Acknowledgements

“Do you want to know a secret?” sang the Beatles on their very first LP released in the US on Gary-based Vee-Jay records.

The secret of this place, as of all successful Heritage Areas, is partnership. The authors of this Management Plan leaned on many partners to dream, to share, to plan, and to lock into rhythm.

The plan was coordinated by the Heritage Area’s Joint Coordinating Committee (JCC). The JCC is composed of representatives from the Calumet Heritage Partnership (Karen Brozynski, Mike Longan, Gary Johnson, Benjamin Cox) and the Calumet Collaborative (Bill Steers, Sarah Coulter). The JCC has set a fine example of partnership, blending the capacities and skills of each organization into a unified vision for the Heritage Area.

The boards of each organization stood behind the work of the plan and of the JCC. They lent their diverse array of knowledge, skills, connections and passions to the Heritage Area effort. As individuals, these board members inspire; as a group, they move mountains. The Calumet Heritage Partnership has nurtured the flame of the Heritage Area idea for more than two decades. Its persistence and creativity deserve a book. The Calumet Collaborative has asserted a vision for sustainable development in this region in which “heritage” is not the dusty stack of attic-stored memories, but the wellspring of the latest thinking in building the livable cities of tomorrow.

The JCC agreed that Field Museum staff would direct the planning process and the writing of the plan. The Museum is committed to a journey of discovery across time to ensure brighter solutions for a future rich in nature and culture, and so many roads on that journey lead through the Calumet region. A number of Museum staff were involved in the plan’s preparation, but especially Madeleine Tudor, Mario Longoni, Ellen Woodward, and Mark Bouman. Colleagues from across the Museum have been engaged in this work in the Calumet region, and it has been strongly supported by President Julian Siggers, Vice President Thorsten Lumbsch, and Amy Rosenthal, Director of the Keller Science Action Center.

This Heritage Area plan speaks of the landscape bookended by two National Parks. A number of National Park Service employees have been very helpful to our thinking, especially in the way they simply carry out their work as great stewards of the nation’s stories and the region’s great places. The Calumet region is fortunate to have people like Sue Bennett, Teri Gage, Paul Labovitz, Lynda Lancaster, Mike Mencarini, and their colleagues working on its behalf. And Chris Stein in the regional NHA Office—thanks!

What kept this effort “burnin’” (as Vee-Jay artist John Lee Hooker would sing), was a secure source of financial support. ArcelorMittal was a consistent supporter across many years, and to this was joined the recent strong support of the Crown FamilyPhilanthropies.

Support wears many hats. A large number of volunteers came together to work on this plan, especially via the Focus Area Planning Committees. Their work, and that of many other volunteers, is noted in an Appendix.

“There’s a place,” the Beatles also noted on that first disc. “Where I can go/when I feel blue/when I feel low...” This place, this Calumet, is home to more than a million and a half people. This plan, and all the energies and desires and memories of the many actions it attempts to describe and coordinate, is dedicated to them.
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Cover Photo: Bascule bridges at Indiana Harbor. Carol Griskavich.
Partners across the Calumet region have joined forces in an effort to establish a Calumet Heritage Area, to ensure that the region’s unparalleled environmental and cultural heritage resources are stewarded and preserved for the benefit of current residents and generations to come. The Calumet region contains globally rare natural areas, the nation’s premier heavy industrial district, and distinctive communities which combine to tell a unique American story. This Management Plan brings together actions that build on present efforts to craft visions and goals for the future of the region. The Plan is a key feature of the Calumet Heritage Area effort, led by the Calumet Heritage Partnership and the Calumet Collaborative. The Field Museum has played a significant role in the process which has involved hundreds of residents and stakeholders for nearly a decade. The CHA is now seeking designation as a National Heritage Area.
About National Heritage Areas

National Heritage Areas are designated by Congress to recognize nationally important lived-in places where natural, cultural, historic, and recreational resources intersect. NHAs use grass-roots, community-driven approaches to heritage conservation, community revitalization, and economic development. Benefits of NHAs include sustainable economic development; healthy environment and people; improved quality of life; increased educational and stewardship activities; community engagement and pride; and national prominence for a nationally significant landscape. One of the first steps in achieving National Heritage Area designation is completing a feasibility study. In 2018, the Calumet National Heritage Area Feasibility Study was approved by the National Park Service, confirming the region’s importance in telling a nationally important story and demonstrating the real potential of a Calumet National Heritage Area.

About the Calumet Heritage Area Management Plan

Using the Calumet National Heritage Area Feasibility Study as a foundation, the CHA Joint Coordinating Committee worked with regional stakeholders to create this document, modeled on other NHA management plans. When Congress designates an NHA, the legislation usually carries a mandate to create a management plan. Rather than wait for a Congress-mandated management plan, CHA partners have moved forward to create one. Management plans include long-range policies, goals, strategies, and actions; an implementation plan with short, mid- and long-range actions and performance goals; a business plan for the heritage area coordinating entity; and an interpretive plan.

The CHA Management Plan finalizes the overall vision and goals, sets the course for projects that are strategic, coordinated, and impactful, and clarifies roles, responsibilities, systems, and resources needed to make the Heritage Area a success. It includes:

- Three core regional themes
- Four overarching goals
- One innovative collaborative management structure guided by a Joint Coordinating Committee, activated by partner organizations and volunteers, and offering operational flexibility and connectivity between large institutions and smaller organizations
- 72 specific priority actions and steps
- Seven topic areas of the priority actions: Environment and Stewardship, Cultural Heritage and Historic Preservation, Recreation, Arts, Education, Regional Economic Development and Heritage Tourism, and Wayfinding and Branding

The CHA Management Plan has particular focus on:

- Collaborating for regional impact.
- Heritage development.
- Connecting residents and visitors more strongly with the region’s extraordinary natural and cultural resources.
The CHA is poised to undertake many of these priority actions in the immediate future. Examples include developing exhibits to tell the story of the Calumet’s history as part of the environmental justice movement; creating a network of the public arts and artists in the region; working with educators to include environmental stewardship in curricula, and producing a Calumet Most Endangered List to draw attention to particular sites, buildings, and landscapes. In the future, at the time of national designation, this Plan can be updated to account for new circumstances and mandates.

All of this information is laid out in the five chapters of the Management Plan:

**Chapter 1: Concept and Approach** defines a Heritage Area; explains why this is an important effort for the Calumet region; lays out the vision and mission; introduces the Management Plan.

**Chapter 2: The Calumet Region and the Management Planning Process** provides an overview of the Calumet region and the Management Planning process so far, including the development of the Feasibility Study, the formation of planning groups, and the beginning of the Heritage Area’s operation.

**Chapter 3: Interpretive Plan** shares interpretive themes, methods and sites of interpretation to tell the story of the Heritage Area.
Chapter 4: Action Goals and Objectives lays out the goals and subgoals to achieve the mission and vision of the Calumet Heritage and provides in-depth detail on goals that activate the interpretation plan, conduct on-the-ground improvements to natural areas and cultural resources, and leverage the Heritage Area’s impact on the regional economy.

Chapter 5: Business and Implementation Plan provides a description of the management structure of the Calumet Heritage Area, including in-depth detail on how the goal of creating a financially and administratively sustainable Heritage Area entity will be met.
INTRODUCTION

1. What is a National Heritage Area?

The National Park Service (NPS) describes National Heritage Areas (NHAs) as places “designated by Congress ... where natural, cultural, and historic resources combine to form a cohesive, nationally important landscape.” Through their resources, NHAs tell nationally important stories that celebrate our nation’s diverse heritage.

NHAs tell nationally important stories, that are rooted in stories of lived-in landscapes. According to the National Park Service website, “Consequently, NHA [managing] entities collaborate with communities to determine how to make heritage relevant to local interests and needs. NHAs are a grassroots, community-driven approach to heritage conservation and economic development. Through public-private partnerships, NHAs further the mission of the NPS by fostering community stewardship of our nation’s heritage through support of historic preservation, natural resource conservation, recreation, heritage tourism, and educational projects. Leveraging funds and long-term support for projects, NHA partnerships foster pride of place and an enduring stewardship ethic.”

As will be apparent in the rest of this plan, partnership is the key mode of operation for NHAs. As regional actors, NHAs are networkers, conveners, and facilitators of discussion, planning, and programming with the potential to cross all forms of governmental, social, and cultural boundaries. They are not jurisdictionally limited by state, county, or city lines. With expertise in interpretation and collaboration, they are well equipped to create consortia, collaborative processes, and events that let people share comfortable and uncomfortable histories, in ways that may ultimately break down barriers to regional unity and improved well-being.
2. Why create a Calumet National Heritage Area?

There is no question that the Calumet region tells a particular regional and yet nationally important story. It tells of the rise of America as the global leader in industrial production, and the Calumet region as its premier industrial district; a place where iron ore becomes steel, crude oil becomes fuel, and these feed into the production of finished goods, such as rail cars, that travel out to the world on a dense network of lines. One quickly comes to appreciate not only the dynamism of industry, but also its close relationship with natural and human communities. Industry both destroyed natural areas and preserved pockets of rare ecosystems left on the natural landscape of sprawling industrial campuses. It attracted workers from all over the United States and from other nations, while often shaping where and how they would live in growing urban centers.

The region is studded with places where important stories come together, combining in ways that fill the senses on the one hand and raise important questions about the environmental, social, and economic winners and losers of the American experience on the other. The recent Calumet Voices/National Stories exhibit highlighted many of these nationally significant histories and questions by exploring: 1) the rise and decline of heavy industry and industrial towns in the marshlands of Chicago’s far Southeast Side; 2) the perseverance of labor activists in the face of the expectations and might of international corporations; 3) the route by which dune-and-swale and other local ecosystems survived rapid and widespread landscape change, often with the help of human stewards and advocates; and 4) the way cultural practices from across the U.S. and the world became recognizably of “the region.”

To highlight the region’s significance, partners have been working to create a Calumet Heritage Area (CHA). The Calumet Heritage Partnership (CHP), a bi-state organization, began this effort and is working in partnership with the Calumet Collaborative (CC), a bi-state organization focused on sustainable development, and the Field Museum, to create and manage the CHA. These partners have enlisted the help of numerous local historical societies, environmental organizations, arts organizations, planning agencies, companies, and citizens to make the heritage area a reality. As the CHA begins to function, partners continue to advocate for Congressional designation as a National Heritage Area (NHA). This Management Plan refers to the “CHA” until the event in which it would receive federal designation and become a Calumet National Heritage Area (CNHA), at which point the plan would be updated to reflect the designation and new priorities and resources.
NHA designation would offer specific new opportunities to the Calumet region. The “national” quality of an NHA helps it to bridge political and social boundaries like the state line between Illinois and Indiana; or between majority Black Gary and its majority white municipal neighbors next door. The NPS has observed that the national attention and resources brought by NHA designation would offer the Calumet region the potential for “protection and public enjoyment of natural, cultural and recreational resources” for the benefit of visitors and residents alike. At this moment, after the Calumet National Heritage Area Feasibility Study was approved by the NPS in 2018, and legislative approval is being sought, it is time to take up the work of forming a Management Plan for the Calumet Heritage Area. If you want to explore the background information and a fuller telling of the regional story with maps and reference materials, you can access the Feasibility Study at calumetheritage.org/cnastudy.html.

3. The potential of a Calumet Heritage Area

A successful Calumet Heritage Area has to be built on an explicit overall vision for its future, a clear and collaborative approach to getting there, and achievable goals that will add up to a cohesive whole. The vision, mission, and goals of the Calumet Heritage Area are as follows:

### 3.1 Vision and Goals

#### 3.1.1 Vision

The Calumet Heritage Area is a place of nationally significant natural, industrial, labor, and cultural heritage assets, that are preserved and interpreted to advance economic opportunity, and enrich the lives of its residents and of visitors from across the nation.

#### 3.1.2 Goals

1. Grow and Sustain CHA Operations and Partnerships
2. Tell the Story: Interpret, Share, and Connect Core Regional Themes
3. On the Ground: Showcase, Steward, and Preserve the Heritage Landscape
4. Spread the Word and Deepen the Impact: Support Regional Economic Development

The first goal builds the sustainability of the heritage enterprise itself, creating a coherent operational structure with clearly defined roles, a strong set of strategic partnerships and robust volunteer base, and good communications. The second two goals are the “content” of the Heritage Area’s program. The region’s extraordinary story—told by many voices and through many pathways including museums, galleries, classrooms, signage, and exhibits—is the focus of the second goal. The third goal zeros in on the Heritage Area’s role as a “placemaking” catalyst, deploying it with partners to steward key regional natural, cultural, and historical assets. The fourth goal markets these programs in such a way that they build the economy of the region. In subsequent chapters each of these goals is broken down into specific action steps.
3.2 Guiding principles and strategies
Taking direction from the mission’s emphasis on connection, collaboration, and fidelity to regional themes, the following guiding principles and strategies will give shape to this overall approach:

- Prioritize projects and actions that build capacity of local and regional heritage organizations and efforts.
- Create collaborations and networks that bridge social, geographic, and perceptual divides.
- Value first voice perspectives (the voices of those who lived the experience or have had stories handed down in their families and communities).
- Privilege the equity of dialogue (sharing and listening to multiple perspectives), over the authority of didacticism (a single dominating perspective).
- Engage a range of partners who reflect the current and historic diversity of the region and the breadth of stories there are to tell. To be clear, this is a commitment to proactive collaboration with BIPOC, disability, and LGBTQ+ communities to ensure their access and participation, and the visibility of their stories.
- Develop diversity, equity, inclusion, social justice, and sovereignty (DEIJS) approaches to partnerships and programs to deliberately break down persistent social hierarchies and the institutional behavior through which they perpetuate themselves.
- Strive to ensure that leadership and staff of the CHA proper reflect the diversity of the region.
- Honor the ancestral homelands of the Potawatomi, Ojibwe, Odawa, Myaamia, Sauk, Meskwaki, and Hoocak.
- Respect property rights; use of eminent domain is not part of the operations of heritage areas, and would be contrary to the fundamental goals of heritage areas which are to honor authentic landscapes and experiences.
- Promote stewardship, the active care of natural, cultural, and industrial resources.
- Elevate authenticity; draw on truthful historical accounts and experiences, as well as the existing built environment, that are meaningful to residents and other stakeholders.
- Highlight the ways in which nature, industry, and culture intersect in the region by supporting projects that encompass more than one theme or type of heritage resource.
- Focus on sustainability; tending to the “triple bottom line” of equitable opportunity, environmental stewardship, and economic growth will carry regional quality of life.
- Treat heritage as an action. Favor projects that connect the past to contemporary issues and illuminate a path toward a sustainable future.

3.2.1 Alignment with sustainability goals
A heritage area has much to do with history but everything to do with the future. The Calumet Heritage Area seeks to enhance the environment and quality of life in the Calumet region, and in so doing, become another foundational element on which a sustainable Calumet region can develop.
The Management Plan is written with the 17 United Nations Sustainable Development Goals in mind. On many goals the Heritage Area can be supportive but would have no formal relation. But goal 11 is especially germane, “To make cities and human settlements inclusive, safe, resilient, and sustainable.” The aspirations to drive this goal forward undergird many of the actions proposed. A straightforward indicator of how this will be accomplished is to note the role of the sustainability-oriented Calumet Collaborative as a core partner on the initiative.

The CHA promotes the maintenance of high levels of natural and cultural diversity that can be deployed in combination to make the region more resilient in the face of social and environmental challenges that the world will be facing, including climate change.

3.2.2 Alignment with diversity, equity, inclusion, justice, and sovereignty goals
The Calumet Heritage Area will consciously and actively pursue outcomes of diverse participation, equity, inclusion, social justice, and respect for native sovereignty in all its operations and initiatives. The CHA is in the process of developing its own diversity, equity, inclusion, and justice statement. It will point the way to tangible structures and actions for addressing the inequity, exclusion, and injustice that permeates society and all organizations and efforts. A range of pertinent resources are now available, many developed by experts within the marginalized communities that are leading calls for social change.

Alliance of National Heritage Areas Commitment to Diversity, Equity, and Inclusion
The Alliance of National Heritage Areas states that it is committed to diversity, equity, and inclusion and that NHAs and their partners “work collectively to protect and promote diverse people and places that tell America’s stories equitably and inclusively.” They provide the following definitions for these terms:

Diversity: meaningful representation of different groups in cultural heritage development, included but not limited to race, age, gender identity, sexual orientation, physical/mental ability, ethnicity, geography, and perspective
Equity: policies and practices that help communities gain access to opportunity, networks, and resources toward reaching their full cultural heritage development potential
Inclusion: authentic engagement of diverse groups in cultural heritage development, providing all community members with a genuine sense of belonging (Connecting the Heart and Soul of American Communities, July 2020).
CHAPTER ONE

Accessibility

As CHA management works to make a welcoming environment for people with disabilities, it will look to the guidance provided by the NPS over the last 25 years (see https://www.nps.gov/subjects/accessibility/what-we-do.htm). The Park Service also provides support to units via accessibility dedicated staff, such as the NPS regional accessibility coordinators. Other key resources include local and national disability advocacy organizations. The CHA is also in the position to assist collaborating organizations in doing more to integrate accessibility concerns into their operations and planning.

Native American Land Acknowledgement

Land acknowledgements have become increasingly popular and important statements by educational, governmental, and heritage institutions and allied organizations. They are not statements about the past, but rather acknowledgement of historic, present, and future relationships between Native Americans, the land, and the current institutions that reside in a place. Land acknowledgements are most appropriately, and typically, read near the beginning of gatherings and events, as well as appearing in print documents or on plaques.

The recent Calumet Voices/National Stories exhibition has opened exhibit locations with land acknowledgements, and included a first voice commentary on the historic importance of the Calumet region to Native Americans that relates to ongoing efforts to expand and restore this relationship:

For us, the Calumet Region provided some of the greatest diversity in natural resources as it relates to all forms of water, flora and fauna. Historically, the plants and wildlife found within the region provided great benefit to us, many of which are not found outside of the region.

—Pokégnek Bodéwadmik
Pokagon Band of Potawatomi Indians

To learn more about land acknowledgements visit: https://nativegov.org/a-guide-to-indigenous-land-acknowledgment/ and Guide to Indigenous Land and Territorial Acknowledgements for Cultural Institutions – Cultural Institutions Guide to Land Acknowledgements

4. Calumet Heritage Area management structure

4.1 Organizational description and goals

A functional and clearly communicated operating structure is the engine that makes the Heritage Area go. The Calumet Collaborative and the Calumet Heritage Partnership have entered an agreement establishing a Joint Coordinating Committee (JCC) to coordinate and oversee the activities of the CHA. The JCC is made up of representatives from the Calumet Heritage Partnership, Calumet Collaborative, and the Field Museum and has been meeting monthly since 2018. So far the JCC has overseen Programming, Public Communications, Management Planning, Advocacy, and Fundraising aspects of the CHA.

Land Acknowledgement given by American Indian Center director, Calumet Voices/National Stories exhibition opening. Cooper Sheldon.

For us, the Calumet Region provided some of the greatest diversity in natural resources as it relates to all forms of water, flora and fauna. Historically, the plants and wildlife found within the region provided great benefit to us, many of which are not found outside of the region.

—Pokégnek Bodéwadmik
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4. Calumet Heritage Area management structure

4.1 Organizational description and goals

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Calumet Stormwater Collaborative. Calumet Collaborative.
The JCC will be responsible for overseeing and implementing Goal 1: Grow and Sustain CHA Operations and Partnerships. This includes convening four Working Groups and corresponding Chairs to lead on the other three goals of the CHA. These four working groups will be focused on the following four areas: Interpretation and Education; Cultural Resource Conservation; Natural Resource Conservation; and Regional Economic Development and Heritage Tourism. For more information on how these Working Groups will achieve the goals of the CHA, please see the Goal Implementation Matrix, Appendix B.

4.2 Partnerships
Heritage areas are networks of partners committed to action in a region. The JCC will be responsible for ensuring a partnership structure that focuses on strengthening and building partnerships, building capacity of partners, and working collaboratively to create innovative partnerships across the region. Ideally, many people and organizations representing the diversity of the Calumet region will be involved in the partnership network.

5. How to read this Plan
The Management Plan includes five chapters on the formation, goals, and management of the Calumet Heritage Area. To get the full picture of what is planned, we invite you to look through the entire plan. Alternately, you can look by chapter title and the descriptions below for specific information of the greatest interest and relevance to you.

The Management Plan’s sections include:

Chapter 1: Concept and Approach - Defines a Heritage Area; explains why this is an important effort for the Calumet region; lays out the vision and mission; introduces the Management Plan

Chapter 2: The Calumet Region and the Management Planning Process - Provides an overview of the Calumet region and the Management Planning process so far, including the development of the Feasibility Study, the formation of Focus Area Planning Committees (FAPCs), deeper background on how the Heritage Area could connect to regional plans and goals, and the beginning of the Heritage Area’s operation

Chapter 3: Interpretive Framework and Planning - Shares interpretive themes, methods, and sites of interpretation to tell the story of the Heritage Area

Chapter 4: Action Goals and Objectives - Includes a description of the goals and subgoals to achieve the mission and vision of the Calumet Heritage; provides in-depth detail on Goals 2–4

Chapter 5: Business and Implementation Plan - Provides a description of the management structure of the Calumet Heritage Area, including in-depth detail on Goal 1 and an initial budget and business plan for the Heritage Area

Indiana Dunes National Park. C. Livingston, Indiana Dunes Tourism
The Calumet National Heritage Area Feasibility Study identified 228 key heritage resources.

