds value. They include:

- *Interpretive trails.* A “heritage trail” idea has been percolating since at least 2011, when the *Future of Indiana Dunes National Lakeshore Report* called for broadening “the presence of the National Park Service by creating a Heritage Trail of sites that tell important stories of science, nature, labor history, industry and people leading from Chicago to Northwest Indiana.” In the 2015 Calumet Summit refined the idea – to connect the new Pullman National Monument with what is now called the Indiana Dunes National Park. This “Pullman Porter” trail would “tie the Pullman Porters on the South Side of Chicago to Porter County, Indiana. This trail would highlight the ecological heritage, cultural diversity, and labor history in the Calumet Region. It also would bring attention to the rich biodiversity such as we find in Wolf Lake and the Grand Calumet Marsh. And, depending on the route, there are options to stop along the way and enjoy a porter beer at one of the region’s many microbreweries.”
- *African American heritage.* As large a presence as African Americans are in the region, and as significant some of the existing historic sites and markers are – for example, the A. Philip Randolph National Pullman Porter Museum, the Jan Ton farm and other underground railroad sites, the Midtown Gary Historical project – there is a sense that the African American contribution to the region is under-interpreted. In this regard, it is also worth noting that there is a Black Metropolis National Heritage Area effort underway north of the CNHA in Chicago, and there may be opportunities to coordinate effort for greater impact.
- *Activities in the agricultural region.* The Feasibility Study makes the point that the industrial Calumet area is closely bordered by a rural landscape, where farms, small towns, and recreational opportunities developed in close relationship to the more urbanized area. Today these places present opportunities for greater interpretation and potential development as recreational sites. LaPorte County’s Countywide Land Development Plan (2008), for example, makes a special appeal to preserve the country’s remaining vineyards, orchards, and other fruit production areas. Lake County’s Open Space plan has objectives to develop the Buckley Homestead and the Grist Mill at Deep River to further interpret this aspect of the county’s heritage.
- *Professional and volunteer development.* The IHPA plan offers some specific ideas: "Improve education and training of professionals, students, and the public on historic preservation techniques: Provide professional development through state preservation conferences and regional training; Reach out to youth programs at educational institutions; Create a preservation training directory; Incorporate enhanced use of new media and information technologies; Hold public workshops on restoration and maintenance techniques".
- *Links to the local scale.* A special feature of the NHA is the way that local stories and places can be gathered with other local stories to tell a story of national significance at the regional scale.

How to move from local awareness and use of the regional events calendar to a greater level of coordination with regional efforts will be an important question to answer.

b. Protect, conserve, and restore significant landmark sites, including homes, commercial and religious structures, public buildings, and planned industrial communities

A long list of cultural resources was prepared for the *Feasibility Study*. At the same time, it became clear that a number of communities in the region have yet to conduct historic resources studies, much less do the necessary work to appropriately designate the sites and afford them available legal protections., whether at the local, state, or national level. And the protection afforded by bringing sites to the light of day is not a guarantee of their long-term protection. CHP knows this from painful experience, as the “Historic Steel Resources Along the Calumet River” listed on Landmarks Illinois’s 10 most endangered structures list in 2004 have all now been removed. A similar story could be told about a Frank Lloyd Wright home in downtown Gary. Places like the historic Marktown community are in perpetual danger of decay or outright removal.

The Marquette Plan speaks to some of the urban development reasons why it is important not to give up:

In spite of the deteriorated state many of Northwest Indiana’s vacant buildings are in, plenty of buildings and structures remain that still possess value. It is important to highlight that many of these vacant structures possess architectural features that are significant and worth preserving. For buildings where rehabilitation is a viable option, historic preservation or adaptive reuse of the structure should be prioritized in an effort to retain the rich and diverse architectural qualities of the region’s legacy cities. Historic preservation strategies stand as preferable to demolition as a default strategy, which not only can prove to be an expensive undertaking in a tight fiscal environment, but also can result in the loss of the types of architectural assets that can drive neighborhood and downtown revitalization. As highlighted in in the “Rightsizing Cities Initiative,” when communities combine preservation values with planning efforts, the opportunity exists to leverage historic buildings, districts, and neighborhoods as key drivers for rightsizing and revitalization efforts. This process can be furthered by accessing preservation incentives, community resources and inventorying neighborhood assets." (p140); "when green deconstruction is considered, materials and architectural details can be repurposed in other projects recommended by Marquette Plan Frameworks such as arts and cultural districts and lakefront recreational areas.

The situation calls for concerted knowledge and action at the regional scale, and some regional plans have already made this point. These include:

- *Designation on the National Register of Historic Places..* One reason to consider properties for designation on the National Register of Historic Places is they may become eligible for state and federal rehabilitation funding. Robertsdale’s Davis Avenue Historic District is an example.
- *Other designations.* Sites that do not qualify for the National Register of Historic Places could still be identified for designation, especially because within the CNHA framework, they may now add

to the broader interpretive framework. As the Marquette Plan points out, the Hessville neighborhood in Hammond, “though lacking a large number of structures or districts that would be eligible for the National Register, still maintains a high density of housing and walkable streets.”