Changes in the heritage area boundary, from the original study in 1998, to the present.
CHAPTER ONE

Potential Calumet Heritage Area Gateways

Existing Visitors Centers
4 Chicago Southland Convention & Visitors Bureau
6 Nathan Manilow Sculpture Park
9 Pullman National Monument
11 Big Marsh
14 Wolf Lake Memorial Park and Pavilion
18 South Shore Arts
19 South Shore Convention & Visitors Authority
26 Indiana Dunes Visitor Center
33 Visit Michigan City LaPorte

Calumet Curators Organizations
1 Field Museum
2 Robbins Historical Society and Museum
3 Blue Island Historical Society
7 Pullman National Monument
8 Historic Pullman Foundation
10 People for Community Recovery
13 Southeast Chicago Historical Society
15 Calumet Heritage Partnership
17 Hammond Public Library
21 Cedar Lake Historical Association
22 Crown Point Community Library
23 Gary Public Library
24 Lakeshore People’s Museum
27 Westchester Township History Museum
28 Porter County Heritage Museum
29 Brauer Museum of Art
32 Barker Mansion

Other Potential Gateways
5 Park Forest Historical Society
12 Steelworkers Park
16 Sand Ridge Nature Preserve
20 Erie Lackawanna Trail–Trailhead
25 Deep River County Park
30 Collier Hunting Lodge
31 Lubeznik Center for the Arts
34 LaPorte County Courthouse
35 LaPorte County Historical Society
INTRODUCTION

The Calumet region, located at the crossroads of the continent at the southern end of Lake Michigan, is crucially important to the economy, ecology, and society of the United States. The region’s industry and commerce represent a significant part of the American economy, especially in steel, petroleum refining, heavy equipment manufacturing, and the transshipment of goods. Huge industrial complexes share space with national parks, and the region has long been a hotbed of environmental research and activism. And more than a million and a half people, as large as many other Midwestern metropolises like Milwaukee, Kansas City, or Indianapolis, call the area home.

But the region is a complicated place, with many and diverse stakeholders, who often struggle to agree on regional goals and priorities. Political boundary lines fragment regional agreement even further: the Calumet region spans two states, five counties, more than 75 municipalities, and a number of special function park, school, and stormwater districts. The manner in which the region developed, and ongoing environmental degradation and deindustrialization, has created some starkly unfair living conditions.
A National Heritage Area (NHA) can create space for common ground in such a landscape. Many heritage areas developed in the 1980s and 1990s in regions where deindustrialization hit hard—in Pennsylvania, Ohio, and Michigan among others. Heritage Areas are not a panacea for regional difficulty, but they are a significant tool in the toolbox for those seeking to build on regional assets to foster sustainable futures.

There are now 55 NHAs, each of them unique. The Nation’s first NHA, the Illinois and Michigan Canal National Heritage Corridor, was created in 1984 with the aim of interpreting the role of that canal in building the Midwest and fostering regional economic re-birth through tourism development 140 years later. An effort is underway to create the Black Metropolis National Heritage Area, just to the north of the CHA on Chicago’s near South Side.

The seeds of the Calumet National Heritage Area project were planted by a 1986 proposal by geographer James E. Landing for a Lake Calumet Ecological Park. This evolved into a 1998 Special Resource Study by the National Park Service (NPS) for a Lake Calumet National Ecological Park. NPS recommended at that time that the region might be a good candidate for an NHA, and even then, the study began moving beyond ecology alone to consider historical, cultural, and recreational resources. In recent years, NHA programming has grown to encompass these aspects of a region, as well as education and the arts.

Since the commencement of the Feasibility Study process in 2013, sparked at the Calumet Summit in that year, a guiding discussion for the process has been how best to make the heritage area program fit this particular place. The CNHA Feasibility Study, approved by NPS staff in 2018, deployed an intensive community engagement process to arrive at a statement of national significance, key interpretive themes, a resource inventory tied to those themes, and an appropriate boundary for the proposed Heritage Area. These elements are reviewed in Section 1 below. (A more in-depth discussion of how the region’s history has shaped the key themes may be found in Chapter 3 of the Feasibility Study.)
The CNHA Feasibility Study also outlined how the Heritage Area could contribute to regional goals and priorities. These goals and priorities were articulated not only by community members who participated in the Feasibility Study process, but were indicated as stated goals and visions in the numerous plans consulted as part of the process. To prepare this Management Plan, then, it was a natural evolution to form Focus Area Planning Committees (FAPCs), composed of regional experts in the relevant areas, for each of the main regional goals and priorities areas. The FAPCs were charged with the first phase in the process of moving from aspirational goals to actionable projects in their respective areas. FAPCs were formed for:

- Environment and Stewardship
- Cultural Heritage/Historic Preservation
- Recreation
- Arts
- Education
- Tourism and Economic Development
- Branding and Wayfinding

The potential projects identified and prioritized by each FAPC, and then discussed together among all the FAPCs, formed a long list of potential actions that the NHA could undertake, where it would most fill a regional need not currently undertaken by another entity, and where it could have the greatest impact. These projects were further grouped in order to facilitate operationalizing them and to align them with the goals of the NHA entity.

This chapter describes the process of developing specific goals for the CNHA. It starts from the big picture—statements from the Feasibility Study concerning what is nationally significant about the Calumet region and the major interpretive themes the Heritage Area should adopt—and, moving through the Management Planning process, arrives at a sharp focus on the Heritage Area’s goals and projects to support those goals. The first section reviews the Feasibility Study’s statements about national significance, major regional themes, boundaries, and goals. Starting with these goals, the second section includes a scan of other heritage area work in these goal areas, thorough review of regional plans and studies, and the prioritization process undertaken by regional experts in the FAPCs. The final section provides actionable projects for the goals identified in the Feasibility Study and how these projects are now clustered for operational purposes in the goals of this Management Plan.

1. The nationally significant Calumet Region

1.1 Statement of significance

From a National Park in the Indiana Dunes to a National Monument at Pullman, the Calumet region contains both globally rare natural areas and the colossal evidence of industrial urbanization. These National Parks do not exist in isolation. Near them and between them are huge industries set next to delicate habitats and distinctive communities. The Parks’ own stories reflect the ever-increasing complexities of American life during the peak period of the “second industrial Revolution” between the Civil War and the Second World War. Innovative construction of a company town in a wetland area in 1882 signaled the stunning attractiveness of this region to the large scale factories that would soon anchor the western end of America’s Manufacturing Belt. As it ushered in an era of enormous industrial production, massive immigration, labor conflict, and environmental degradation followed. Industry filled in wetlands, thrust into Lake Michigan, cut down dunes, and advocated for wetland drainage and the complete rearrangement of river flow. It built upon and spun a thickening web of rail lines, canals, roads, and pipelines second to no other region in the country. The encounter between growing industry and fragile dunes at the beginning of the twentieth century gave rise to a new kind of environmental conservation in an urban environment that focused on the protection of open lands for city people. A new kind of National Park, developed fifty years ago, characteristically wraps around the last large
integrated steelworks constructed in America, the sort of contrast that defines this uncommon place.

The Calumet region’s national significance stems from the unique natural habitat and its relationship to industry, transportation, and people. Characteristically American relationships among industry, labor, and the creation of place emerged. The impact of these changes is felt in American life and landscape to this day. The American people—those in other urban industrial areas, those who continue to pass through, those who stop to visit, and most importantly, those who live in this landscape—will benefit from knowing the coherent story of human and nature interaction in this region.

The story’s headline is this: The Calumet region contains globally rare natural areas, the nation’s premier heavy industrial district, and distinctive communities that continue to shape the natural and built landscape. Its two urban National Parks—Pullman National Monument and Indiana Dunes National Park—bookend and highlight these contrasting features. 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.

This headline opens a fundamental issue, for behind the headlines lie other crucially significant stories of longstanding significance. Few are more critical than the role of Native Americans in the region. The Calumet region was a crossroads to Native Americans who thrived here before European settlement and who continue to call the region home. The very name of a region now nearly synonymous with industrial urbanism is drawn from a word meaning “pipe of peace” and “prosperity” to the Potawatomi. Here it needs to be said that while the Feasibility Study was required to zero in on a particular phase in the region’s development, the functioning Heritage Area itself can embrace all aspects of the region’s history. Taking the long view, ironies, conflicts, and contradictions seem to recur at every step:

- A river whose very name means “peace pipe” is now the Great Lakes’ most significant area of environmental concern.
- A still changing landscape of singing sands and gentle swales is altered again by human hand, which levels hills, fills wetlands, and reverses rivers.
- A habitat crossroads and biodiversity hotspot that neighbors industrial furnaces and cracking towers.
- A well-integrated economic region of production and distribution with international reach and formed by people with roots from around the world, marked by place identities at the most local scale.
- A place where new models for cities exalted individual entrepreneurship but spawned gritty nationwide labor solidarity.
A society where people of color were long excluded from housing but drove to national leadership in municipal governance and the pursuit of environmental justice.

A hearth where women frequently tended home fires in an industrial world but took on leading roles in forging new forms of environmental activism and conservation.

Contrasts like these can be seen on the landscape. Sand dunes, wetlands, steel mills, ethnic neighborhoods, and railroads wrap around each other in an intertwined mix that is a crucial part of the significance of the region and the story that begins with the re-working of nature.

1.2 Core Regional Themes

1.2.1 Nature Reworked: The Calumet’s Diverse Landscape

Natural areas, industries, transportation, and neighborhoods are found side by side in the Calumet region. Industry and nature meet each other here like few other places in the country. The mix of forest, prairie, lakes, and rivers attracted large-scale industry, agriculture, trade, and city growth. But in places, dry sands and wetlands proved too challenging to build upon. In time, and through much effort, they were preserved for their value as open space and as refuge for diverse plants and animals.

A natural crossroads. Chicago’s exploitation of its location at the easy passage of the subcontinental divide amidst forests and prairies of stunning verdure made it “the city of the century” and “nature’s metropolis.” But its flat site also made it the “mudhole of the prairies” and provoked pathbreaking engineering solutions to the challenges of urban growth. This epic development occurred ten miles north of the southern edge of Lake Michigan, and it projected the city’s commercial reach to the “Great West.” When the American economy emerged from the Civil War ready to be turbocharged by a new wave of industrialization, its western anchor would be the Chicago region, and its anchor within the Chicago region would be those lands by the lake that the first wave of mercantile urban development had passed over—the Calumet area.
Industrialization came quickly and forcefully to a region that happened to have unusually high species richness. It is situated at one of the great ecotones of the mid-continent, where vestigial boreal vegetation meets Indiana’s great hardwood forests and Illinois’ tallgrass prairies. Its sands and marshes are textbook examples of Wisconsinan glaciation that made the wet-dry alternation of sand and marsh a boon to biodiversity and a bane to European farming technique. Indiana Dunes National Park, with its successional vegetation features and its outholdings that include elements of bog, prairie, and marsh is one of the most biodiverse in the National Park system.

This fundament sparked scientific questions that anchored new disciplines in glacial geomorphology and ecology, provided the land base for the development of a vast urban-industrial complex, and ultimately inspired people in the growing industrial belt to develop pathbreaking approaches to land protection and restoration. Experts agree: the Calumet region’s interplay of industry and nature is for Andrew Hurley a theme of “exceptional national significance” and for Christine Walley, “the most compelling narrative.”

**Changes to lifeways and landscape.** The vast changes which made the American economy truly continental in scope after the Civil War also made previously bypassed regions, like the Calumet, central to the nation’s expanding urban-industrial system. A vast economic region called the “American Manufacturing Belt” became the nation’s growth center and focus of its industrial, political, and economic power. It extended roughly between the Great Lakes and the Ohio River, and between the Midwest and Atlantic ports. The Calumet anchored the western end of this region. It splendidly exemplifies this epochal phase in American national development. At the same time, it is a leading example of how a local landscape was remade to accommodate and attract industry, and how it bore the effects of such industrialization.

With uncanny timing, and as if to illustrate the textbook “epochs” of industrialization, the remaking of the Calumet area for industry can be said to begin with the creation of Calumet Harbor in 1870 and the widening and straightening of the Calumet River. When the Joseph H. Brown Iron and Steel Company (later Wisconsin Steel) was built south of 106th street in the 1870s, dredge spoil from the slip created along the Calumet River was dumped into adjacent wetlands to provide drier footings for the factory. When the North Chicago Rolling Mills moved to the mouth of the Calumet River in 1875, it began to add land to Lake Michigan for its facilities, which later evolved into U.S. Steel’s South Works. The Town of Pullman literally rose from the bottom of Lake Calumet in 1882, when clay from the lake was used to make brick for the houses. The company also built docks and an edge to the western shore of Lake Calumet, that, coupled with the four feet of fill on which the homes were built, permanently set the lake apart from surrounding wetlands.

These types of processes would continue for the next century, with harbors created at Indiana Harbor, Gary, and Burns Harbor; lands extended a mile into Lake Michigan at East Chicago; rivers rerouted, straightened, deepened, and/or repurposed; continental drainage divides moved; and dunes destroyed in Gary, Portage, Burns Harbor, and Michigan City. Along the way, engineering landmarks like the Cal-Sag Channel (short for “Calumet-Saganashkee Channel, an integral part of what is now the Metropolitan Water Reclamation District of Greater Chicago) would be opened in 1922. To vault across the waterways, a web of landmark bridges would be constructed, as in the set of truss bridges over the Channel at Blue Island, the Chicago Landmark lift bridges over the main stem of the Calumet River, and the trunion bascule 106th Street bridge in Chicago, whose status even today as the busiest in this city of bridges testifies to the incessance of river traffic in this reach.
A heritage of activism and stewardship. Amidst these scenes of the American “technological sublime,” and even granting their greatness and role in building up the mid-continent as an epicenter of American industrial civilization, there was a growing sense that something was being lost. In 1916, agitation and advocacy for a Dunes National Park to become part of the new National Park Service reached a fever pitch. The advocates were led by the Prairie Club of Chicago, whose members included pioneering ecologist Henry Chandler Cowles, noted for his work on ecological succession at the dunes. Efforts were slowed by World War I, but the Indiana Dunes State Park was established in 1926. Renewed advocacy after World War II led to the creation of the Indiana Dunes National Lakeshore in 1966. Cowles Bog in the Park, a National Natural Landmark, memorializes Cowles. It sits immediately adjacent to the Burns Harbor steel mill. It is characteristic of the Calumet region that what might seem like fundamental conflict between industry and environment would result in such pathbreaking compromises.

That the interests of “environment” had a place at the table is key but ultimately not surprising, since, as historian Heath Carter notes, “Citizen action is characteristic of the region.” Women had an especially significant role in the preservation of the Indiana Dunes and in the fight for environmental justice. Bess Sheehan, secretary of the National Dunes Park Association, played the leading role in the creation of Indiana Dunes State Park. The later effort to prevent further industrial encroachments on the dunes and pave the way for a National Park was led by Save the Dunes Council advocates Dorothy Buell, Charlotte Read, and Sylvia Troy. Lee Botts founded what is now the Alliance for the Great Lakes and spearheaded many local initiatives. Cowles’s student Norma Pfeiffer discovered a plant called Thismia americana in the shadow of a metallurgical coking facility in 1912 that is endemic to the region, was last seen in 1916, and is the only photograph in the magisterial tome, Plants of the Chicago Region. She went on to become the first Ph.D. in Botany from the University of Chicago. When the City of Chicago promised to build a Lake Calumet International Airport twenty years ago, local activists organized large-scale “Thismia hunts” to highlight the uniqueness of what could be lost under runways.

The proximity of residential areas to industrial zones has also made the Calumet area a hotbed of concern for those who have borne a disproportionate share of polluted land, air, and water. Key activists like Hazel Johnson, organizing from a base in public housing at Altgeld Gardens (for a while with the support of a young community organizer named Barack Obama) became leaders in the national environmental justice movement. Marian Byrnes, a retired schoolteacher, led grassroots efforts on the southeast side of Chicago and became a leader in the Southeast Environmental Task Force, Calumet Stewardship Initiative, and Calumet Heritage Partnership.

So a century of grassroots citizen activism has conserved, protected, and restored the biodiversity, native beauty, and recreational quality of the natural environment, making the region a significant place to the American conservation and environmental justice movements. Lee Botts wrote that a “restoration revolution” has coursed across the region, and now significant sites of the region’s globally rare patrimony of dune and swale habitat are preserved, frequently by and on behalf of the residents themselves.

1.2.2 Innovation and Change for Industries and Workers

As one of the great workshops of the world, the Calumet region lays bare epic stories of entrepreneurship, industrial development, the struggle for decent working conditions and wages, and of what happened when certainties crumbled.
Manufacturing and industrial urbanism. Icons of industry like Pullman, Carnegie, Gary, and Rockefeller forged an industrial region that became the buckle of the American Manufacturing Belt. Built on extraordinary local, regional, and national interlinkages in both metal and non-metal industries, it rose to become the nation’s premier steelmaking district by World War II and remains so today.

The Calumet region rose to industrial prominence during a time that scholars call the “Steel Rail” period, when the intertwined development of a national railroad network and integrated steel production moved the nation’s industrial production center of gravity westward from the mills of New England and the mines of Pennsylvania.

Steel manufacturers began to move to the region in 1875, with the construction of the Brown Ironworks. Shortly thereafter (1881), the North Chicago Rolling Mills Company built its South Works at the mouth of the Calumet River. As manufacturers sought to lay out ever more efficient plants, Indiana sites became more important, especially with Inland Steel (1901), Gary (1906), and Mark Manufacturing (1914). When Wisconsin Steel closed in 1980 and the South Works of U.S. Steel soon followed with a major downsizing and then closure in 1992, it signaled the end of the century-long “boom” period in steelmaking in the Chicago portion of the Calumet region. Remnants, such as the Acme coke plant and the ore walls at South Works, still stand.
The evolution of these firms also illustrates the growing vertical and horizontal integration of the industry characteristic of the era: the very evolution of the name of South Works into Carnegie-Illinois into U.S. Steel suggests the ever expanding scope of operations and administration. U.S. Steel built its sprawling integrated Gary Works and an accompanying town in 1906. ArcelorMittal's Burns Harbor plant (originally Bethlehem Steel) was the last integrated steel facility to be built in the United States, and its Indiana Harbor facilities produce more steel than any other plant in the country.

Other firms built or operated equipment that ran on steel rails. Few places in the nation better illustrate the rise of railroads, as hubs of a transportation network, as centers of industrial production, or as engines of economic, labor, and social change, than George Pullman’s town, now the Pullman National Monument. Pullman’s reach as a manufacturing concern extended across the Calumet region, to include the Pullman-Standard works in Hammond and the facilities of Haskell and Barker (now hub of the Haskell and Barker Historic District in Michigan City). The Pullman Company’s 1913 switch from wood to steel car construction was paralleled by the rise of other steel railcar manufacturers across the region.

Once established in the region, the steel industry proved to be magnetically attractive to a variety of other related businesses. A further web of industrial and short line railroads moved steel from the mills to fabricators with relative ease. Steel supply companies burgeoned. Others firms were attracted by the availability of inexpensive steel in the context of location in the Chicago market, or by the region's centrality to the national rail network, as did the G.H. Hammond Meatpacking Company, founded in its namesake city in 1869. Industrial facilities opened across the region in new industrial suburbs like Chicago Heights or old country towns like Valparaiso and LaPorte, where Allis Chalmers (previously the Rumely Companies) built agricultural machinery for the Midwestern market into the late 20th century.

As the technological underpinnings of the American economy changed in the twentieth century, the “steel rail” elements remained fundamental for the Calumet region. But the region retained its national importance as automobiles, airplanes, electricity, and petroleum assumed greater significance. Nothing sums up this new period better than the grand American combination of Rockefeller and Ford. While these two entrepreneurs’ bases of operations were elsewhere in the country, their respective facilities constructed here in 1889 and 1924 point to the fundamentally interlinked nature of the Calumet regional economy and its embeddedness in the American Midwest. Both Chicago's Ford Plant and the British Petroleum Whiting Refinery (originally Standard Oil of Indiana) have undergone major reinvestments. BP's nearly $5 billion reinvestment to handle heavier Canadian tar sands crude has placed it again at the center of North American debates about the long-term prospects for an economy built on this form of energy and an environment continuing to bear its consequences. The production and storage of petcoke as a byproduct of the refining process and BP's announced plans to buy out and raze the neighboring Marktown neighborhood has sparked regional activism around environmental justice. A contrasting pathway to industrial innovation is seen at the Method facility in Pullman, which aims for a zero impact approach to the landscape and is topped by the nation's largest rooftop greenhouse.
Labor takes a stand. The profound remaking of the Calumet landscape in an industrial image brought thousands of workers to the region and at a new scale. By 1920 one out of five manufacturing workers in the Chicago metropolitan area worked in the area’s leading “Iron and Steel Products” employment group, most of it concentrated in the Calumet area. To the interests of labor as well as to capital, the Calumet region was defined by its heavy industry.

Workers’ struggles for better conditions, wages, and rights captured national attention in the Pullman strike of 1893. The strike’s spread to the nation’s entire rail network pointed to the critical importance of that network and of the labor movement to the nation’s economy. After the strike ended, Congress established Labor Day, a significant marker on the national path toward better working conditions and living standards for all Americans.

That path had many turns and switchbacks. For example, the Memorial Day Massacre of 1937, was one of the most violent moments in American labor history. Republic Steel later sited a sculpture on its property with ten pipes gesturing to the ten steel mills that once clustered in the area; today the sculpture sits across the street from Republic’s former property and the pipes are interpreted as remembering the ten workers who died in that struggle. The Steelworkers Organizing Committee won recognition from U.S. Steel in 1937, and by 1942 SWOC had become the United Steelworkers International Union of America.

The effort to widen the path to be inclusive of all workers is memorialized at the National A. Philip Randolph Pullman Porter Museum. Randolph’s efforts to organize the nation’s first African American union, the Brotherhood of Sleeping Car Porters, can be seen as an innovation in American history on par with the entrepreneurialism of the man who built the Pullman Company. It also points again to the steely mesh of interconnection between the region’s economy and its railroads, and the far-reaching effects the rails had on everyday American life.

Deindustrialization. An era of drastic shutdowns dramatically changed the region’s industrial powerhouse and caused widespread job loss. Mills closed; firms went bankrupt; workers were cast out of their jobs; communities were devastated. This fate befell other places in the American Manufacturing Belt, and, indeed, what happened to all of them is one of the most significant national stories of the past four decades. A major impetus for the National Heritage Area effort in the Calumet region is to turn the regional narrative from one of loss and destruction, to one that builds on assets of natural and cultural heritage. That sense is taking hold, another turn in the changing historical perception of the value of this area.

Regional resources remain that tell the stories of past industrial endeavor, most notably in the Administration/Clock Tower building at the Pullman National Monument. The Landmarks Preservation Council of Illinois named the remnant Acme Steel structures to be one of the “ten most endangered structures” in Illinois and provided seed money for an effort to preserve them.

More importantly, government, for-profit, non-profit, and grassroots entities and individuals have been gathering to re-vision the region in light of the changes it has undergone and the realities it faces. The Field Museum, one of the world’s leading collections-based natural history museums, has devoted time and resources, and a neutral convening table to shine a light on the region’s assets, as it did in its award-winning Journey Through Calumet community ethnography process. Indiana’s Marquette Plan is a sustained effort to envision and create a coastal corridor that still has a place for industry and that embraces community access to the lakeshore. The Marquette Plan update incorporates historical and cultural resources and embraces the notion of a Calumet National Heritage Area. In Illinois, the Millennium Reserve effort similarly highlighted a Calumet National Heritage Area as a priority project with potential to fulfill the effort’s goals of linking community, economic, and environmental sustainability. (The Millennium Reserve project ultimately fostered the development of the Calumet Collaborative, which is a core entity moving the Heritage Area effort forward.)
1.2.3 Crucible of Working Class and Ethnic Cultures

Cultures came together as people moved to the Calumet region in large numbers. As they worked, played, and set down roots, they developed a significant popular culture. Strong advocates led struggles for equality, inclusion, and civil rights that achieved national prominence.

Working class housing and cultural traditions in the landscape. Their names tell us that steel was made: Millgate, Irondale, Slag Valley. They tell us who owned the mills, forges, and shops: Hegewisch, Pullman, Marktown, Gary, Hammond, Ford Heights. Colloquial (“the Bush”) or formal (“East Chicago”), geographical (“East Side”) or personal (“Whiting”), these are the names attached to islands of human community scattered across the Calumet wetlands and ultimately, into the morainal hills to the south. Separated from each other by patches of wetland, by belts of railroad tracks, and by the mills themselves, the communities developed distinctive identities strongly shaped by physical, economic, and social attachments to nearby industry.

The Calumet region’s residential structure is part of what makes it such a significant landscape and distinctive from the rest of the Chicago region. More than half of the communities in the Calumet area found their origin as industrial suburbs or satellite cities. The region has only a few railroad commuter suburbs, a type with which the Chicago region is otherwise well supplied. But as places founded squarely within the “Steel Rail” period, railroads were an obvious part of everyday life in most of the region.
The Calumet region contains nationally significant models of homes built for workers and their families. Landmark planned communities include Solon Beman’s Pullman, Charles van Doren Shaw’s Marktown, the city of Gary, and East Chicago’s Sunnyside community. A wide variety of other house types include the concrete Edison Concept Houses in Gary, Frank Lloyd Wright’s Foster House and Stable in Chicago’s Stewart Ridge community, and the small home in Gary where Michael Jackson grew up.

People came from around the world to work in the Calumet region and put their stamp on the landscape. By 1930, the region had an extraordinary diversity of ethnic origins. Within some Calumet communities, pocket enclaves developed especially strong local attachments to local churches, schools, social halls, savings societies, and taverns, which ultimately fostered highly local—even isolated—place identification. Taken as a whole, this archipelago of very locally centered communities is a significant element in the national story of immigration, enculturation, and group identity.

**Race relations.** Most of the issues discussed above had a strong racial dimension. While the transportation equipment and steel industries were a major ground for recruitment of labor from the American South, and exerted a huge pull effect in the Great Migration to places like South Chicago, East Chicago, and Gary, racially-charged struggles of national resonance erupted over schooling, housing, and politics. Theodore Roosevelt High School in Gary was built specifically to house Gary’s African-American students, thus keeping them out of “white” schools. In 1945, the historic but isolated Altgeld Gardens public housing project was built in Chicago for returning African American veterans. Conflict in the steelmaking Trumbull Park neighborhood emerged in 1953 when Black families attempted to move into public housing there, triggering a response from city authorities that, according to Arnold Hirsch, led to “making the second ghetto.” Richard Hatcher’s 1967 election in Gary as the first African American mayor of a major American city sped the postwar processes of white flight to suburban “South County”, leading to the creation of a “dual metropolis” and the “environmental inequalities” that historian Andrew Hurley has documented. But it also led to the National Black Political Convention of 1972, the largest such gathering of the twentieth century.

**Living cultural traditions.** Renowned among a constellation of local history museums in the Calumet region, the Southeast Chicago Historical Museum wonderfully highlights the many aspects of family and associational life in its community. Similar stories could be told about other vibrant museums. But more lively are those resources on which you cannot put a plaque: these are the traditions, festivals, foods, music, and literature that make the region and its heritage come alive. Myaamia and Potawatomi people are working with the Indiana Dunes Visitors Center to create a cultural heritage trail that demonstrates their continuing engagement with the place they have long called home. Other especially active traditions include Labor Day commemorations, ethnic showcases like Whiting’s Pierogi Fest, and church oriented events like Southeast Chicago’s AnnunciataFest. Music has long pulsed out of the region, with especially notable examples being Gary’s VeeJay records (the first American label to release the Beatles) and the Jackson family.

### 1.3 Recommended boundary

The recommended boundary encompasses the area where the three themes and the resources illustrating the national significance of the Calumet are strongest (see maps in Chapter 1). The themes are especially well represented in the immediate lakeshore area from South Chicago to Michigan City. However, experts such as Alfred Meyer, Kenneth Schoon, and Powell Moore would locate the regional boundary southward, where the occurrence of local “Calumet” place names from Chicago Heights to Valparaiso argues that the region’s natural features, along with its key themes of economic and cultural development, also resonate.

Therefore, recognizing the strength of the set of traits that make up the region, and the ongoing patterns of employment, information flow, and trade that circulate within the area, this plan recommends the following boundary. It aligns generally with key historic trails across the area, particularly the Sauk Trail and Vincennes Trace. Locally, some adjustments have been made so that jurisdictions are not split and differences in the Illinois and Indiana planning agency and county line jurisdictions are taken into account.
In Indiana, the boundary extends to the borders of Lake, Porter, and LaPorte Counties. The Northwestern Indiana Regional Planning Commission (NIRPC), a key supporter and collaborator, has planning authority to the extent of these counties which reach to the Kankakee River. In addition to political convenience, as noted below, the Kankakee River was a distinctive boundary for the cultural and economic geography of the region and tended to set Northwest Indiana apart from the rest of the state of Indiana. The Kankakee National Water Trail marks this southern boundary just as the Lake Michigan National Water Trail marks the northern boundary.

In suburban Illinois, the boundary runs east-west along the line of Crete-Monee Road between the state line and I-57, and then north on I-57 to Crawford Avenue. Any municipality that touches this boundary is considered to be within the National Heritage Area, including a large number of the municipalities which comprise the South Suburban Mayors and Managers Association service area. The Illinois boundary falls substantially north of the Kankakee River because significant stretches of Will and Kankakee counties do not cover the Calumet region. In addition, the Chicago Metropolitan Agency for Planning service area does not include Kankakee County and does include vast stretches of non-Calumet northeastern Illinois. The boundary is drawn to incorporate the historic paths of the Dixie and Lincoln Highways, the modern successors of the Vincennes Trace and Sauk Trail, respectively.

From Crawford Avenue into Chicago, the boundary continues three miles west of Vincennes until it reaches 67th Street, where it returns to the lake shore along the southern boundary of Jackson Park. It therefore includes the bulk of the “Greater Calumet” and “Greater Stony Island” regions of the City’s new Chicago Neighborhoods Now planning initiative, which clusters the City’s original 1930s non-overlapping planning and statistical Community Areas into functional planning regions. Greater Calumet includes the Community Areas of Washington Heights, Morgan Park, Hegewisch, West Pullman, Riverdale, East Side, and the southern portions of Roseland, Pullman, and South Deering. Greater Stony Island includes the Chicago Community Areas of Greater Grand Crossing, South Shore, Chatham, Avalon Park, Burnside, Calumet Heights, South Chicago, and the northern portions of Roseland, Pullman, and South Deering. The northern boundary runs very close to the southern boundary of the emerging Black Metropolis National Heritage Area. The boundary overlaps the I&M Canal NHA, especially along the Cal-Sag Channel, Little Calumet, Calumet River corridor.

1.4 Calumet region goals and priorities

Multiple stakeholders and entities have coalesced in the region over the two decades since the National Park Service’s Calumet Ecological Park Resource Study. They have stated many goals and priorities in various contexts, and now all these aspirations and voices are coming together as the region is poised to become a Calumet National Heritage Area. It has been repeatedly stated, especially at multi-stakeholder Calumet Summits in 2013 and 2015, that a National Heritage Area is the clearest path to bring coherence to these efforts, strengthen regional identity, and bring necessary resources to activate great thinking.

An overarching goal of the heritage effort is to draw together the conceptual interlinkages of the three heritage themes and to project them forward as fundamental to any regional sustainability effort. There is a powerful sense, given the complexity of the themes of the region, that heritage reverberates in everyday life and undergirds conversations which cut across economy, environment, and community. There is a strong sense the region’s heritage is built into the region’s future.

What follows is a distillation of the most salient heritage goals and priorities now incorporated into current regional plans (such as the Millennium Reserve Green Infrastructure Project and the Marquette Plan), and discussed in community conversations, Summits, and feedback sessions.
1.4.1 Environment and Stewardship
The Calumet region has played an important role in conservation, ecological study, and environmental protection. The area continues to possess a rich conservation ethic, ecologically significant sites, and outstanding services by agencies to protect the environment and public health. Priorities to enhance environmental treasures across the bi-state region are:

- Identify, connect, and enhance important subgeographies such as the dune and swale, moraine forest, and river corridors (NR)
- Coordinate land management, ecological restoration, land acquisition, and trail development activities in key habitat areas (NR, II, CC)
- Provide improved access to existing natural areas (NR, II, CC)
- Restore, manage, and promote healthy watershed systems (NR, II, CC)
- Promote the protection of coastal and estuarine areas and waters (NR, II, CC)
- Develop a stewardship model for bi-state Calumet that includes measures of success for both ecosystem restoration and volunteer engagement (NR, II, CC)
- Connect environmental stewardship to health/well-being activities (NR, II, CC)

1.4.2 Cultural Heritage/Historic Preservation
The communities of the Calumet region are sites of significant cultural history. But sites of significance are often unrecognized and unappreciated. Priorities are:

- Identify and showcase the industrial, natural, and community heritage of the bi-state region through education, festivals, and other cultural activities (NR, II, CC)
- Protect, conserve, and restore significant landmark sites, including homes, commercial and religious structures, public buildings, and planned industrial communities (NR, II, CC)
- Identify, protect, and preserve important archaeological sites in the region (NR, II, CC)
- Build a bi-state dialogue between the Pullman National Monument, the Indiana Dunes National Park, and the lands around and between them (NR, II, CC)
- Create a bi-state regional consortium/network of local heritage groups, museums, archives, and historical societies (NR, II, CC)

1.4.3 Recreation
The Calumet region historically has contained significant places to relax and play. Priorities across the state line are:

- Continue to develop the region’s system of trails and improve the connections between them (NR, II, CC)
- Improve existing and develop new recreational sites (NR, CC)
- Increase access to the Lake Michigan shoreline (NR, II, CC)
- Promote tourism and ecotourism (NR, II, CC)

1.4.4 The Arts
The region’s landscape and heritage are significant sources of artistic inspiration, especially with attention-grabbing proximity to nature and industry. There is a thriving arts community in the Calumet region, but it is not well recognized. Priorities are:

- Promote and protect the existing folk and fine arts heritage of the region (NR, II, CC)
- Support and promote existing artists and arts organizations (II, CC)
- Promote the role of the arts in regional-scale placemaking (NR, II, CC)
- Activate and transform heritage spaces that build community and enhance civic engagement for local residents and that are attractive to visitors using creative placemaking approaches (NR, II, CC)
1.4.5 Education
The cultural and environmental heritage of the Calumet region offer unique opportunities to engage children and adults in place-based learning. A Heritage Area could provide a network to facilitate the creation, connection, and enhancement of educational programming around environmental conservation and stewardship, economy, the arts, cultural heritage and historic preservation, and interpretation.

- Develop heritage-based curricula in partnership with local primary, secondary, and post-secondary educational institutions (NR, II, CC)
- Develop life-long learning programs (NR, II, CC)
- Connect with area scientists (NR, II, CC)
- Identify local geographies within the region as priority areas for programming and types of programs to prioritize for those regions (NR, II, CC)

1.4.6 Regional Economic Development and Heritage Tourism
Industry has been a key identifying factor and the backbone of the Calumet region. The region’s industries are in flux, making stability and redevelopment key goals. Conserving the industrial heritage of the Calumet region is important, but should be coupled with efforts to support existing industries and attract new investment, and build on environmental and community assets. Priorities are:

- Make the most of opportunities that meet the “triple bottom line” that enhance economy, build community, and protect environment (NR, II, CC)
- Improve the Lakeshore in ways that balance industrial development and water-based tourism and recreation (NR, II, CC)
- Utilize brownfield sites for industrial development (NR, II, CC)
- Increase tourism marketing at the bi-state regional scale (NR, II, CC)
- Attract and retain residential workforce that enjoys high quality of life (NR, II, CC)
- Identify and elevate opportunities for adaptive reuse of buildings and other structures, such as closed steel mills and Union Station in Gary, to become regional gateways or interpretive centers (NR, II, CC)

1.4.7 Wayfinding and Branding
Develop a comprehensive regional system of signage and wayfinding to guide visitors and local residents through the region, provide details about specific locations, build regional identity through branding, and connect the region’s places through themes and stories.

- Create a brand identity for wayfinding that boosts regional connectivity and pride in place (NR, II, CC)
- Interpret sites and spaces through signage, exhibitions, other media (NR, II, CC)

2. Background to regional priority-setting and review of existing plans
The Calumet Region has an illustrious past. But the Calumet Heritage Area is concerned with how the region’s natural and cultural heritage provides the basis on which to move toward a brighter tomorrow. Between past and future lie the concerns of today, and Heritage Areas can be one pathway through which present-day issues are addressed. These issues can range widely—including arts, education, recreation, environment, economy, recreation, and historic preservation. The Management Plan process offered a structured way to show how those issues could potentially be addressed by the Heritage Area, and then how to organize to accomplish these tasks.

This Management Plan is an organic outgrowth from the Feasibility Study prepared by regional partners and approved by the National Park Service staff in July 2018. In important respects, completing the tasks of a Feasibility Study—gathering a partner network, scanning for resources, developing visions, themes,
and plans, and creating actual projects—really started to get the Heritage Area behaving like a Heritage Area. Since the National Park Service approved the Feasibility Study, huge strides were made to activate the Heritage Area, though Congressional action is still forthcoming. Partners deemed it very important to move forward with a management plan so that the Heritage Area’s activities, roles, operations, finances, and functions could be defined in relation to other activities in the region. If and when Federal designation should occur, the plan could be updated to account for new realities, resources, and requirements.

To create the Feasibility Study, an extensive community engagement process recorded community concerns, surfaced issues and opportunities, and identified assets, resources, and needs. The set of regional goals reviewed in Section 1 were developed in alignment with the Heritage Area’s overall purpose and themes. These goals spanned seven content areas that Heritage Areas often support: environment/stewardship, cultural heritage/historic preservation, recreation, arts, education, economy/tourism, branding/wayfinding. The goals developed in the Feasibility Study helped to guide a discussion of what the Heritage Area could do; in order to define what the Heritage Area would do, a set of specific projects needed to be developed, and then prioritized, aligned and coordinated with other projects, and then filtered for what could be truly accomplished.

An important first step in specifying the role and function of the Heritage Area as a new tool for regional actors to deploy on issues of concern was to systematically review existing regional plans and studies in each of the main content areas. The review surfaced significant issues for focus area experts to consider. Taken together they underscore the most important issues and partners that make up the modern Calumet landscape. They also unearth even more evidence of the region’s complexity and vitality, and the potential of the CHA to interact with many different activities, and for the need to keep prioritizing and asking where a CHA would most add value to regional efforts, not merely be related to them.

In this section, the connection between regional plans and these goals is reviewed. The reviews printed below are substantially the background material that regional experts were given as they convened in Fall 2019 as part of Focus Area Planning Committees (FAPCs). Members of the FAPCs were advised that it was not the intent of the Heritage Area effort for it to become all things to all people, nor for the 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, members of the FAPCs were urged to be broadly aware of what is happening in the region. It set the stage for thinking through what NHAs can do and what the current state of NHA-relevant programming in the region is, by asking the following key questions:

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

Those experts were then convened as FAPCs in Fall 2019, to develop and then prioritize a list of actionable projects where the NHA could best be leveraged to make a difference in the region.

After each FAPC in the seven areas developed its own list of priority projects, members from all the FAPCs met in December 2019 to review the prioritized lists of projects in order to keep a special eye on synergies, overlaps, and opportunities for further discussion. The outcome of this process was a list of prioritized projects by the key content areas. The Joint Coordinating Committee (JCC) then took stock of operational overlaps and ways to best leverage the impact of the projects by carefully integrating them with other plan elements, organizing them under the main regional goals as articulated above in Section 1.4, and phasing their rollout. This clustering and phasing is discussed in Section 3 below, and it forms the basis for the “Implementation and Business Plan” found in Chapter 5.
2.1 Environment and Stewardship

The successful effort to create an Indiana Dunes National Park is the latest in a series of signs that the heritage of the Chicago region is marked by pioneering approaches to environment and stewardship in an urban setting. The Indiana Dunes National Lakeshore (now the National Park) was the first National Lakeshore when it was created in 1966 and the push to create a National Park in this geography goes back to the beginnings of the National Park Service in 1916. The Illinois and Michigan Canal National Corridor was the nation’s first when it was designated in 1984. The Illinois Prairie Path, launched in 1965 and inspired and led by May Theilgart Watts (who also had strong connections to the Dunes), was the country’s first significant rails-to-trails conversion. The Cook County Forest Preserve system was a pioneering effort to create recreational and conservation spaces at the metropolitan scale, and it was inspired by the nation’s first great regional plan, the Burnham and Bennett’s Plan of Chicago (1909). Creation of the Chicago Wilderness alliance in 1996 was regarded as a national model for multi-stakeholder ecological restoration efforts at the metropolitan scale.
Other efforts continue to this day, and just a few examples indicate the national significance of the ecological restoration work in a difficult built-up landscape with many operating industries and numerous legacy pollution issues. The cleanup of most of the Grand Calumet River, the only one of 41 Great Lakes Areas of Concern to fail all 14 “beneficial use impairments” in the Great Lakes basin when originally determined twenty years ago, and the restoration of adjacent natural areas along the stream, is likely the most significant in the Great Lakes basin. The Nature Conservancy’s restoration of Indian Boundary Prairie in Illinois and numerous fragments of rare ridge and swale habitat of northwest Indiana are national models. The Shirley Heinze Land Trust has added more than 2,600 acres to its portfolio since its inception in 1981 and the organization received the Land Trust Alliance’s National Excellence Award in 2018, only the 18th recipient from among 1,000 land trusts in the award’s twelve years. Save the Dunes maintains its staunch advocacy for the dunes ecosystem while leading efforts to restore it. In Chicago, the Chicago Park District now owns nearly a thousand acres on lands that once held operating steel mills or other industries or were ticketed for development as sanitary landfills. Great Lakes Audubon has spearheaded the restoration of key sites in both Chicago and in Northwest Indiana for marsh birds. The Cook County Forest Preserve’s recent Next Century Conservation Plan sets ambitious goals for both acquisition and restoration. Chicago Wilderness has turned its attention to a Green Vision where people and nature thrive together.

These and other activities are undertaken with the strong awareness that they are embedded in working landscapes and are neighbored by many communities. The Chicago region’s national leadership in volunteer stewardship certainly extends to the Calumet region. Volunteer stewardship is accompanied by vigorous educational outreach as well.

In the heritage area context, “environment” typically means activities that protect or enhance natural areas, rather than activities focused on pollution prevention. “Stewardship” tends to entail activities that draw in the community, especially as volunteers in natural areas. Outdoor recreation and environmental education possibilities are covered in Sections 2.c and 2.e below.