- *Protection.*
- *Restoration/revitalization.* Some places have historic resources – some of them already appropriately designated – that could contribute to a broader-scale revitalization efforts. For example, the Gary Downtown/East Lakefront sub area contains five historic districts (Horace Mann, West 5th Apartments, Gary City Center, Combs, and Eskilson) and one historic property (Ralph Waldo Emerson School) that are listed on the National Register of Historic Places. As the Marquette Plan points out, “Though many of these districts and buildings are threatened by blight and disinvestment, their traditional street grid pattern, access to transportation infrastructure, and walkability, serve as potential drivers for revitalization.” The Plan identifies some framework tools that could be used. Framework tools that could be applied within the district include historic resource rehabilitation, public- private partnerships, development-design standards and utilization of incentives that encourage historic preservation. As resources within the district are in various states of disrepair and phase approach to rehabilitation is recommended. This should begin with prioritized stabilization of significant resources to preserve their architectural character, allowing them to remain eligible for financial incentives ”
- *Interpretation.* Planning processes like “Positioning Pullman”, “Marquette Plan”, and the Indiana Dunes National Lakeshore Long-range Interpretation Plan set the stage for creating significant sub-regional identities that will create strong interpretive possibilities.

c. Identify, protect, and preserve important archeological sites in the region

The *Feasibility Study's* focus on the industrial period in the Calumet should not mask the possibilities of exploring the region's deeper past by a functioning NHA. While nature has been pretty thoroughly re-worked throughout the area, significant archeological sites remain. Recent studies by the Cook County Forest Preserves and the Indiana Dunes National Lakeshore catalogue some sites and raise interpretive possibilities. It should also be pointed out that “archeological” work does not only need to be confined to the deepest past. There are some other examples to consider:

- *Marine archeology.* Key shipwrecks in Indiana waters of Lake Michigan have been listed on the National Register of Historic Places. The JD Marshall Preserve was established to protect the cultural values embodied by the shipwreck. According to the Marquette Plan, “the preserve boundary includes the shipwreck and associated debris fields and serve to promote the understanding and appreciation of cultural values by the people of the State of Indiana.”
- *Studies of 19th and 20th century domestic and work life.* Archeological techniques have been used to recover elements of everyday life in the Pullman community. These and other excavations offer tremendous potential for future interpretation of places in the region.
- *Industrial archeology.* This field involves the study of industrial sites, structures, artifacts, and technology, and is particularly germane to the themes and resources of the Calumet region. An excellent demonstration of that fact are the tours of the region conducted by the Society for

Industrial Archeology at its annual conference in Chicago in 2019, focusing on steel, oil, Pullman, bridges, and the Indiana Harbor Canal.

d. Build a bi-state regional dialogue

The re-naming of the Indiana Dunes National Park (the state's number one tourist destination) comes at an excellent time for the developing NHA effort. The 2012 *Quality of Life* report looks for a "leadership role for the National Lakeshore in integrating the park more deeply into economic and community development arenas. This can serve as a starting place for a serious, thoughtful effort to make the Dunes central to the identity and image of Northwest Indiana." Issues of "identity and image" are the sweet spots for NHAs.

One way to develop this connection between regional identity and the magnetic attraction of the dunes is to enhance the presence of the NHA at the Visitors Center. If the Center develops as a regional "gateway", what better place to frame the regional story? Efforts already underway to develop a Native American Heritage Trail on site at the Visitors Center invite further exploration of the region's heritage and also indicates a potentially replicable model for trail development rooted in cultural history and knowledge. The NHA has a potentially critical role to play in developing interpretive materials, tours, fostering further conversation about creating "culture-nature" trails, and perhaps leading an effort to create a regional-scale "nature-industry" interpretive trail (such as the one that anchors the visitor experience in the Ruhr area of Germany.)

Other tourism gateways could play a similar role. Such places include the Indiana Welcome Center in Hammond, Lake Etta, the casinos, downtown Whiting, and Pullman National Monument.

It will be important to determine what the potential interpretive role will be at the "Greenway Centers" proposed in the *Greenways and Blueways* plan, which could "increase public access to conservation lands and provide ecotourism magnets." (p. 53) A specific task that could benefit from NHA involvement on the way to developing the "eco-tourism infrastructure" at the centers is to "identify and map points of interest for recreational users and tourists..." (p. 160)

It should be noted that other ideas related to tourism, such as market research and promotion, could be referred to the Tourism Focus Area Planning Committee for further workshopping.

V. Next steps

As the Focus Area Planning Committee gathers to consider some of these ideas and their applicability to the NHA, please consider the following questions.

- Does the preceding discussion capture the full range of possible NHA-relevant work in the area of Cultural Heritage and Historic Preservation? If not, what's missing?
- What specific project ideas could be undertaken in the next five years?
- Of these project ideas, which have the highest priority to be completed?

- For each project area, please consider needed roles, resources, and suggested pathways for completion. Who should lead the work? What is the role for the NHA and its constituent organizations? What is needed to complete the work (in terms of policies, procedures, and financial resources.)
- Is there anything surfaced that should be referred to other Focus Area Planning Committees for further discussion?