2.1.1 Identify, enhance, and connect important sub-geographies, and

2.1.2 Coordinate land management, ecological restoration, land acquisition, and trail development activities in key habitat area

While the Calumet region has nationally significant natural areas, the region’s intense industrial, transportation, and urban development has left them generally fragmented. Regional planning agencies on both sides of the state line recognize that fostering connectivity is important to overall regional development and quality of life. To foster its goal “to promote coordinated and sustainable development redevelopment and preservation within the region through collaborative local and regional land use planning,” the Chicago Metropolitan Agency for Planning’s (CMAP) On to 2050 Plan suggests designating “liaisons to sub-geographies” and facilitating “planning processes based on non-jurisdictional geographies (e.g. watershed based boundaries).” Similarly, NIRPC’s 2040 Comprehensive Regional Plan calls out the importance of sub-geographies and notes the special opportunities to connect them via greenways which “allow for greater transportation access for humans and allow wildlife to utilize routes for travel and to better access food, water, mates and nesting spaces.”

In important respects, major steps have already been taken over the past fifteen years in the Calumet region to develop a coherent strategy for the identification, protection, restoration, and management of these landscapes. This management planning process comes at an excellent time in this bi-state regional discussion, and it presents an opportunity to dovetail these efforts with a broader regional re-development strategy that highlights the enormous value that these assets present.
Among the steps that have been taken are the following:

- The creation of a Chicago Wilderness (CW) Green Infrastructure Vision (GIV) in 2004 as the “spatial expression” of CW’s Biodiversity Recovery Plan. This vision was drawn in broad brushstrokes, but it established the principle that in addition to large swathes of the Indiana Dunes, Moraine forest, Hoosier Prairie, and Indian Boundary Prairie ecosystems, the corridors of the Little Calumet River, Grand Calumet River, Trail Creek, Coffee Creek, Salt Creek, Thorn Creek, and Kankakee River could serve as major connecting corridors.

- The CW Green Infrastructure Vision map was used as a major framing device in a map prepared especially for the Calumet region in 2008. That map also showed a number of sites of ecological restoration, many of them derived from Lee Botts’s work on The Restoration Revolution in Northwest Indiana. The map also depicted the Chicago Lake Plain and Valparaiso Moraine regions, and showed an approximate regional boundary that subsequently served as the study area for the Feasibility Study.

- The CW Green Infrastructure Vision was incorporated into the CMAP’s Go to 2040 Plan. A related version was also incorporated in the NIRPC 2040 Comprehensive Regional Plan.

- In 2012, CWs refined its Green Infrastructure Vision map. This “2.0” version was produced by the Conservation Fund. It used mapping tools to layer relevant data to determine areas with the most potential to create conservation corridors between critical conservation areas, or “hubs”. This GIV 2.0 reinforced the corridors identified in the first version, but it added large swathes of potential land in the moraine forest region, important not only for its conservation potential but because this region stands in the path of future urban development.

- In 2014, some of the region’s key conservation partners gathered together as the Calumet Land Conservation Partnership (CLCP). CLCP includes Save the Dunes, The Nature Conservancy, Shirley Heinze Land Trust, NIRPC, Openlands, Metropolitan Planning Council, National Parks Conservation Association, Field Museum, and Great Lakes Audubon. With the GIV 2.0 as a starting point, this group made further recommendations to delineate sub-regional conservation focus areas, and began to make progress in coordinated conservation action planning in four of them: the Indiana Dunes ecosystem, the East Branch of the Little Calumet River, Hobart Marsh, and the swathe of ridge and swale landscape from Lake Calumet to Miller Woods that the group dubbed the “Heart of Calumet”. An important start has been made to assess conservation targets, identify potential lands for acquisition, places to focus restoration for greatest impact, opportunities to coordinate management activities, and, importantly, fresh ways to integrate community heritage and aspirations into conservation planning.

- A new bi-state sustainable development non-profit, the Calumet Collaborative, began operation in 2017, with regional conservation and the support of the Heritage Area project as two of its four key initiatives. In 2018, the Collaborative coordinated the creation of Conservation Action Plans in three additional sub-geographies: Hoosier Prairie, Moraine Forest, and Ambler Flatwoods. These were initially called “gap” areas because they did not figure in the NOAA-approved 2012 Coastal and Estuarine Land Conservation Program (CELCP) process, nor were they part of CLCP’s initial conservation focus areas. The process developed a common language used across all three areas, grouping potential lands for acquisition into three strategic sub-types: management and restoration of lands already under conservation management; lands which buffer or connect these “core” lands; and lands that incorporate conservation into municipal or utility decision-making (e.g. via rights-of-way). The conservation priorities maps were presented in a globally-recognized “Conservation Action Planning” format and with a language that could be used to align the other sub-geoographies in the region as discussed here.
Meanwhile, in 2015, five agencies in Illinois with jurisdiction over 23 important sites listed on the Illinois Natural Areas Inventory established the Millennium Reserve Conservation Compact. The entities include the Chicago Park District, Forest Preserves of Cook County, Illinois Department of Natural Resources, Illinois Nature Preserves Commission, and The Nature Conservancy. The partners have identified compatible, shared, and coordinated conservation outcomes for these sites, and will undertake protection and restoration activities necessary to provide effective long-term conservation. The Compact calls specifically for the development and implementation of a regional habitat management plan for wetland wildlife habitats, with a focus on deep marshes and the restoration of hydrology and vegetation sufficient to support marsh-nesting birds.

Further Conservation Action Plans (CAPs) are nearing completion for other critical sub-geographies including the Cal-Sag Channel/Little Calumet/Grand Calumet corridor in Illinois and the West Branch of the Little Calumet in Indiana.

To sum up, some form of conservation planning is now occurring in at least 10 sub-geographies in the Calumet region. The map below shows the sub-geographies from west to east, including Little Calumet River in Illinois, Calumet Conservation Compact (formerly Millennium Reserve Conservation Compact), Heart of the Calumet, Hoosier Prairie, West Branch of the Little Calumet River, Hobart Marsh and Deep River, Moraine Forest, Indiana Dunes, East Branch of the Little Calumet River, and Ambler Flatwoods.

In each sub-geography the following critical steps have been taken:

- The threats to conservation have been identified;
- Assets to strengthen conservation targets have been identified;
- Work has been undertaken to mobilize the assets to meet the threats;
- Broad scale conservation action plans have been developed; and
- Planning and conservation work in the geographies is on a path to sustainability.

The Conservation Action Plans that summarize the status and direction of conservation planning in the Calumet region are available as public-facing documents on the Calumet Collaborative’s website (calumetcollaborative.org).

Some high-level threats to conservation are common across this landscape, including invasive species, habitat loss and fragmentation, and climate change. Partners have been driven by the awareness that environmental conservation in the Calumet region is especially conditioned by its relationship with neighboring communities. For conservation successes to be achieved, community participation and engagement needs to be integrated earlier in the process. It is also clear that there are opportunities to engage communities in different and deeper ways. And here, the environmental conservation work really meshes with the purpose and pathway of the Heritage Area: the epic story of this region’s ongoing and often vexing relationship with nature is nationally significant, and so are the intersectional, inventive, and resolute solutions to future relationships with nature that are always being devised.
Map 2.1–Conservation Action Plan Focus Areas
The opportunity now exists to further coordinate this planning. The outcomes of each sub-geography can be gathered into an overall regional conservation framework plan, such that the activities proposed can be better prioritized. The Heritage Area process represents a major opportunity to contribute to this work, especially insofar as it explicitly connects the internal work of the conservation community to a community-facing dialogue relating conservation to other high priority regional goals.

2.1.3 Provide improved access to existing natural areas

Improving access to natural areas is increasingly stated as a value that goes beyond the conservation community. For example, the business-oriented Northwest Indiana Forum’s *Strategy for Economic Transformation* states that “enhancing quality-of-place amenities, such as arts, culture, entertainment, transit, agricultural lands, parks and recreation, and green space, is a growing economic development priority across the nation.” The 2012 *NW Indiana Quality of Life Indicators Report* notes “though the region is exceptionally blessed with natural areas readily accessible to residents and visitors, and more tourism focus is placed on them, neither residents nor visitors take full advantage of these natural amenities.” “Access” involves attention to public transportation and “active transportation” means for the differently abled to enjoy natural areas, ways to creatively engage communities adjacent to natural areas beyond volunteer stewardship. “Access” also means “perceptual access”, such that the region’s assets are broadly known, appreciated, and enjoyed.

Wonderful guidance on access to the Lake Michigan shore is provided by the *Marquette Plan*, which sets an ambitious goal of making 75% of the shore accessible to the public. As that accessibility is enhanced, the plan lays the groundwork for the Marquette Greenway, “51 miles of continuous trail along the shoreline that is tied to other trail systems developing in the region, various waterway and greenway systems, with diverse surface materials, trailheads, lookout points, interpretive areas, and activity nodes.” Enhancements are also underway at Steelworkers Park in Chicago.

While South Shore railroad improvements are a factor in improving access to the lakeshore, plans also call out the need to provide north-south transit access, and the need for better boat launches, both along the lake and on tributary streams (such as at Beaubien Woods Forest Preserve and other locations along the Calumet River, and at the Portage Marina).

Exemplary pathways that provide a link to regional heritage have been created at Hammond and Whiting, and at Portage. Other local efforts include those in Gary, where the Gary Green Link plan of a dozen years ago still provides a fund of excellent ideas that may be relevant to the CHA effort: “One of the goals of this Master Plan is to develop a natural resources greenway and recreation corridor, the Gary Green Link, which will ring the City of Gary, connecting the Grand Calumet River, the Little Calumet River, and the Lake Michigan shoreline.”

As new conservation lands are established, some of them embedded in former industrial spaces or in regions not previously thought of as “natural areas”, some creative approaches will be needed. For example, access to the Lake Calumet region was stated as a priority by the Millennium Reserve Steering Committee: “The opportunity for Lake Calumet and adjacent lands to be made publicly accessible is one of the premier desires and focus areas for the Millennium Reserve Steering Committee. It represents one of the best opportunities to advance all three of the primary purposes of Millennium Reserve (ecological, economic, and community development).” The committee made special mention of the opportunity created by the new Pullman National Monument, which “will undoubtedly increase visitation to Chicago’s South Side and will connect many urban residents with a “neighborhood” national park. Beyond preserving history and spurring business growth, readily accessible national parks serve as gateways for urban populations to the larger park system, the great outdoors, our culture, and our past.”
2.1.4 Restore, manage, and promote healthy watershed systems

The development of the Calumet region’s industrial/commercial infrastructure involved significant re-orientation of the region’s hydrology as well as severe impairments to water quality. Streams have been widened, deepened, and straightened, and significant flood control structures have been built in some places. Canals have been built to connect the Mississippi drainage with the Great Lakes, and the continental divide between the two great sub-continental drainage systems was essentially moved. Impairments to natural water flow have severely affected wetlands.

At the same time, the efforts to clean up some of these systems are also a part of the national significance of the region. A number of the ten sub-geographies noted above center on riparian-oriented conservation corridors, and to some extent, the conservation planning for these areas accounts for aquatic species, water quality, and other water-oriented issues. In some instances, such as the Grand Calumet River AOC, restoration of the stream has created opportunities for terrestrial conservation in adjacent lands.

Coordinating efforts such as the Northwest Indiana Urban Waters Partnership and the Calumet Stormwater Collaborative, and planning initiatives like Great Rivers Chicago, are enhancing collaboration. The Marquette Plan’s call to complete watershed management plans for all relevant sub-watersheds is gradually being met.

Recreational groups like the Northwest Indiana Paddling Alliance have taken an active role in advocacy for clean water. The Lake Michigan National Water Trail and Kankakee River National Water Trail and the new African American Heritage Water Trail from Beaubien Woods to Robbins has put the spotlight not only on recreation, but conservation of the resource.

As much of the region lies in the Lake Chicago plain, older cities have combined stormwater systems, and residential flooding is a widespread issue, the interests of green infrastructure approaches for stormwater management have increasingly converged with interests of the conservation community to enhance biodiversity and create stream-based conservation corridors.

2.1.5 Promote the protection of coastal and estuarine areas and waters

Regional planning documents are highly sensitive to the grand fact that Lake Michigan borders the region to the north. NIRPC’s NWI 2050 Plan is representative:

Lake Michigan represents Northwest Indiana’s most prominent natural asset. A 45-mile coastline defines the northernmost boundary for the region and remains the only Great Lakes border for Indiana. The benefits of Lake Michigan are both recreational and commercial. The coastline provides NWI residents ample outdoor recreational opportunities with pristine beaches, parks, and marinas lining the shore. Additionally, the lake is an essential and abundant source of freshwater, not only for region residents, but including critically-important industrial centers that require large water bodies for production and shipping.

Both Illinois and Indiana now have vigorous Coastal Zone Management Programs that prioritize conservation of lands draining into the lake, as well as the protection of cultural and natural resources in the coastal region.
2.1.6 Develop a stewardship model for bi-state Calumet that includes measures of success for both ecosystem restoration and volunteer engagement; connect environmental stewardship to health/well-being activities

The Calumet region has a rich tradition of volunteer stewardship. For nearly twenty years, Calumet Outdoors (formerly Calumet Stewardship Initiative or CSI) existed as a means to link organizations who engage volunteers in ecological restoration. Calumet Outdoors is itself a voluntary entity, and has moved through several attempts to define its role and measure its impact. Key partners within CSI convened the Calumet Summits of 2013 and 2015. At the 2013 Summit, when called on to “think big”, participants named the creation of an NHA as the top priority. At the 2015 Summit, “heritage” was explicitly incorporated as a theme of the convening, along with “stewardship” and “education”. In 2018, CSI was formally linked to the Calumet Heritage Partnership (CHP), as one of CHP’s “groups”, and took on its new name of Calumet Outdoors.

Two key themes emerged from the 2015 Calumet Summit that develop the connections between “heritage” and “stewardship”. The first theme aims to deepen and expand the existing path already set by Calumet Outdoors to encourage volunteers, coordinate efforts, and track progress. The second theme suggests crafting a new stewardship model to better engage communities in the work and, in so doing, find new ways to enhance quality of life and to care for nature.

The bulleted points below, drawn from the *Calumet Summit 2015 Report*, focus on deepening and expanding the current stewardship model:

- Develop a stewardship model for bi-state Calumet that includes measures of success for both ecosystem restoration and volunteer engagement. This includes:
  - Identifying and promoting a suite of volunteer opportunities that are utilized by multiple organizations committed to promoting these opportunities through their volunteer networks
  - Building the capacity of volunteer leaders to help with long-term maintenance of priority habitats
  - Engaging a diverse mix of participants in experiential events to strengthen community and civic connections to priority habitats in the bi-state Calumet landscape.

- Create opportunities for volunteers to travel around the region and make connections
- Promote micro-stewardship to allow volunteers to find smaller project to take charge
- Recruit more site stewards
- Communicate with volunteers, ecologists, community partnerships of different types (e.g. region-wide, inter-agency, new stakeholders)
- Increase outreach and engagement using a variety of strategies (e.g. volunteer opportunity clearinghouse, workshops, community service, social media, tapping industry employees)
- Establish Every Kid Outdoors program to foster youth engagement and help them become environmental stewards, now and in the future
- Develop the CSI website as a ‘one stop shop’ for all recreational happenings within the Calumet. This online resource would help solidify a regional identity and provide a shared space for recreational news and developments in both Indiana and Illinois.

- Spotlight new and unique things communities are doing
- Spotlight tried and true efforts to support stewardship
- Designate Hobart Marsh as an international wetland
- Rename the west side of Hobart
- Put together a collection of stewardship best practices (e.g., see the Coastal Management Program)
- Get the region on at least one list of distinction to help establish a sense of place and pride with the natural area
- Repurpose invasive species
- Connect Oak Savannah Trail to developed area to the north

A second set of recommendations from the Summit drew attention to new ways of engaging the community that move beyond the traditional volunteer “work day”. They include:

- Connect stewardship to health (e.g. yoga followed by volunteering, monitoring calories burned).
- Create opportunities for kids to enjoy nature, learn, and be active, like kayaking, hiking, or biking.
- Get kids to know the area so they can love it! Parks create better citizens - use them for education as well as fun. Use unstructured play and games, and give lots of information along the way. Focus on outdoor classroom and stewardship training together.
- Partner with healthcare providers and insurance, making the logical connection between health and education; Tourism Departments and Chambers of Commerce since the outdoors can also be used (with care) to produce economic benefits; and organizations like Rotaries/Elks/ Lions Clubs which often look for local projects to support via funding and volunteers.
- Long-term goal: Develop a vision of outdoor recreation that encourages visitation, physical activity and interaction with nature in the open spaces and on the trails within the Calumet Region.
- Blend Stewardship and Recreation: Focus on repurposing natural lands for recreation that also creates support for preservation and stewardship; Promote stewardship on the rivers by engaging youth in fun stewardship activities; Improve water quality and access for play in the region’s bodies of water
- Make New Connections: Increase river access for communities that currently do not have access to local bodies of water; Focus on untapped opportunities in urban and developed areas; Re-use the thousand plus acres of City of Chicago owned land for outdoor recreation; Help people make “connections” and “feel alive” though recreation!
2.1.7 Reduce the impact of light pollution on the region’s environment
As a region where hearth fires lighted up the night and where industrial enterprise thrums 24/7, it should come as no surprise that public comments on the Feasibility Study pointed out the need to show light itself is a major way that nature has been reworked in the region. And characteristically for a region where natural areas are juxtaposed with industry, the Calumet region contains a community that is a leader in the “dark sky” movement: Beverly Shores is one of only 22 IDA Certified International Dark Sky Communities. The town’s location as a key site in the Indiana Dunes Birding Festival is a reminder that the dark sky movement advances conservation connectivity even as it clears the air for nighttime observation of the stars.

2.2 Cultural Heritage/Historic Preservation
A fundamental theme of the Calumet 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. 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 a CHA is an excellent way to move that work forward.

Those involved with the CHA effort believe that a sustainable future should take off from a firm grounding in heritage, culture, and tradition. Here, “cultural heritage” concerns are fused 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 that could fall under the purview of the CHA. But it is important to underscore a key point made in the Feasibility Study: “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” (p. 9). A particular interpretive lens should be focused on this period, and can offer a reminder that as elements of the region’s technological infrastructure become obsolete, they may still have strong value for telling the story of the place. 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 the recently dedicated African American Heritage National Water Trail in Illinois. Recent national conferences by the Vernacular Architecture Forum in 2015 and the Society for Industrial Archeology in 2019 have featured the historic resources of the Calumet region, and point to the potential to make the field trips and resources devised for conference attendees available to the general public on a regular basis.

The current Calumet Voices/National Stories exhibit, created by the Field Museum and fifteen local partner organizations, demonstrates some of the “everyday” objects and artifacts at hand that interpret the region’s history and connect to national significance. Partnering organizations, pictured on the following page, are located throughout the bi-state Calumet region.
2.2.1 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 Plan* 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 CHA effort to have excellent links to both statewide Preservation Offices.

Many organizations and individuals have worked to increase the relevance of cultural history and historic preservation at the regional scale. 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 CHA can do. The new Calumet Heritage Area events calendar is a simple but powerful way for the CHA to begin to coordinate activities across the region (see [https://www.calumetheritagearea.org/calendar.html](https://www.calumetheritagearea.org/calendar.html)). This calendar can be used to create a greater level of coordination with regional efforts in the future.

Better coordination and interpretation of the Calumet will fulfill the thoughts and visions expressed in regional planning documents and at regional visioning tables. These visions include:

- **Interpretive trails.** In 2011, 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.” The 2015 Calumet Summit refined the idea – to connect the new Pullman National Monument with 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 underscoring the opportunities to support and collaborate with Black Metropolis National Heritage Area effort underway north of the CHA in Chicago.
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 Illinois Heritage: Past, Present, Future 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.”

2.2.2 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. During this process, 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. Even when these legal protections are created, they may not be long-term, as CHP knows from 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 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...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 state or local designation, especially because within the CHA 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.” Other features may also qualify as national civil or mechanical engineering landmarks.

Restoration/revitalization. Some places have historic resources—some of them already appropriately designated—that could contribute to 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 Eskilion) 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 applied within the district, including “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, a phased 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, the 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.

2.2.3 Identify, protect, and preserve important archeological sites in the region
The Feasibility Study’s focus on the industrial period in the Calumet does not preclude a functioning CHA’s exploration of the region’s deeper past. 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 (now the Indiana Dunes National Park) catalogue 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 serves 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 were 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.

2.2.4 Build a bi-state regional dialogue
The Heritage Area planning process itself offers opportunities to bring together key actors in historic preservation across the state line. The Calumet region offers particularly fertile ground for cooperation between entities such as Indiana Landmarks, Landmarks Illinois, and Preservation Chicago, supported and coordinated with the work of local history museums, historical sites, and historical societies.
2.3 Recreation

The Chicago region is marked by pioneering approaches to recreation and conservation in an urban setting. Woven throughout the region is an incredibly compelling and growing network of hiking and biking trails. The Major Taylor Trail in Chicago commemorates a pioneering African American cyclist. The Big Marsh Bike Park presents biking opportunities next to a newly restored marsh (home to bald eagles), and adjacent to a landfill and an abandoned industrial facility. The new Kankakee National Water Trail bounds the geography of the CHA to the south and is paralleled by the Lake Michigan Water Trail to the North. The recreational possibilities of the region seem endless, and it is worth stating, insofar as they attract visitors to the region, and stimulate economic evolvement as discussed in Section 2.6 below. In the heritage area context, “recreation” tends to mean activities that are either classified as “outdoor recreation” (walking, biking, fishing, hunting, birding, swimming, etc.) or “historic” tourism (historic sites, museums, etc.). There are many other things that people do with their leisure time that for the most part are outside the scope of this group. The primary focus here is on outdoor recreation.

2.3.1 Continue to develop the region’s trails and improve the connections between them

A remarkable set of improvements to the regional trail network has been unfolding within the framework of NIRPC’s Greenways & Blueways Plan and CMAP’s 2050 planning process. Other trail planning organizations, such as Openlands, Active Transportation Alliance, and Northwest Indiana Paddling Alliance, provide key insights, staff support, and volunteer energy. County level agencies, including Forest Preserves of Cook County and Lake County Parks and Recreation, have recently conducted significant planning processes. Some new trails like the Cal-Sag Trail specifically tie to regional heritage themes, but for the most part the current trail planning work is focused on completing key links in the system rather than heritage interpretation. Some preliminary themes for the Focus Group to consider where a CHA would add value do emerge, however. They include:

- **Interstate cooperation.** The Greenways & Blueways Plan makes specific reference for the need to “review bi-state trail planning initiatives including the development of the tristate Marquette Greenway” with partner agencies like CMAP and the Southwestern Michigan Metropolitan Planning Commission. The Greenways & Blueways Plan also suggests consulting with groups like ATA to garner support. Such cooperation could be a coordinating role for the NHA, which could also ensure that interpretive priorities remain central to the trail planning.
Specific trail ideas. The Marquette Greenway is an example of a specific trail idea with long pedigree (extending back to the first Marquette Plan of 2005) that is meant not only to forge transportation connections, but by virtue of the near lakeshore routing through industrial and dunes geographies, to interpret the landscape and heritage as well. Other trail ideas with interpretive possibilities surfaced in visioning sessions, such as a “historic trail between Hyde Park and the Dunes [which] would pass through many sites that have tales to tell in the history of science, ecology and geology, the Great Migration, railroads, industry and labor” (Future of Indiana Dunes National Lakeshore Report, p. 35). A similar conceptual idea surfaced at the 2015 Calumet Summit, in the immediate wake of the declaration of the Pullman National Monument, to create a “Pullman-Porter” trail from Pullman to the Indiana Dunes National Park near Porter. In these ideas, the NHA could serve as a primary framing device for the transportation feature.

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. As individual municipalities come “on line” with active transportation plans and projects, strong opportunities exist to link local sites of heritage interest into the regional network.

Best practices: Trails plans typically do not hold regional heritage as top of mind, but individual features overlap with other NHA goals, such as broader questions of access, wayfinding and signage, and conservation functionality.

2.3.2 Improve existing and develop new recreational sites

The NHA effort began in 1999 with a National Park Service Resource Study to determine whether a Calumet Ecological Park would be feasible. At the time, NPS accounted for the available resources and determined that among the management alternatives, there was not enough in the region to create a National Recreation Area. One wonders if that same conclusion would be reached today. It is worth considering how many new sites of recreation—each of them utterly distinctive and part of the case made for the national significance of the CHA—have appeared in the region in the past 20 years: a new National Monument and a newly named National Park; three golf courses (Lost Marsh, Harborside, and Centennial) now sit atop landfill; the Big Marsh Bike Park opened on land once ticketed to be a landfill; Steelworkers Park in Chicago and the Hammond Lakefront Park, both excellent birding locations on lakefill on former industrial sites; the Portage Riverwalk and Lakefront was still being cleaned up two decades ago; and ecological restoration have enhanced the ecological value of the region; and the waters, while not clean enough to swim in, allow at least paddling activities.

The Feasibility Study encourages thinking on recreational sites beyond trails plans, like an enhanced Visitors Center at the Dunes or “Greenway Centers” at key trailhead locations. It is worth considering other possible “gateway” locations as part of an emerging network of regional sites that may also be conceived as anchor points in the Heritage Area.

The plan review also surfaces new concepts in recreational thinking that certainly dovetails with some of the concerns of the NHA. These include:

- Cultural relevance. New concepts in recreational trail planning include making the efforts more culturally relevant. Many “creative placemaking” ideas fall within this realm
- Sensitivity to archeological sites.
- Convergence of ecological ideas with recreational planning. The Greenways & Blueways Plan specifically links trail planning to “conservation corridors”, which are a key feature in “green infrastructure” planning schemes to link core natural areas with each other. Trails should model best landscaping practices, including native plantings and invasive species management, and also offer golden opportunities to interpret these practices to the public. The Calumet Heritage Partnership has made a commitment to join an NPS-led effort to link NHAs to pollinator recovery efforts.
- Outreach to new audiences. Potential new audiences include children (via “nature play opportunities”), those with accessibility constraints, and links to healthcare providers.
2.3.3 Increase access to the Lake Michigan shoreline
The Marquette Plan and other efforts to enhance access to the lake shore are discussed in Section 2.1.3 above.

2.3.4 Promote tourism and ecotourism
The renaming of the Indiana Dunes National Park (the state’s number one tourist destination) comes at an excellent time for the developing CHA effort. The 2012 NW Indiana Quality of Life Indicators 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 Cultural 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 & 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).

2.4 The Arts
In a region so clearly defined by heavy industry, those who are unfamiliar with the Calumet may be surprised to discover the flourishing arts community and practice in the region. A “Working List of Arts Organizations and Institutions” developed for and distributed at the 2014 Calumet Heritage Conference focused on Arts and the Heritage Area found 66 arts venues, collectives, companies, and centers; college/university arts programs and facilities; and supporting organizations. Researchers who put the list together found that: “1) the arts practice in the Calumet region is simultaneously broadly dispersed throughout the region and concentrated in vibrant pockets, especially in areas where the arts are supported by local government or institutions of higher learning; 2) artists have their creative networks but often feel separated from other pockets of artistic activity by social and political boundaries; and 3) youth art and repurposed or found art are important categories of practice.

The arts tradition in the Calumet region has deep roots, and frequently takes its cues from the compelling landscape of nature, industry, and the community’s engagement with it. Poets, artists, musicians, and dramatists played a key role in the effort to create a Dunes National Park a century ago. Labor and environmental struggles frequently figure in works of art. The mingling of cultures in the region brings constant new life and forms of artistic expression to the scene. And it is not just the “scene”, but the sounds of the region as well that have blended into its rich musical tradition.
The close identification of the arts with a particular place is a key feature in the relatively recent emergence of the “placemaking” movement. As a geographer once put it, “A region is a medal cast in the likeness of its people.” NHAs are particularly well-suited to capture this regional personality, to draw it to the attention of residents and visitors, to enrich their lives, pose questions, and draw out responses. The movement is gathering steam in the Calumet region, so much so that statements like this one by Roman Villarreal, artist and former steelworker, no longer seem far-fetched: “Art is the new steel.”

An NHA could add value to the great art underway in the Calumet region. By taking account of the existing planning processes and work of arts organizations (such as South Shore Arts or local arts councils), the following goals and priorities in the area of the Arts were identified.

2.4.1 Promote and support the existing folk and fine arts heritage of the region; promote and support artists and arts organizations

Existing plans point to the importance of arts in the region. 2012 NW Indiana Quality of Life Indicators Report notes that “Arts and culture, along with charitable giving, enrich the lives of Northwest Indiana residents and visitors” (p. 6). This point was underscored in the 2016 update to the Indicators Report: “Placemaking really thrives when anchored by arts and culture. Artists and creatives often serve as the catalysts for reinvigorating abandoned or distressed locales. They generate the type of vibe and activities, which draw in visitors who are looking for unique experiences. A burgeoning creative sector also bolsters job creation, entrepreneurialism and community attachment to place.” While vigorous in places, the Arts are still emergent as a coordinated activity at the regional scale. The 2016 update notes, “perhaps Northwest Indiana’s only weakness is not marketing its strengths and opportunities more often”. An NHA could provide communications, coordination around events, and heritage-specific programming.
Some NHA-relevant programs, plans, and priorities to consider include:

- **Artist financial support.** Proximity to key regional heritage sites and natural areas could be leveraged to support local nearby artists. For example, the Indiana Dunes National Park has an Artist-in-Residence program supported by the Chesterton Art Center.

- **Artspace.** Live/work space for artists has been constructed in Michigan City and Pullman in partnership with “Artspace”. Are there other candidate locations in the region?

- **Exhibit space in “heritage” locations.** Places that attract recreational or heritage tourists can also be venues for art-related exhibits and classes. For example, the grist mill at Deep River County Park houses exhibits and hosts monthly photography classes. The Forest Preserves of Cook County *Recreation Master Plan* called for an expansion of “arts and cultural activities and events” (p. 6). The District has moved forward with an “Art Outside” program, targeted at “arts groups who are interested in the District’s conservation and recreational goals and outdoor spaces; and who feel that their art work – performed or exhibited, taught, or observed would further those goals and/or augment the District’s outdoor environments” (p. 46).

- **Arts districts.** The *Marquette Plan* calls for the creation of arts and culture districts, which can be designated by the Indiana Arts Commission. “Benefits can include increased tourism marketing, economic activity, opportunities for collaboration with the Indiana Artisan Program, and promotional highway signage.” The plan points to several districts in the making, such as Whiting, Gary-Midtown, Gary-Miller, and Michigan City. The *Positioning Pullman* document points out a number of existing and potential roles for the arts community in the Pullman neighborhood, as it develops a strong identity as an arts district.

- **Foster integration of the arts across sectors.** The 2012 NW Indiana Quality of Life Indicators Report goes on to say, “As with many aspects of life in Northwest Indiana, the arts tend to be standalone and would benefit from deeper integration with economic development, community development and public education efforts.” As a step in this direction, the Northwest Indiana Forum identifies the performing arts as one of Northwest Indiana’s target industry clusters (p. 8).

### 2.4.2 Promote the role of the arts in regional-scale placemaking

As discussed above, there is new energy and new investment in placemaking projects, from the Cal-Sag Trail and placemaking activities in Blue Island, to the neighborhoods in and around the Pullman National Monument, to work of the Chicago Park District to restore and develop its Calumet regional properties, to the work along the Indiana Lakefront, and southward toward the Kankakee River. The NWI Forum’s *Strategy for Economic Transformation* highlights a number of the reasons why such an effort is critical for the region.

Enhancing quality-of-place amenities, such as arts, culture, entertainment, transit, agricultural lands, parks and recreation, and green space, is a growing economic development priority across the nation ... There is growing evidence linking placemaking to successful economic development ... Quality of place is a top consideration for people in choosing where they prefer to live and how communities should approach economic development. For example, two-thirds of all respondents and 74 percent of Millennials responded that investing in schools, transportation choices, and walkable areas is a better way to grow the economy than traditional approaches of recruiting companies... Cities such as Valparaiso, Whiting, Hobart, and Michigan City are making substantial investments in their downtown amenities.
This consideration applies across the Heritage Area’s program areas, but it is important to consider ways that the Arts conversation specifically bolsters quality of place. The following provides a few examples:

- **Expand heritage-oriented events.** FairsandFestivals.net, an online festival resource, points to several trends: people are increasingly willing to spend money at craft shows, art fairs and festivals; holidays are especially important times for special events; and a variety of offerings are trending upward, such as music, cultural arts, scrapbooking, jewelry, and digital arts. The Cook County Forest Preserves conducts several heritage-themed events, such as an Art Fair at Little Red Schoolhouse and Settler’s Day at Sand Ridge Nature Center.

- **Art in the Park.** The use of public art in parks is specifically singled out for expansion to all parks in the Lake County Parks and Recreation Master Plan. The Chicago Park District has long experience with public art projects, including at Steelworkers Park.

- **Public art along trails.** NIRPC’s Greenways & Blueways Plan is highly cognizant of the potential to place public art along the region’s rapidly expanding trail network and calls out potential stakeholders in the effort. It seeks to “encourage the use of public art along trail corridors. Contact local high schools or colleges to promote art. Sponsor art projects. South Shore Arts to work with schools and local entities on projects. Developers: Collaborate with local artists with trails in developments. Corporate property owners: Collaborate with local artists with trails on property and sponsor. Govt: Promote national best practices and work with local entities on implementation. Schools: Art students to work with local entities on projects – schools to sponsor.” The plan notes that “most effective are projects that are implemented where graffiti has been an issue.” (Pg. 71) The Field Museum’s experience in working with community organizations and community artists to create “Gathering Spaces” in Chicago’s Burnham Wildlife Corridor may be especially helpful.

- **Rekindle the mural movement.** Murals can be an excellent way to tell a heritage story in unexpected places. The Positioning Pullman document provides an example: “Painting aspects of the Pullman stories on the viaducts located along the western edge of the national monument will enhance what is now an eyesore in the historic neighborhood. Pullman Art Space artists can partner with Chicago outdoor art groups to complete.” (p42)

- **Art and Placemaking Summit.** The 2012 NW Indiana Quality of Life Indicators Report sounded the need to update the community assessment survey and the regional cultural plan of South Shore Arts. With a focus on the retention of millennials by One Region, and a Placemaking initiative baked into the NWI Forum’s “Ignite” plan (see p.42), could the NHA play a role in coordinating a Placemaking Summit? It would provide a strong moment to share best practices, new projects, and possibilities for regional coordination.

### 2.5 Education

“Future generations” were named as key beneficiaries in the 1916 Act to create the National Park Service, and, indeed, since that time there has been a close relationship between parks and the next generation. Progressive educators like John Dewey were well aware of the value for children not only of trips to museums like the Field Museum but also to the Indiana Dunes. More than a century ago the Field Museum also established its Harris Loan Collection of diorama boxes that teachers can borrow to show natural history and cultural concepts in their classrooms.

From that foundation, and increasingly inspired by works such as Richard Louv’s Last Child in the Woods and David Sobel’s Place-Based Education, educators in the region have seen high value in exposing children to its natural heritage. Specific sites have focus on school visits, with excellent facilities such as the Dunes Learning Center and the Paul Douglas Center for Environmental Education at the Indiana Dunes National Park, Gibson Woods Nature Center, Hammond Environmental Center, Deep River Outdoor Education Center, and the Forest Preserves of Cook County’s nature centers at Sand Ridge and Little Red Schoolhouse.
Pathbreaking formal programs like Mighty Acorns (3rd-5th grade), Earth Force (middle school), and Calumet Is My Backyard (CIMBY) link kids to local natural area assets and give students the opportunity to participate in ecological restoration across the region. Partner networks like Calumet Outdoors, the Chicago Wilderness Alliance, and the former Environmental Educators of the Southern Lake Michigan Region have developed methods to share resources, combine and complement efforts, and create programming like “No Child Left Inside.”

Education in the Calumet region is not only about K-12 formal schooling. Dewey’s colleague at the University of Chicago, Henry Chandler Cowles, laid the groundwork for a tradition of ecological research that fostered key concepts such as ecological succession, and the dunes remain a hub of scientific research. The CHA has a special opportunity to create a platform for lifelong learners to investigate the cultural and natural history of the place where they live. A fine example is the new Calumet Voices/National Stories exhibit created through a partnership with community members, the Field Museum, and twelve local history museums pooling their resources to tell the story of this unique place in a compelling way to both resident and visiting audiences.

As noted above, in the Heritage Area context, “education” can apply to a variety of learning environments. Among other possibilities, it can relate to curriculum development, field trip experiences, research opportunities, classroom and other interpretive materials and teaching tools and other pathways to learn from the rich cultural and natural resources that people find in their midst.

2.5.1 Develop heritage-based curricula

The Calumet Summits, especially the ones convened in 2013 and 2015, offered regional partners, especially those with an “educational” focus, the opportunity to offer project ideas and preliminary ways to prioritize them in the Heritage Area context. Calumet Outdoors continues as a loosely-coordinated regional scale partner network. CMAP’s and NIRPC’s 2050 planning processes also touch on issues of community engagement and retention of population that feed into thinking about “education”. County-level agencies, including Forest Preserves of Cook County and Lake County Parks and Recreation, have recently conducted significant planning processes that contribute significantly to this discussion.
The notion of developing “heritage-based curricula” is a key potential value add of the CHA, and important in its own right. But the CHA could also envision a role not only in course content development, but in removing barriers to content delivery. The *Millennium Reserve Steering Committee Final Report* succinctly describes them:

Area teachers need professional development and program support, schools need transportation support for field trips, and other systemic issues stand in the way of bringing young people to the region’s many natural areas. At the same time, non-school community partners have the potential to sponsor programming. The connections between nature education and potential conservation careers need to be developed. Nature learning, recreation, and work activities need to be connected to create a web of available opportunities leading to conservation careers and lifelong stewardship engagement in a way that is as inclusive as possible. In short, to make a broader and deeper regional impact, the programs need to be better integrated, better connected, and better funded. (p.47)

While this section focuses on K-12 education, many of the issues pertain to higher education as well.

- **K-12 curriculum.** Twenty years ago the Chicago Wilderness Alliance established a goal to “ensure that every student graduating from a school system in the Chicago Wilderness region is ‘biodiversity literate.’” Major steps have been taken in that direction, including the establishment of standards-aligned curricula in the Mighty Acorns (3rd–5th grade) and Earth Force (middle school) programs. But an opportunity exists to develop place-based lesson plans or units that are in the CHA’s sweet spot of natural and cultural heritage and the concept of a region and help more broadly move beyond early childhood elementary education.

  - **Field trips.** Trips can fall into several categories. A more comprehensive inventory and systematic inquiry into program opportunities and challenges for participation would be very welcome:

  - **Curriculum-based trips to specific sites.** The Mighty Acorns model of building in-class activities around visits to natural areas could be replicated at local history museums and sites. An excellent starting point is the *Calumet Voices, National Stories* exhibit that is built on the capacity and collection of a dozen local museums.

  - **Outdoor experiences.** More immersive experiences have been developing across the region including Wilderness Inquiry’s Canoemobile and camping at Dunes Learning Center and with the Camping Leadership Immersion Course through Cook County Forest Preserves.

  - **Tours.** An example here is the Southeast Environmental Task Force’s “Toxics to Treasures” tour through the industrial areas and wetlands of the Southeast side of Chicago. Potential tours like this, as well as tours of working industry (Ford, Cleveland-Cliffs, BP) have been positive experiences for students in the past and would be strengthened by further inventory and development.

- **Service learning.** School district approaches to service learning could be identified and assessed for possibilities for connections around the CHA.

- **Teacher training and professional development.** Coordinated teacher workshops have been offered as part of various programs like Mighty Acorns, Earth Force, and CIMBY and on various topics through the Indiana Dunes National Park. A related issue is to identify and develop a cohort of teachers as part of an inter-district learning community. There is a role for non-school partners, as indicated in the Forest Preserves of Cook County’s *Next Century Conservation Plan*: “the Forest Preserves should make sure every town has at least one educator who can train peers to integrate nature and the forest preserves. By incorporating environmental and cultural resource education into the school curriculum, all students can obtain a comprehensive base of information upon which the nature center programming can expand.”
Access. The oft-stated ambition is, as the *Calumet Summit 2015 Report* puts it, to “ensure that every child in the Calumet Region is connected to their local, natural environment” (p. 3). The most significant barriers to access include money, time, curricular constraints, and trip-appropriate clothing and equipment. To that end, some specific ideas have emerged as potential roles for the NHA, including coordinated grant writing workshops for teachers, a centralized pool of bus transportation resources, ways to ensure that field experiences are coordinated with standards-based classroom activities, and a lending library of field kits for teacher use. ADA-related accessibility remains a particular area of access issue concerns an inventory of ADA-related accessibility issues.

Coordination. What can the NHA do to aid in coordinating education issues?

2.5.2 Develop life-long learning programs

Lifelong learning is one of the deeper forms of “community engagement”—a topic much on the mind of regional partners. The Forest Preserves of Cook County *Cultural and Natural Resources Master Plan* offers thoughtful perspective on the importance of learning about the place one calls home:

Developing an ecological identity means developing an awareness of one’s role within the environment. ... The FPCC can help develop ecological and historical identity in its citizens by providing education that emphasizes the ways humans interact with and benefit from natural areas, both in the distant past and today. Experiences in the forest preserves play an important role in developing an ecological and historical identity. Local forest preserves put people in contact with their most direct connections to natural and cultural resources. A visit to the Forest Preserves of Cook County can accomplish what a visit to a national park or a wilderness area may not be able to accomplish. The experience of nature or an archaeological site as something that is distant and exotic, or of wilderness as pristine and entirely devoid of human activity, can prevent us from recognizing ourselves as part of the ecosystem. Conversely, the experience of nature and history as things we are surrounded by can help us identify with and value these resources. The Forest Preserves of Cook County provide this important connection for the residents of Cook County. The education and outreach of the Forest Preserves should continue to help people appreciate and identify with local ecosystems. Programming should encourage people to examine how nature and history fit into the context of their own lives. (p. 111)

The plan review also surfaced a number of other concepts that dovetail with the concerns of the NHA. These include:

- **Establishing firm ground for lifelong learning.** It is important to recall the linkage between childhood experience and the potential for lifelong learning. As the *Calumet Summit 2015 Report* puts it about the stewardship experience, it helps “them become stewards in order to preserve and care for the environment, now and in the future” (p. 23).
- **Young adults.** The One Region organization has a specific mission to attract and retain “millennials” in the region. How does that interact with educational opportunities, and what is the best way for an NHA to add value to this effort?
- **Older adults.** The *Calumet Summit 2015 Report* suggests, “connect with older and retired adults who can volunteer with kids and engage them in storytelling and other low-physical activity things to do in nature” (p. 27). This also lines up with the FPCC’s Nature Ambassador program that aims to provide ways for volunteers to become nature educators in their own communities and in the forest preserves.
- **Volunteers.** Both the environmental and cultural heritage community have relatively robust volunteer traditions. Some precedent exists for coordinated volunteer training at the regional scale. Can these efforts be linked to each other, and advanced by the NHA? In thinking about volunteers, it is also important to acknowledge that in the more economically distressed portions of the region that the idea of volunteer “workdays” may simply not resonate. Can some volunteer tasks be part of a career pathway?
Community science/Citizen science. New technologies permit increased volunteer involvement in both environmental and community monitoring. As the Calumet Summit recommends, “Education and training that can help volunteers track findings, engage volunteers in early detection efforts, employ community/citizen science to develop skills, and utilize non-traditional skills (e.g., GIS).”

Relate lifelong learning to potential for workforce development. A livable place rich in nature and culture can also potentially translate to job opportunities. As the CMAP On to 2050 Plan relates, “Planning for human capital means bridging the gap between residents seeking to build a career and employers looking to build their workforce. It will require increased coordination among regional industries, community colleges, and other institutions engaged in workforce development at every level.”

Outreach to new audiences. Potential new audiences include children (via “nature play” opportunities”), those with accessibility constraints, and links to healthcare providers.

New opportunities for interpretation. Because of the vigor of ecological restoration activity, for example, on the west side of Gary, it may be possible to think of new environmental education opportunities in existing parks or newly restored natural areas.

2.5.3 Connect with area scientists

Many have long held the aspiration that science should become more “relevant” to the general public. As the Calumet Summit 2015 Report puts it, scientists should be thinking about “Getting out of the classroom, making the connection to science, building partnerships, making new connections, connecting to the community” (p3). In the Feasibility Study, this aspiration moves in two basic directions: first, how can “community science” efforts become more coherent and coordinated, such that the engaged lifelong learners discussed above genuinely contribute to regional understanding, and, second, how can scientists who work in higher education, museums, and agencies deliver what they know about the area in a way that is lively and relevant? In thinking through these questions, it is worth knowing that several sites in the region—notably the dunes—have been “nationally significant” ground for scientific inquiry for a long time. The region’s science infrastructure includes not only a Calumet-based network of community colleges, baccalaureate institutions, and graduate-degree granting institutions, but also higher education partners throughout the region and nationally, state and federal agency scientists, and museum-based researchers. It is also worth bearing in mind that “science” includes not only important work in ecology and other natural sciences, but a range of inquiry in the social sciences and humanities. Of course, the NHA would enter this ground as only one among many partners, and the goal here is to consider the specific value that an NHA can add to all this activity.

The following ideas have emerged from a scan of the literature:

Higher-ed curriculum. At the higher education level, the potential exists to develop a suite of courses at area institutions that draw on and coordinate the strengths of regional faculty. An excellent example is the University of Chicago’s “Calumet Quarter.” A good starting point is to survey and make more widely available course offerings at regional colleges and universities.

Internships/practica. Models exist at both the high school and post-secondary levels to create opportunities to learn in an internship environment. Some higher ed programs like GLISTEN (Great Lakes Innovative Stewardship Through Education Network) have been quite successful in placing undergrads in meaningful internships. Is there an opportunity to expand throughout the region (into Illinois) and, perhaps, to add a cultural heritage component?

Annual Science Summit. In one direction, this could be a replay of the Calumet Research Summits of 2001, 2006, and 2010, with a focus on scientific findings that best inform local ecological and cultural heritage management practice. In the other, such a summit could be linked more to the K-12 level.
Higher education consortia. The current One Region organization in NW Indiana grew out of the Quality of Life Council, with a strong higher education presence. The South Metro Higher Education Consortium in Illinois is still one of the state’s most active such consortia, and holds an annual sustainability summit. Is there a way to link these efforts in the NHA? One precedent was the attempt to create a Calumet Higher Education Environmental Partnership ten years ago.

Foster methods to link K-12 environmental and social science educators to research scientists.

Link NHA innovations to the broader context of innovation and the regional economy, such as the Society of Innovators. Specific links to the heritage of innovation may be a first pathway.

Bioblitz. In one 24 hour period in 2002, 130 researchers, citizen scientists, students, and local scientists participated in the “Calumet Bioblitz”. Working the wetlands of the Calumet region, the crew identified 2,259 species, including 2 new species to the region and 1 new species to science. Subsequent bioblitzes have been conducted at the Indiana Dunes in 2009 and 2016, at Trail Creek in Michigan City in 2011, and at Warren Woods in Michigan in 2018.

Thismia hunts.

Research hub. Promote natural and cultural resources management-related research in this region that has pioneered unique approaches to the problem.

2.5.4 Identify local geographies within the region as priorities for programming

The region is anchored by a newly declared Pullman National Monument in the west and the newly renamed Indiana Dunes National Park in the east. These national park units are joined by a number of nationally significant sites of ecological restoration from the Forest Preserves of Cook County through the rare ridge and swale habitats near the lakeshore to the Moraine Forests of Porter County and down to the remnants of the Grand Kankakee Marsh. The Feasibility Study contains a resource inventory of 4xx sites each keyed to one or more of the core themes of the NHA. The “Calumet Voices, National Stories” exhibit opening in 2019 showcases not only the exhibit sites but the great work done by at least a dozen local history museums and historic sites.

But “sites” in the context of programming also means the region’s homes, schools, businesses and parks, that are strewn across a very diverse human landscape. As noted above, some NHAs choose to focus programming in particular areas and with particular populations. It will be of great importance to the NHA effort to prioritize places and people where its programs can have the most impact best suited to its capacities and interests.

Some specific suggestions include:

Think “intersectionally”. An advantage of the regional approach is the ability to consider a variety of contexts and potential partners, even when focused on a particular issue such as education. The Calumet Summit 2015 Report suggests “linking with other groups to work toward common goals including transit providers, older people, religious groups, groups like the Southeast Environmental Task Force, and ‘green’ industry.” (p3)

Consider new audiences. Again, the Calumet Summit 2015 Report advises casting a broad net, by “expanding programming to reach a broader audience including African American and Latino kids; new immigrants; kids with special needs (e.g. autism); people with accessibility needs and/or who are aging; and adults including opportunities for life-long learning and stewardship.” (p3)

Use new technologies.

Make the most of emergent learning centers. Both the Cook County Forest Preserves and Lake County Parks have invested in new environmental education and nature centers. These places and other key visitor locations across the region can serve not only as education hubs for the region but also as gateway locations, providing basic visitor information to the overall Calumet region.
Consider “novel” sites. A region as richly diverse as the Calumet offers a host of untapped interpretive and educational possibilities. Some were specifically called out in regional plans. The Positioning Pullman document prepared after the Monument’s creation suggests interpreting demolished buildings in that community as tourist and educational sites. The region’s brownfields sites, some of them scenes of tragic community loss and dislocation such as East Chicago’s Calumet Housing complex, cry out for interpretation and understanding. Some of these sites are also tremendous environmental successes, such as the cleanup of the Grand Calumet River. Does the clustering of these sites in the Calumet—both the gains and the losses—create opportunities to tell a story common across America that it might just be in the wheelhouse of an NHA to interpret?

2.6 Regional Economic Development and Heritage Tourism

The Calumet region rose to prominence as the nation’s premier industrial district in the years following the Civil War, and in important respects it continues to be so. As a market area, it has more people than metropolitan Milwaukee. It is still the beating heart of the nation’s steel industry, contains its seventh largest petroleum refinery (and largest in the Midwest), remains a major producer of transportation equipment, and sits astride the most significant crossroads of waterways, interstate highways, railroads, and pipelines in the country. The region has also undergone deindustrialization, environmental degradation, and workforce dislocation that threaten community stability and the region’s image as a place with a high quality of life.

Important work is being done to re-ignite the economy of the region. The Northwest Indiana Forum has conducted a major study of economic redevelopment potential. The One Region organization in Northwest Indiana has focused on the retention of talent by zeroing in on quality of life improvements. A regional economic development strategy is emerging in the Chicago Southland as well. All of these efforts note the increasing importance of “placemaking”, not only as an adornment of everyday life in the region, but as a key part in economic development thinking. This is the NHA’s sweet spot.
The recent re-naming of the Indiana Dunes National Park, the dedication of the Pullman National Monument in Illinois, the completion of major trail systems, the rise of craft brewing, and local strategies to bring in visitation to attractive and historic downtowns are all part of the puzzle. Indiana Dunes National Park is already the number 1 tourist destination in the State of Indiana and the Pullman National Monument anticipates an increase of visitation from 30,000 to 300,000 once its new Visitors Center is complete.

An NHA offers the opportunity to identify, coordinate, and dovetail these assets with regional economic development strategies. It is worth bearing in mind that National Heritage Areas first evolved in some of the nation’s most distressed communities and were, in fact, part of the response to that distress. What Brenda Barrett wrote about heritage areas a dozen years ago still holds true today and seems especially applicable to the Calumet region: “… all are working landscapes and almost all are communities that are under stress. They are places that are losing or have lost their traditional economic base and are facing a loss of population, particularly young people. Many areas have the historic infrastructure of extinct or dying industries or long-outmoded transportation systems, and some still bear the scars of resource extraction.”

2.6.1 Make the most of opportunities that meet the “triple bottom line”

The “triple bottom line”, where environment, economy, and community equally thrive, is found most explicitly in the work of the sustainable development organization, the Calumet Collaborative, which “is dedicated to achieving inclusive regional prosperity and improving quality of life by focusing attention and resources of diverse stakeholders on priorities and on-the-ground work that integrate community, economic, and environmental values and have regional impact.” Three of the Collaborative’s four initiatives are directly relevant to work described here: advancement of the NHA entity itself; a regional brownfield initiative; and a wayfinding and branding effort that has recently led to the creation of branding materials for the NHA.

Both of the regional planning organizations that cover the Calumet region in their 2050 plans incorporate strong elements of the “triple bottom line” without naming it as such. CMAP, for example, urges an urban development pattern that targets that fills in the already developed pattern and that brings resources to make vibrant, livable communities. CMAP notes that “as they pursue redevelopment opportunities, communities should improve natural resources, use sustainable building and greening practices, and address the needs of the most vulnerable residents and areas.” (Pg. 61)

Similarly, NIRPC envisions a Northwest Indiana that in 2050 will be “connected, renewed, united, and vibrant.” Each of these vision statements is combined with one of four Focus Areas (Economy & Place, Environment, Mobility, and People & Leaders) to create 16 critical paths to action. The concerns of economy, environment, and community are woven throughout the plan.

Elements of the “triple bottom line” approach are also seen in plans and projects that take a specifically economic development tack. The most prominent example is the Northwest Indiana Forum’s Ignite the Region: A Regional Strategy for Economic Transformation plan, completed at the end of 2018. The plan focuses on five key areas: business development & marketing, entrepreneurship & innovation, infrastructure, talent, and placemaking. The placemaking angle, in particular, is of direct relevance to the NHA effort, although the plan does not mention it specifically. According to Ignite, “The region’s local and regional placemaking efforts are laudable. However, much more needs to be done. This will require regional organizations, such as the Northwest Indiana RDA, the NWIF, One Region, and NIRPC to continue articulating why placemaking is critical to economic development. It will also entail ongoing advocacy for additional federal, state, and local resources to be invested in quality-of-place enhancements.”
Cook County’s Bureau of Economic Development has been leading a South Suburban Economic Growth Initiative project and released a Phase I report in 2017. The report carefully inventories the region’s assets and challenges for economic development. One heritage-relevant idea is to “Establish the South Suburbs as the Region’s “Green Playground”, with “shared vision and coordinated investments in recreational infrastructure and complementary amenities such as retail, restaurants, and lodging to position the South Suburbs as the region’s destination for outdoor recreation.” The report goes on to make a specific linkage to the NHA: “Projects such as the Calumet Collaborative, the Cal-Sag Trail and the proposed Calumet National Heritage Area will build on and further supplement existing recreational assets to make the sub-region a draw for outdoor enthusiasts across metro Chicago. These efforts can also serve to attract residents to live in the area for regular, convenient access to these amenities.” The report also notes some process advantages of the regional collaboration embedded in the CNHA: “several large-scale efforts aimed at coordinating southland geography on non-economic issues further illustrate the potential to convene stakeholders around common issues—e.g., the Calumet Collaborative, Great Rivers Chicago, Calumet Heritage Partnership and others.” (pp. 70-71)

2.6.2 Improve the lakeshore
The Marquette Plan and other strong efforts to increase access to the lakeshore are discussed in Section 2.1.3 above.

2.6.3 Utilize brownfield sites for industrial development
While the CNHA is never likely to become an actor in industrial development as such, to the extent that brownfield redevelopment becomes a regional strategy it will be useful to keep the heritage implications in mind. The shining example here is the 57 acre Portage Lakefront and Riverwalk, which was developed on a former brownfield site and is now one of the park’s leading attractions. Are there other potential examples like this, to which a CNHA could contribute?

Here it is especially useful that the Calumet Collaborative, a leading actor in the NHA effort, is also playing a lead role in a regional Brownfields Initiative. The Collaborative is currently engaged in rolling out a Phase I regional brownfields map that can facilitate just this sort of strategic examination of the heritage implications.

One overarching goal of the NHA effort is to change the external perception of the region, as one riddled with brownfields and risks. As creative solutions to the pervasive brownfield issue are found, the potential to display the solutions to others interested in brownfield redevelopment exists as a prime example of the region’s creativity in dealing with environmental issues. One such idea is found in the Ignite project’s notion to “explore establishing a national center of excellence in brownfield redevelopment in Northwest Indiana. Such a center could be associated with one of the region’s universities” (p. 23). Similarly, Ignite makes the suggestion to “host a national brownfield conference annually to generate new ideas for market-driven redevelopment of brownfield sites in Northwest Indiana. Promote the advancement of the region and by using Northwest Indiana as a test bed for new technologies and programs...Such an event would help to educate the region’s development community on the brownfield redevelopment process” (p. 23).
2.6.4 Increase tourism marketing at the bi-state regional scale

As noted in Section 2.3.4, issues of regional “identity and image” are in the NHA’s wheelhouse. A significant start on activating that connection is seen in the brand Toolkit for the CHA, recently established by the Calumet Collaborative. The Toolkit is discussed in more detail in Section 2.7 below.

A number of specific marketing variations on the collaboration theme were published in the Positioning Pullman document (2016), including:

- Collaboratively market “regional heritage, industrial, and eco-tourism initiatives, as well as the development of historic inn, hotel and motorhome accommodations to enable people to stay overnight in the immediate area” (p. 100).
- “With two national parks—Pullman and Indiana Dunes National Lakeshore—in close proximity, there is strong incentive for marketing collaboration and visitation synergy” (p. 100).
- “To reach the employment and economic growth goals, all of the various sectors and activity centers need significant interaction, shared marketing and coordination. Pullman should be marketed as part of a broader network of regional attractions in order to grow visitation. Collaborative marketing could be structured around visitation themes and tied directly to attractions between downtown Chicago, Pullman, the Lake Calumet region and northwest Indiana” (p. 101).
- “It is important to market Pullman as part of a broader network of regional attractions in order to grow visitation. Collaborative marketing could be structured around themes and tie directly to attractions between downtown Chicago and Pullman, and between Pullman and northwest Indiana and southwest Michigan” (p. 101).

It will be important to determine what the potential interpretive role will be at the “Greenway Centers” proposed in the Greenways & 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).

All this supports Ignite’s point that, “finally, the region is placing a greater emphasis on tourism as an economic driver. Creating new amenities and attractions along the lakefront, promoting sustainable agritourism at Fair Oaks Farms, and studying the development of a convention center and hotel in Lake County are just a few examples of renewed efforts to grow the region’s tourism economy. These initiatives also present an opportunity to leverage tourism to support industry and talent attraction efforts” (p. 10). In addition to making the case that tourism is important to the economy, Ignite suggested several specific ways to expand it:

- “The proposed convention center in Lake County represents a tremendous opportunity to take tourism in the region to a new level. According to the findings of the convention center feasibility analysis, one of the primary nonlocal event markets for the convention center is “corporate and other types of event activity from the Chicago/Northwest Indiana greater metropolitan area and throughout the state of Indiana” (p. 15).
- “Identify a complementary theme for tourism attraction, business recruitment, and talent attraction” (p. 15).
- “The NWIF and LEDOs should work with the South Shore Convention & Visitors Authority and other local tourism organizations to align their conference and meeting strategy to targeted occupations, groups, and industries” (p. 15).
- “Leverage tourism assets to distribute business marketing messages. Prominently display positive information about the region’s economy and business climate at key visitor destinations; Encourage first points of contact to communicate positive messages about the region’s business advantages to visitors. Provide educational materials and talking points about the region’s economy to first points of contact” (p. 16).
“Continue regional and local efforts to expand cultural, arts, entertainment, and recreational infrastructure and amenities” (p. 35).

“Craft breweries, wineries, and distilleries across the US continue to experience rapid growth. Growth associated with craft beverages also supports regional tourism and talent attraction” (p. 50).

2.6.5 Attract and retain a workforce that enjoys a high quality of life

The reports already cited make the strong case between quality of life and workforce development and retention. NHAs can play a role, both in job creation and retention, as the reports cited in section II above point out.

On its face, an NHA would not seem to have a major role in workforce development. But some NHAs are part of a diversifying web of job readiness. As the Chicago Wilderness Next Generation of Conservation Leaders Working Group recommends, “Advocate for better integration of a “web” of opportunity that lets young people find their entry point into training or jobs, and in which educational institutions, non-profits, and for profits recognize each others’ roles in making the web of green/sustainability jobs.” Other working groups that are thinking about Arts, Education, Recreation, Environment, and Cultural Heritage/Historic Preservation, are at work to identify specific programs that could bear job creation potential. Some of these ideas are listed here:

- **Relate lifelong learning to potential for workforce development.** A livable place rich in nature and culture can also potentially translate to job opportunities. As the CMAP *On to 2050 Plan* relates, “Planning for human capital means bridging the gap between residents seeking to build a career and employers looking to build their workforce. It will require increased coordination among regional industries, community colleges, and other institutions engaged in workforce development at every level.”

- **Link NHA innovations to the broader context of innovation and the regional economy, such as the Society of Innovators.** Specific links to the heritage of innovation may be a first pathway.

- **Artspace.** Live/work space for artists has been constructed or is underway in Michigan City and Pullman in partnership with “Artspace”. Are there other candidate locations in the region?

- **Foster integration of the arts across sectors.** The *2012 NW Indiana Quality of Life Indicators Report* goes on to say, “As with many aspects of life in Northwest Indiana, the arts tend to be standalone and would benefit from deeper integration with economic development, community development and public education efforts.” As a step in this direction, the Northwest Indiana Forum identifies the performing arts as one of Northwest Indiana’s target industry clusters (p. 8).

- **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.” Does the process of historic reconstruction and redevelopment bring with it the potential for new jobs?
2.6.6 Identify and elevate opportunities for the adaptive reuse of buildings and other structures

The prospect of adaptive reuse of buildings and other structures is a major part of the Cultural Heritage/Historic Preservation Working Group’s remit. The argument is made again that this work, good in itself as a stabilization of regional assets and cultural memory, also links with regional economic development strategy by centering development in historic locations. And by fostering development where infrastructure is already in place, making the most of materials and energy already embodied in the building, and lowering the landfill impacts of demolition, it is an efficient use of resources and connects to conservation goals as well.

CMAP’s *On to 2050 Plan* is clear on this point: “Infill and redevelopment can provide a variety of benefits, such as leveraging and making efficient use of existing infrastructure and services, promoting walkability, and spurring investment in disinvested or stagnant growth areas” (p. 39). NIRPC’s *NWI 2050 Plan* points out that “a number of urban communities are addressing vacancy concerns, including housing redevelopment in Whiting and downtown redevelopment in Michigan City. The region is currently placing a greater emphasis on renewing and concentrating growth within existing communities and main centers. These centers are ideally compact in form, mixed-use, walkable, and transit-accessible, with a wide choice of affordable housing options developed at a density and scale appropriate to their community context, whether urban, suburban or rural” (p. 66).

The region’s most significant historic asset is the Pullman National Monument. The *Positioning Pullman* document calls out a number of historic preservation opportunities, and, again, links them to economic development: “National parks are economic generators. Visitors to Pullman National Monument will boost the region’s economy significantly and provide the foundation for expanded access to the goods and services longtime community residents would like to see” (p. 100); “Pullman National Monument and the Pullman neighborhood could become a significant economic catalyst for the Calumet region and the larger South Side of Chicago, particularly in the ability to add a significant number of new and higher paying jobs in the community” (p. 101).

NIRPC’s *Greenways & Blueways Plan* is also conscious of this intersectionality of goals: “Historic structures in these areas (geographic intersections) could be repurposed for public access or amenities” (p. 127).

2.7 Wayfinding and Branding

Progress to advance the *Feasibility Study*’s goals in the area of wayfinding/branding took a slightly different form than in the other six topical areas. Here, the Calumet Collaborative received grant funds to engage the Lakota Group as a consultant to develop an identity and brand for the Calumet Heritage Area, as well as a brand implementation toolkit for use by all stakeholders in the region to incorporate the brand with new and existing wayfinding systems. As in the other topical areas, regional experts were convened as part of the project Steering Committee to meet closely with Lakota during the project development process. The work of this committee was carefully overseen by the JCC. It was agreed by all that this engagement and development process would take the place of the Focus Area Planning Committees and that Lakota’s work would be fully integrated into the Management Plan. Lakota explicitly grounded its work in the *Feasibility Study*’s findings about the national significance of the region and the three key interpretive themes.
The wayfinding and branding work slightly preceded the gathering of the FAPCs. Lakota completed the basic toolkit in late summer, 2019 and the branding and identity materials were formally rolled out at the Calumet Heritage Conference in October 2019. The creation of these materials, and the attendant events calendar, served as a perfect grounding from which to launch the focus area process for the other groups, and helped to tie the work together under one overall look and feel.

3. Setting regional priorities across key content areas

Focus Area Planning Committees (FAPCs) were convened in Fall 2019, to develop and then prioritize a list of actionable projects where the NHA could best be leveraged to make a difference in the region. As noted above, after each FAPC in the 6 areas developed its own list of priority projects, members from all the FAPCs met in December 2019 to review the prioritized lists of projects in order to keep a special eye on synergies, overlaps, and opportunities for further discussion. The outcome of this process was a list of prioritized projects by the key content areas. This work is summarized in Appendix A.

The Joint Coordinating Committee then took stock of operational overlaps and ways to best leverage the impact of the projects by carefully integrating them with other plan elements, organizing them under the main regional goals as articulated in Chapter 1, and phasing their rollout. This clustering and phasing is discussed in Chapter 4 and the set of action steps that lie at the heart of this plan is summarized in the Goal Implementation Matrix in Appendix B.
Chapter 3: Interpretive Framework and Planning

INTRODUCTION

Heritage areas are grounded in places and the stories told about those places. Chapter 2 described the Calumet region, what kind of place it is as a Heritage Area, what the important story lines are, and how people from a variety of walks of life—from the arts, education, conservation, historic preservation and so on—are eager to tell these stories. As those engaged in the Heritage Area effort roll up their sleeves and start to take the actions described in Chapter 4, they need to be armed with an appropriate framework for interpretation, so that the stories are coherently and effectively told, and they make the most of a visitor’s experience. For this reason, Heritage Area Management Plans contain an interpretive plan.

The role of this chapter is to provide a general description of interpretation in the context of large landscapes like Heritage Areas and how it can apply to the overarching goals of the Calumet Heritage Area, and to share recommended interpretive models most applicable to this region. The format and content of this chapter are guided by National Park Service interpretive planning resources.
1. Foundation: conceptual framework

1.1 What is interpretation?
In the Interpretive Planning Toolkit for Heritage Areas, Historic Gateways and Trails, the National Park Service (NPS) describes interpretation as follows:

- Interpretation is communication that is specifically designed to reveal underlying meaning to the visitor through first-hand involvement with an object, a landscape, a natural feature, or a site.
- Interpretation helps people to connect intellectually, emotionally, or spiritually with the ideas, beliefs, and values embodied in our world.
- Interpretation is based on facts, but reveals what an object, place, feature or event means and why it matters—why it is relevant.

They go on to state that the core functions of interpretation should:

- Relate to the experience of the visitor.
- Reveal as well as inform.
- Provoke as well as instruct.
- Address the whole, not just the part.

The thing called “interpretation” comes alive in the actions: when we tell meaningful stories about a particular place, people, event, or object, we convey factual information, present multiple perspectives, embody common concerns and universal themes, and spark inquiry. Interpretive frameworks and formats create understandable and trusted ways to tell stories to visitors and participants in engaging, often experiential ways, such as exhibitions, self-guided tours, and public programs. Interpreters can use graphic design, touchable objects, interactive mapping, and other media to unpack and share heritage stories in ways that enrich learning, deepen understanding, shift perspectives, imagine futures, and inspire empathy.

1.2 How does interpretation and interpretive planning serve a heritage area?
In large landscapes like heritage areas, interpretation can showcase the overarching story of a region’s significance in broad strokes, while simultaneously shining a spotlight on local sites or particular heritage resources that exemplify and comprise the broader narrative. In order to function successfully at multiple scales and in various settings in a coordinated way, the Calumet Heritage Area’s Interpretation and Education Working Group will work with the Cultural Resources Conservation and Natural Resources Conservation Working Groups (see Chapter Five for description of Working Groups in the management structure) and others to develop and implement an interpretive plan that strives to address regional goals in the following ways:

- Create a structure to develop, support and organize interpretive efforts at multiple scales, in varied formats, and comprised of a range of components.
- Develop a framework based on core heritage themes and sub-themes that guides content development and continues to expand those themes and surface the region’s compelling stories.
- Nurture an inclusive, collaborative, and flexible partnership with local and regional organizations to showcase the richness of their heritage assets through multiple perspectives.
1.2.1 Partnerships in interpretation planning.
The process of developing an interpretive plan that connects local heritage assets to each other and to the larger whole can create and strengthen formal and informal partnerships. Because of the emphasis on local heritage representation, the planning process can provide a creative, goal-driven way for organizations of different capacities and origin stories to collaborate on a level playing field. This work also creates inter-organizational bonds and inter-capacity bridges through which broad regional networks are formed. These networks grow and expand as connections are continually made with new organizations and projects.

1.2.2. The benefits of working together on interpretation planning.
Organizations’ awareness of and appreciation for each other is also forged through the experience of working together to plan for and produce specific interpretive media and products. Individual organizations benefit from interaction with other members of the network through enriched storytelling, shared resources, and cross-promotion for reaching broader audiences. Such projects and activities offer tangible, effective ways to bridge organizations with different capacities, such as connecting grassroots organizations with grasstops organizations, in a way that builds understanding and trust.

This process applies to the CHA network in a number of ways. Through the management structure, for example, the Interpretation and Education Working Group can facilitate the growth and connectivity of the Calumet Curators group of local museums by expanding its partnership, linking to a wider range of existing projects, and developing an extensive spectrum of impactful programs. Such programs may focus on issues of equity and inclusion by showcasing local stories collected in works like “The Gary Anthology”, creating a docent program centered on the history of African American aviation in the storied African American town of Robbins, Illinois, or a tour that explores issues of identity through the perspectives of Native American steelworkers.

1.3 Principles of interpretation
With this sense of why an interpretive framework is needed and how it should be collaboratively addressed in the CHA, what are the significant guideposts for those taking on the work of interpretation in the Calumet area? How do the overarching principles of the Heritage Area articulated in Section 3.2 of Chapter 1 find expression in the interpretive framework?

The following interpretive principles will guide the scope of interpretive efforts, their development, and their production through various formats at a range of sites across the region.

- Prioritize first voice perspectives of those who live in the region.
- Work collaboratively with local heritage organizations and other regional partners to develop and implement interpretive plans, projects, and programs.
- Illuminate the value of and encourage appreciation for the natural environment by selecting natural areas as sites for interpretation, connecting people to nature, and highlighting the importance of this relationship.
Illuminate the value of and encourage appreciation for industrial heritage by selecting sites of industrial importance for interpretation and examining the historical and current role of industry in the region.

Illuminate the value of and encourage appreciation for diverse cultural heritage by identifying and explaining cultural assets.

Bring together and illuminate multiple perspectives and different viewpoints to broaden and deepen understanding and connection, and encourage dialogue; also as a way of highlighting and investigating the complexity of the American story, as exemplified by the region and its core themes.

Look for opportunities to showcase the intersection of themes through objects and/or stories that describe the past and the present, and objects that can tell multiple stories, share differing perspectives, touch on multiple themes, and invite discussion.

Build dialogue and use a variety of formats to invite discussion.

Address current issues and tensions, such as inequity and discrimination (based on race, gender, orientation, etc.), by unpacking them through heritage stories, connecting assets, and ensuring equity and inclusion in interpretation planning and implementation. Use the Heritage Area and its programs as “safe”, contemplative spaces where techniques like facilitated dialogue and other audience-centered experiences can provide a level playing field on which to untangle complex issues and divergent viewpoints.

Lift up heritage as an action. Hold heritage as an active framework that looks to the past to understand and create the present; and guide actions for the future. Showcase historical cultural, industrial, and ecological assets, so that residents can shape their own present, tell their stories, and create a sustainable future rich in cultural and natural resources.

Explore the creation of demonstration sites that showcase heritage-based models.
1.4 Goals of interpretation

Interpretation can be a powerful pathway to create relationships between people and place. Through stories and their presentation in creative formats, it can reveal meanings and relevance of objects, sites, and landscapes that connect to visitors’ personal experiences and broader heritage themes. In places like the Calumet region, where there is deep-seated conflict and complex power inequities, interpretation can be especially effective in creating ways for people with differing perspectives and experiences to explore past or current events through multiple lenses. It can offer multiple “ways in” to learn about a site or heritage resource, to be explored at different levels of detail. Interactive interpretive formats in particular can lift up voices to and validate experiences and perspectives that are often left out of dominant narratives. By linking past and present, interpretation can guide people to think about possibilities for the future of the region.

The Calumet National Heritage Area Feasibility Study laid out a Thematic Framework with a Statement of Significance for the Calumet region and built out core themes, sub-themes and stories. These elements can guide interpretation efforts.

1.4.1 Thematic framework: Statement of significance, core themes, sub-themes, and messages

**Statement of significance:** The Calumet region contains globally rare natural areas, the nation’s premier heavy industrial district, and distinctive communities that continue to shape the natural and built landscape. Its two urban National Parks—Pullman National Monument and Indiana Dunes National Park—bookend and highlight these contrasting features. 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.

**Interpretive Core Themes, Sub-themes, Messages, Stories and Interpretive Formats:** Table 3.1 (below) illustrates how the core themes and sub-themes, drawn from the Statement of Significance, relate to messaging and the stories of the Heritage Area. The last column provides examples of interpretive formats. They in turn are discussed in more detail in Section 2 of this chapter.

The Core Interpretive Themes point to the three pillars that make the Calumet region unique—its natural environment, its industry, and the variety and meeting of cultures within it. The sub-themes break the core themes into more focused fields. In Table 3.1, an example message draws out one main idea from the corresponding sub-themes, though other messages can and should be developed. Messages connect the sub-themes to one another when possible.
Examples of larger messages, connecting the sub-themes of the Heritage Area include:

- The Calumet region boasts significant assets that span nature, industry, and culture.
- Heritage reverberates in everyday life aspects of the Calumet region and undergirds economy, environment, and community. The region’s heritage is built into possibilities for its future.
- The history and the future of the Calumet were and will be subject to the tradeoffs in decision-making and resource use, with implications for the environment, economy, and people of the region.
### Table 3.1. Core Interpretive Themes, Subthemes, Messages, Stories, and Interpretive Format

**Core Interpretive Theme I—Nature Reworked: The Calumet’s Diverse Landscape**

*Natural areas, industries, transportation, and neighborhoods are found side by side in the Calumet region. Industry and nature meet each other here like few other places in the country. The mix of forest, prairie, lakes, and rivers attracted large-scale industry, agriculture, trade, and city growth. But in places, dry sands and wetlands proved too challenging to build upon. In time, and through much effort, they were preserved for their value as open space and as refuge for diverse plants and animals.*

<table>
<thead>
<tr>
<th>Subtheme I.i</th>
<th>Message</th>
<th>Story</th>
<th>Possible interpretive format</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Natural Crossroads</td>
<td>Post-Civil War, industrialization came quickly to the Calumet Region which was unusually biodiverse.</td>
<td>Wisconsin glaciation made wet-dry alternation of sand and marsh (dune-and-swale) which supported the development biodiversity in the region over millennia.</td>
<td>Scale model of landscape, depicting habitats and dune-and-swale ridges; color-coded to show glaciation process.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Subtheme I.ii</th>
<th>Message</th>
<th>Story</th>
<th>Possible interpretive format</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changes to Lifeways and Landscapes</td>
<td>Industrialization would continue into the next century, altering the natural landscape of the region.</td>
<td>The creation of Calumet Harbor and the widening and straightening of the Calumet River. Then Joseph H. Brown Iron and Steel Co. (later Wisconsin Steel) was built in the 1870s, dredge spoil from the slip created along the Calumet River was dumped into adjacent wetlands, providing drier footings for the factory. When North Chicago Rolling Mills moved to the mouth of the Calumet River, it added land to Lake Michigan for facilities, and evolved into U.S. Steel South Works.</td>
<td>Interpretive “bike hikes” (north/south) and group paddles (east/west) would allow participants to cover long stretches of the altered landscape while learning about it from guides and one another. For instance, a bike hike from Rainbow Beach to the mouth of the Calumet River would cover both the story at left and the most recent developments of parks, prairie, heritage displays, and rock climbing facilities at Steelworkers Park on the former site of US Steel South Works.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Subtheme I.iii</th>
<th>Message</th>
<th>Story</th>
<th>Possible interpretive format</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Heritage of Activism and Stewardship</td>
<td>A century of citizen activism has conserved, protected, and restored the biodiversity, native beauty, and recreational quality of the natural environment, making the region a significant place to the American conservation and environmental justice movements.</td>
<td>The proximity of residential areas to industrial zones has made the Calumet an area of concern for those who have borne a disproportionate share of polluted land, air, and water. Activists like Hazel Johnson, organizing from a base in public housing at Altgeld Gardens (with the support of a young community organizer named Barack Obama) became leaders in the national environmental justice movement.</td>
<td>Community-led, fee-based, bus tours of the far SE Side of Chicago and its history of industry and activism. Including lunches at the end of the tour, would provide employment opportunities for guides and food businesses, while fees could support local environmental justice and stewardship activities. Builds on the Southeast Environmental Task Forces “Toxics to Treasures” tour model.</td>
</tr>
</tbody>
</table>

**Core Interpretive Theme II—Innovation and Change for Industries and Workers**

*As one of the great workshops of the world, the Calumet region lays bare epic stories of entrepreneurship, industrial development, the struggle for decent working conditions and wages, and of what happened when certainties crumbled.*

<table>
<thead>
<tr>
<th>Subtheme II.i</th>
<th>Message</th>
<th>Story</th>
<th>Possible Interpretive Format</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing and Industrial Urbanism</td>
<td>Extraordinary local, regional, and national interlinkages in both metal and non-metal industries, made the Calumet region the nation’s premier steelmaking district by World War II. The steel industry attracted other businesses.</td>
<td>George Pullman’s town, now the Pullman National Monument illustrates the rise of railroads, as hubs of a transportation network, as centers of industrial production, and as engines of economic, labor, and social change. Pullman’s manufacturing reach extended across the Calumet region, to include the Pullman-Standard works in Hammond and Haskell and Barker in Michigan City.</td>
<td>If South Shore Line train service were restored at Pullman, regular rail tours of the industrial lake plain could be booked by visits to Pullman National Monument and the Barker Mansion.</td>
</tr>
</tbody>
</table>
### Subtheme II.ii
**Labor Takes a Stand**

**Message**—The profound remaking of the Calumet landscape in an industrial image brought thousands of workers to the region. Workers’ struggles for better conditions, wages, and rights captured national attention.

**Story**—Unsafe working conditions in steel mills were once commonplace. Workers who were injured on the job received no protection from or compensation for accidents which left them with physical challenges such as loss of a limb or compromised eyesight. Regardless of their compromised physical abilities, they were expected to continue to work without any accommodations. Through the dedicated efforts of organized labor, unions fought for and won mandated safety regulations and accident-related reparations, many of which are taken for granted today.

**Possible interpretive format**—Presentations or panel discussions by some of the last living Calumet region labor activists of the 20th century, together with local accessibility experts, could discuss the struggle for safe and accessible working conditions. These presentations could draw audiences of their own, and be recorded and made available as video displays at member organizations of the Calumet Curators group of heritage museums, historical societies, and archives.

### Subtheme II.iii
**Deindustrialization**

**Message**—An era of drastic shutdowns dramatically changed the region’s industrial powerhouse and caused widespread job loss but regional resources remain.

**Story**—Local government, for-profit, non-profit, and grassroots entities and individuals have been gathering to re-vision the region through plans and studies like the Journey Through Calumet community ethnography process, the Marquette Plan, and the Millennium Reserve effort.

**Possible interpretive format**—Interpretive signage at the locations of new parks, preserves, recreational facilities, green businesses, galleries, museums, etc., would put these new developments in the context of the history and heritage resources that brought them about.

### Core Interpretive Theme III—Crucible of Working Class and Ethnic Cultures

*Cultures came together as people moved to the Calumet region in large numbers. As they worked, played, and set down roots, they developed a significant popular culture. Strong advocates led struggles for equality, inclusion, and civil rights that achieved national prominence.*

### Subtheme III.i
**Working Class Housing and Cultural Traditions in the Landscape**

**Message**—People came from around the world to work in the Calumet. The region has an extraordinary diversity of ethnic origins. Separated from each other by patches of wetland, by belts of railroad tracks, and by the mills themselves, the communities developed distinctive identities shaped by physical, economic, and social factors.

**Story**—Within some Calumet communities, pocket enclaves developed especially strong local attachments to churches, schools, social halls, savings societies, and taverns, which ultimately fostered highly local—even isolated—place identification. Taken as a whole, these very locally centered communities are significant in the national story of immigration, enculturation, and group identity.

**Possible interpretive format**—The people and organizations of distinct geographic, ethnic, and racial communities of the region stage cross-cultural comparative events to tell their stories to one another and wider audiences, exploring similarities and differences in their historic and current experiences.

### Subtheme III.ii
**Race Relations**

**Message**—Calumet industries were a draw for workers leaving the South during the Great Migration. Racially-charged struggles of national resonance erupted over schooling, housing, and politics.

**Story**—Richard Hatcher was elected in Gary as the first African American mayor of a major American city (1967) but the election sped postwar “white flight” to suburban areas, leading to the creation of a “dual metropolis” and the “environmental inequalities” that historian Andrew Hurley has documented. But it also led to the National Black Political Convention of 1972, the largest such gathering of the twentieth century.

**Possible interpretive format**—Educators and civic organizations collaborate on regional history curricula that accurately deal with racial conflict, residential and urban change, inequality, solidarity, activism, and their current relevance. Sharing multiple perspectives can place a positive focus on the inclusive nature of being able to make a difference today in the vitality and quality-of-life in the region based on honest assessments of the past.

### Subtheme III.iii
**Living Cultural Traditions**

**Message**—A constellation of local history museums, traditions, festivals, foods, music, and literature make the region and its heritage come alive.

**Story**—Especially active traditions include Labor Day commemorations, ethnic showcases like Whiting’s Pierogi Fest, and church oriented events like Southeast Chicago’s AnnunciataFest.

**Possible interpretive format**—Develop published guides to sets of regional events. The guides would contain not only dates, descriptions, and locations, but also provide heritage context, connections, and themes.
1.5 Target audiences and participants

NPS’s guidance discussed in Section 1.1 refers to “visitors.” but it is also clear that a key audience is “residents.” Economic development efforts often focus on increasing visitorship and the expenditures that visitors make in the region, though the case is also made in Section 2.6 of Chapter 2 that economic development is increasingly turning to factors that enhance the quality of life of residents (thereby making the place more attractive to invest, work, live, and play.) And of course, quality of life is an important goal in its own right, and, clearly, an important function of the CHA. This basic distinction between visitors to the region and residents being understood, we discuss briefly the nature of current and potential audiences. In Section 1.6 and following, “visitors” are treated as anyone accessing the interpretive formats of the Heritage Area, whether they originate inside or outside of the region.

In addition to generic categories of region “residents” and “visitors” to the region, the Heritage Area has some specific target audiences and participants. These include:

- Core partners and stakeholders. Boards and staffs of the Calumet Heritage Partnership (CHP) and Calumet Collaborative (CC), and the partners gathered through Calumet Curators and Calumet Outdoors, the Calumet Land Conservation Partnership (CLCP), and those who have attended Calumet Summits in 2013 and 2015 or annual Calumet Heritage Conferences make up this category.

- Interest group stakeholders. Each of the topical sub-areas described in Chapter 2 (Environment and Stewardship, Cultural Heritage/Historic Preservation, Recreation, Arts, Education, Tourism and Economic Development, and Wayfinding and Branding) has a cluster of lead participants and interested stakeholders.

- Black, Indigenous, People of Color (BIPOC) and LGBTQ+ communities. Of particular concern is to continue to proactively identify and engage the BIPOC and the LGBTQ+ communities as key audiences and participants in Heritage Area interpretation and education programs and projects. People with disabilities. Interpretive and educational programming will be planned to not only accommodate, but to engage people with disabilities.

- Educators and students. Heritage Area interpretation planning is especially important for the audience of teachers and students, including colleges and universities.

All of these audiences can be expanded, and the actions in the plan are directed at making the Heritage Area as inclusive as possible. Clearly, expanding these audiences will need considered study and action by the Joint Coordinating Committee of the CHA. The tools and principles of the interpretive plan are written to be as flexible and inclusive as possible, to create firm and fertile ground in which new audiences can grow.
1.6 Visitor experience objectives and evaluation

When visitors encounter an interpreted site, engage with an exhibition, or participate in a program, the overarching goal is for the information and experiences set forth by interpretation developers to be conveyed and received as intended. Creating meaningful engagement experiences takes planning and follow-up that identifies specific goals and objectives to guide interpretive formats that are accessible to a range of audiences, and ways to evaluate whether the goals and objectives have been met.

1.6.1 Visitor and participant experience objectives

Guidelines for visitor and participant experience objectives are as follows:

- Mission/theme-based
- Resource or place specific (authentic)
- Targeted toward outcome/objectives
- Encourages further engagement in the region

Visitors’ and participants’ rights and needs will be meet in the following ways:

- Comply with Americans with Disabilities Act to accommodate various learning styles and various abilities
- Present interpretative material in ways that are accessible to various learning levels, where appropriate
Visitor and participant experience goals are to do the following:

- Familiarize visitors and participants with the concept of the Calumet as a region with a nationally significant identity.
- Introduce the themes and components of the region that create this distinct identity.
- Foster pride, joy, and excitement in the region.
- Spark visitors’ and participants’ own journeys of discovery in the Calumet region.
- Explain what a national heritage area is and why the Calumet region is uniquely qualified to gain this status.
- Explain that the Calumet Heritage Area is committed to the natural and cultural stewardship of the Calumet region.
- Understand the region as a continuous whole.
- Prioritize opportunities for Audience Centered Experience (ACE), an interactive, interpretive approach used by the National Park Service and other interpreters to creatively engage visitors and participants in dialogue to connect their own experiences and perspectives with interpretive content.
- Provide opportunities for visitors and participants to share their own connections to the Calumet area.
- Provide visitors and participants with multisensory experiences.
- Present content in a way that is interesting for both children and adults.

1.6.2 Measurable outcomes and evaluation strategies

Qualitative and quantitative evaluation methods will be used to determine the effectiveness of interpretive projects and programs in reaching their goals and objectives. A range of methods will be employed depending on the best fit for a particular component. Quantitative methods, such as counting visitor attendance or repeat program attendees will be monitored throughout the timeframe of the projects and programs. Qualitative methods will also be used and may be more indicative of success in terms of creating meaningful experiences and connections to build higher numbers, as a substantive jump in visitorship and participant numbers is not expected to materialize in all new programs. Front end (pre-project/program), formative (during project/program), and summative (post project/program) evaluation methods will be used. These include surveys, questionnaires, visitor feedback forms and interviews, tracking and timing of visitors and participants, other methods of observation, and focus groups. Creative methods of evaluation such as visitor story sharing and dialogue will also be used and may become part of the project/program experience.

Pullman Salon program. M. Tudor.
2. Recommended formats of interpretation

Interpretation projects can meet overarching Heritage Area priorities identified through the Feasibility Study and further refined in this Management Plan. These include the following: tell local stories of regional heritage at a national scale; illuminate and build regional identity; build partnerships (through discussion and collaboration); strengthen networks locally and regionally; contribute to economic development; and deepen pride in place. The models and actions described below will address, where appropriate, projects within the four main heritage area goals:

1. Grow and Sustain CHA Operations and Partnerships
2. Tell the Story: Interpret, Share, and Connect Core Regional Themes
3. On the Ground: Showcase, Steward, and Preserve the Heritage Landscape
4. Spread the Word and Deepen the Impact: Support Regional Economic Development

Underlying these operational goals are the interpretive principles (outlined above) that pervade the entire Heritage Area, and how this work reinforces the ways in which interpretation gets baked into Heritage Area programming.

There are a wide variety of ways to creatively engage partners and the public in the many heritage stories embodied in the Calumet landscape. Regardless of the format of interpretation or type of media, size, or scale, the basic pattern is the same: a compelling object(s) or special place(s) evokes a story that invites inquiry, teaches core facts, and connects to broader themes. Interpretation often uses text in combination with sensory elements of color, design, touch, and interaction. Alongside these interpretive elements are the organized components of the overall story itself—its “big idea” or central message to get across, the “so what” test of its importance, related examples or themes, and the sequencing of information into a hierarchical structure of messaging. These elements all work together to provide a rich, meaningful interpretive experience.

Table 3.1 above set up the big picture of how the core themes and sub-themes, drawn from the Statement of Significance, relate to messaging and the stories of the Heritage Area. It pointed toward the different ways that the stories could be told—called here the “interpretive formats.” In a way, it says, “if this is the story I want to tell, what’s a good way to tell it?” But as we know, the existence of a cool new tool can spark all kinds of thinking about new ways to use it, sometimes even leading us to re-frame the reason we picked it up in the first place. Section 2.1 below takes a closer look at the interpretive format toolkit, and turns the question around: “If we have a variety of interpretive formats at our disposal, what stories can we tell?”

2.1 Interpretive formats

This section takes each of the major interpretive format categories in turn. Under each format category name and description, some of the specific elements or features of that particular format are highlighted, followed by possible stakeholders and/or places where this particular format might best be deployed. Each broad interpretive category is then broken out by suggested examples. Storytelling possibilities are embedded throughout the examples, though it might be helpful to refer back to Table 3.1 while reading through them.

Some of the examples in this section specifically call out collaboration and co-created content. Others highlight elements for visitors to actively experience and participate in. It’s important to note that while not all examples touch on these approaches, they are part of the overarching context of interpretation. Collaboration in particular is a core principle and undergirds all interpretive efforts, to ensure that different perspectives are honored and local voices are showcased.
2.1.1 Exhibitions

In many ways, heritage areas are like sprawling exhibitions on the landscape instead of in the confines of museums. Exhibitions can share heritage stories with a variety of audiences in creative ways that engage, educate, entertain, and inspire. By strategically organizing a range of elements, exhibitions can communicate complicated information in accessible, inviting displays. They can be powerful tools that can be used at local and regional scales to build identity, provide pathways between past and present, and create and strengthen partnerships. Exhibition techniques can be used effectively in a variety of formats and in a range of spaces.

Possible interpretive elements: Object/resource (artifact, artwork, photographs, specimen, site); Content (theme/story); Label text; Graphics (typeface/font, color palette, icons or symbols, patterns, photographs, maps), spatial organizations; quotes; audio/video; touchable objects or replicas; interactives (computer, manual)

Potential locations and organizations: Large museums; large galleries; neighborhood museums; small galleries; local history centers; arts organizations; store fronts; park district field houses; libraries; colleges and universities; chambers of commerce; governmental buildings; bank lobbies; reused spaces; outdoor spaces (open air museums)

2.1.1.1 Large- and small-scale exhibitions. Heritage areas can use exhibition formats to connect resources to their broader context by presenting “objects”—whether 100-year-old artifacts, contemporary artwork, photographs, native plant specimens, an actively-stewarded ecological, or the site of a pivotal labor protest—together with interpretive labels. Graphic elements such as color palette and design provide a “look and feel” that ties the exhibition together and enhances the visitor experience, creating a stronger connection to the less tangible aspects of the stories being told. Adding audio and visual media, along with artifacts or replicas that visitors and participants can touch and/or computer-generated elements that visitors and participants can interact with, can further the visitor experience by creating multi-sensory, immersive environments. When curated strategically, even the simplest exhibitions can showcase important stories in a compelling, engaging way.
2.1.1.2 **Collaborative exhibitions.** The Calumet Curators network of local museums, history centers, and galleries located throughout the region is one example of how heritage organizations can work in partnership to develop powerful, multi-layered exhibitions. They are developing a series of related *Calumet Voices/National Stories* exhibitions which illuminate the CHA’s core themes and elevate the region’s heritage. Each exhibition weaves together collections and stories from a different set of partners working together to identify stories and messages, share perspectives, carefully select objects from their collections, and think creatively about effective, engaging display components. The exhibition locations span the Heritage Area, telling local stories of national significance from a regional perspective. The collaborative model developed by the Calumet Curators will continue to evolve and be utilized as a cornerstone of the region’s interpretive strategies.

2.1.1.3 **Traveling exhibitions.** Exhibitions can be created to travel from their home institution to other locations in the region or across the country (or internationally). The entire exhibition to travel, or just select components. In either case, the receiving institution might add their own stories and related elements to the installation. There could also be a cumulative interactive element, such as an electronic message board or photo gallery to which visitors and participants can contribute in their locations and see contributions made by visitors and participants in the previous location.

2.1.1.4 **Collaborative-Traveling-Series exhibitions.** Traveling exhibitions may have collaborative elements, and some or all elements of collaborative exhibitions might travel. Exhibitions might be designed as a series in which all of the exhibitions have thematic ties or present different interpretations based on one or more themes. Some exhibition projects combine all three approaches.
2.1.1.5 **Networked exhibitions.** Inside each Calumet Curator organization, a small kiosk would share information about the Heritage Area, points on a map, the institutions’ local story, and its connection to the core theme(s) of the region. There could be a display of that organization’s *Calumet Voices/National Stories* exhibition components, and the “Share YOUR Calumet Voice” interactive. Community members could share and curate their objects and stories. The display could grow further by continuing the *Calumet Voices* inter-organizational sharing of collections and stories. Other interested organizations could also join.

2.1.2 **Wayfinding and interpretive signage, banners, and panels**

*The content and design of the region’s wayfinding system and interpretive signage will be developed according to the thematic and interpretive approaches used in the above formats. Color palette and other design materials developed as part of the region’s brand and identity toolkit, together with messaging based on one or more core themes, will be used to reinforce the region’s identity and highlight the heritage significance and connectedness of locations throughout the region. Wayfinding signage, for example, will display textual information in a hierarchical arrangement of place name, overarching statement or question, factual information about the place/resource, story with local voice/quote, where to go for more information; graphical elements such as maps, branding, and photographs will be situated according to consistent design guidelines.*

**Possible interpretive elements:** Object/resource; large-scale steel artifacts; public art pieces; content (theme/story); label text, graphics (typeface/font, color palette, icons or symbols, patterns, photographs, maps); spatial organization; quotes; touchable objects or replicas; kiosks; banner; pamphlets

**Potential locations and organizations:** Museums; libraries; galleries; visitor centers; trails and trail heads; boat launches

2.1.2.1 **Calumet Voices/National Stories exhibition partnering organizations.** Calumet Curator organizations who participated in the *Calumet Voices/National Stories* exhibition project would have exterior and interior banners with the CHA logo to showcase their connection to the Heritage Area and the Heritage Area’s connection to them.

2.1.2.2 **Local and regional visitors centers.** These sites could also display publicly-visible CHA-branded banners and related materials.
2.1.2.3 Trails. Interpretive signage (or kiosks) would figure prominently throughout the Pullman-Dunes trail, featuring first-voice perspectives from Native American tribes that call this region home. Public art pieces and large-scale steel artifacts, along with interpretive panels, would be placed strategically along the trail as well. A prototype project is to infuse the insights of the Calumet Curators into the planning of a Calumet Heritage Route that will connect the Pullman National Monument with the Indiana Dunes National Park. Such a route merges the interests of the cultural heritage, recreation, arts, and regional economic development and heritage tourism groups at work on Management Plan implementation, and also provides an on-the-ground demonstration of the value of a Calumet Heritage Area. Currently the pathway between the parks is a mix of dedicated trail, city sidewalk, on street walking, and creative bushwhacking.

2.1.2.4 Gateways. Gateways are sites that let visitors and locals alike know that they are entering (or are in) the Calumet Heritage Area and why it’s an important, exciting, and interesting place to be. They are hubs of wayfinding and interpretation. The region’s geography spans a range of places that embody its ecological, industrial, and cultural heritage; the juxtaposition of many of these resources is one thing that makes the region so unique. Gateway sites would be representative of at least two of the three core regional themes and would be located at points on or near the region’s border and at in particular locations within the region. Each site would provide an interpretive orientation to the broader heritage area and to the local gateway location through branded banners/signage, maps, pamphlets, and possibly small displays. Another criterion to be a gateway is to be a highly trafficked location, such as the Indiana Dunes State Park.

2.1.4 Significant sites and house museums

Nearly 250 heritage-based resources of national significance have been documented in the region, with an additional 200+ recognized as critical sites in the region’s story, and the list continues to grow.

Possible interpretive elements: Object/resource; large-scale steel artifacts; public art pieces; content (theme/story); label text; graphics (typeface/font, color palette, icons or symbols, patterns, photographs, maps); spatial organization; touchable objects or replicas; plaques; signage; pamphlets

Potential locations and organizations: Museums; libraries; galleries; visitor centers; neighborhood or city parks; state parks; national parks; forest preserves; environmental conservations areas; sites of current and former steel mills, industry, and related businesses; architecturally significant homes; current and former homes of residents with important local, regional, and/or national heritage; places of worship; non-designated cultural and natural sites that are important to community heritage; homes and businesses currently or previously owned by residents with diverse cultural heritage
2.1.4.1 **Ecologically, industrially, and culturally significant sites.** The vast majority of these sites are without even the simplest interpretive marker and are ripe for inclusion in the wayfinding system, as well as other kinds of interpretive programming that tell their stories of local, regional, and national importance.

2.1.4.2 **Historic sites.** Historic sites span the region and many already display plaques that depict their city, state, or national historic status. Heritage area interpretation would enhance that status and provide visibility and depth to the stories that support current historical designation. There are many sites in the region of great significance and meaning that have not been formally recognized, and heritage area interpretation could be instrumental in preserving the authenticity of the region.

2.1.4.3 **House museums.** Some homes are open to the public and showcase instances of a particular moment in history, a chance to see where and how someone famous came of age or enjoyed the fruits of wealth, or represent an example of extraordinary architecture or design. A growing number of house museums (as in Park Forest or Pullman or the National Public Housing Museum in Chicago) are meant to evoke domestic experiences more commonly shared across the population. More sites can be identified that fit these descriptions; they can be connected to each other by tours and representation on the CHA Website.

![Bierenberg House, Pullman House Tour. History Coming Home exhibit, National Public Housing Museum.](image)
2.1.4.4 Current and former steel mill sites. Sites where steel mills once stood would have prominent CHA panels, with interpretive signage and a map depicting where the site was located. Ideally, the signage would be located at the boundaries of the mill, or even at specific areas within the footprint of the mill. Along with more standard signage, transparent signs depicting nearly transparent historical photos of the mill could evoke a simultaneous sense of past and present. Wayfinding panels would be located on adjacent streets. The sites would be shared on tourism and city websites, maps, and other media. Additional materials such as podcasts, and group tours would be developed. Currently operating mills, such as Cleveland-Cliffs sites (former Inland Steel’s Indiana Harbor and Riverdale, Illinois, as well as Burns Harbor) could offer group tours.
2.1.5 Maps and media
Maps can serve as visual tools that tell stories of both people and places, in addition to creating and utilizing maps for storytelling and information sharing, digital tools and formats should be leveraged to make the CHA available to a broader audience in various contexts.

Possible interpretive elements: Content (theme/story); interpretive text; script; photographs depicting the past era being shown in Augmented Reality sites

Potential locations and organizations: Wide variety; particular area that has undergone dramatic change in land use and appearance; museums; libraries; galleries; arts organizations; environmental organizations; educators; recreational organizations

2.1.5.1 Hand held apps and Augmented Reality. Creating interpretive resources that can be accessed on mobile devices or enjoyed as part of a virtual Augmented Reality experience can extend resources to a broader audience. Hand-held apps and digitally available tools and interactive programs make CHA stories available to folks to explore on individual bases, during a global pandemic and its aftermath such tools may be especially popular while gatherings are still limited.

2.1.5.2 Interactive maps and story maps. Maps can be used to assist folks into and through the Calumet, by providing meaning and interpretative and encouraging interaction with the landscape and the people of the region. Story maps can be a digital resource that allow people to explore the Calumet remotely and still feel immersed. Existing pamphlets or brochures that identify and interpret important sites within the region, such as the “Southeast Chicago Public Art” and the “Southeast Side Green Sites” brochures, could be developed into an interactive format.
2.1.5.3 **Podcasts and video.** Creating a podcast about the CHA, or connecting with existing podcast programs is another option for encouraging remote exploration of the Heritage Area. The NPS hosted a podcast series about NHAs in 2017-2019, but podcasts need not be limited to Heritage Area-specific communication channels and could also connect with programs about arts, culture, nature, industry, etc. Local history museums and other organizations could provide supplemental audio resources to enhance the audio storytelling.

2.1.6 **Public programming**

*Programs and events enrich and expand visitor connection to heritage sites and stories. Organizations are encouraged to partner on programming, to provide comparative perspectives and broader audiences. Some programs are designed for group interaction and others are created for individuals to participate in at their own pace. This is a sampling of program ideas and models which can be developed and hosted by a range of organizations across the region, including in conjunction with Calumet Voices/National Stories exhibitions.*

**Possible interpretive elements:** Content (theme/story); interpretive text; interpretive guide or docent; activity demonstration; activity guide; presentation; facilitation; place/site; script; audio/video; maps; brochures

**Potential locations and organizations:** Tourism agencies; museums; libraries; galleries; arts organizations; environmental organizations; educators; recreational organizations; colleges and universities; filmmakers; film festivals

2.1.6.1 **Guided tours.** Guided tours would offer visitors and residents the opportunity to explore and understand the Calumet landscape. Tours would be organized around a particular theme or geographic area, and could originate from an exhibition or from a particular site where an interpretive kiosk or marker has been placed. For example, a thematic tour could explore similarities and differences in African American heritage in Robbins, Illinois and Gary, Indiana.

2.1.6.2 **Guided interpretation.** One example of a program that incorporates guided interpretation and a version of historical reenactment is “Where they Stand” at Steelworkers Park, which is on the former site of US Steel South Works. The concept is for visitors to hear from retired US Steel steelworkers about where they worked when the mill was operational, and in relation to the current landscape. Each retiree will be given a space to occupy in the park that they can use to explain the job they held at the facility when it was operational. Artifacts, images, and maps of the facility when it was in operation for the volunteer to tell their story and the work that they did.

2.1.6.3 **Speaker series and symposia.** Much has been written about, documented, and planned for the Calumet region. However, important aspects of the region’s heritage remain overlooked. Series and symposia could include speakers from Calumet area Native American communities, Chicago Architecture Foundation and the American Planning Association, scholars such as Christine Walley (*Exit Zero: Family and Class in Postindustrial Chicago*), and popular novelists such as Sara Paretsky, who sets her V.I. Warshawski novels in the Calumet region. Presentations of lesser-known stories might include women steelworkers, LGBTQ+ perspectives on regional identity, and the region through a neo-futurist lens.

2.1.6.4 **Film screenings.** Film screenings could explore films set in the region, as well as filmmakers who grew up there, such as *The Fugitive, A Christmas Story, Four Friends,* and *The Blues Brothers.* Screenings could also include short films, documentaries (*Wrapped in Steel, Exit Zero, Shifting Sands,* Calumet Films’ documentaries), experimental films and include a discussion with the filmmakers. Film series such as One Earth Film Festival could continue to be shown in the region, and new series could be hosted.
2.1.6.5 Artist-led programs. The Calumet region is full of powerful works created by local artists, which interpret and showcase the region’s heritage in public art formats such as murals, graffiti, and sculpture. To bring the region’s artistic heritage to the next level, Calumet artists could lead muraling, graffiti art, and sculpting programs in former steel mills and other heritage-based sites (based on the Rivers of Steel National Heritage Area arts programming).

2.1.6.6 Programs for children and families. Planting gardens or garden boxes, decorating hard hats with hand-made stickers, and creating mini-exhibit displays are all examples of flexible program formats that could be fun and educational for children and families. An informational handout could be provided to participants, and/or a brief presentation about the subject could kick off the activity.

2.1.6.7 Pop-up museum. A show-and-tell style program, developed by the Lakeshore People’s Museum, could be used throughout the region to surface and share residents’ heritage stories. The programs are organized around one or more core themes and invited participants bring items that embody meaningful stories related to the theme(s). A facilitator leads the participants in sharing their objects and stories with the rest of the group. Video, photography, or audio recording could make a lasting record of the items, people, and their stories. Formats could be developed to display the objects and/or their documentation to create traveling exhibits or a pop-up exhibit.

2.1.6.8 Stewardship days. Organized stewardship days to cleanup local natural areas could tie in with existing stewardship activities organized by the CHA.

2.1.6.9 Workshops. A range of subjects and activities could be organized into a workshop format. Ideas include heritage-based curriculum development for local educators, arts and crafts using local materials, and exploring genealogy.

2.1.6.10 Other programs and events. Opportunities abound for creative programming, such as book clubs, poetry, performance, makers’ nights, culinary events, and creating objects or posters related to exhibit themes.
2.1.7 Educational curricula and tools

Educational curricula will draw on the CHA's core interpretive themes and will focus on creating a cohesive and accessible set of tools to share out with educators, local schools, community groups, and other stakeholders. Activities and lesson plans will make connections to the Calumet Voices/National Stories exhibition series. The curriculum will leverage expertise in object-based learning, curriculum development, and teacher engagement to provide standards-aligned lessons that take place off-site (i.e., in the exhibitions) but also in the classroom.

Possible interpretive elements: Content (theme/story); object/resource; text; photographs; maps; activity guide; presentation; facilitation

Potential locations and organizations: Public schools; private schools; home schools; community organizations; museums; libraries; galleries; arts organizations; park fieldhouses/park programs; Boys and Girls Clubs/scouting; nature centers

2.1.7.1 Educational curricula development. Use primary sources from and about the Calumet region to develop analytical skills and critical thinking adaptable for grades 3-12. Such sources may include intergenerational interviews, scientific notes, newspaper articles, and historical or contemporary photographs. Benefits of teaching with primary sources include mutually applicable instructional strategies between language learning and science, which are cross-curricular and grounded in authenticity. They provoke deep thinking and analysis, and provide another access point to science.

2.1.7.2 Civic dialogue. Trained facilitators lead small group dialogues, use discussion guides covering topics such as sustainability, equity, economy, activism, and understanding nature to lead 6th - 12th graders and adults in consideration of their views, priorities, and understandings within topic areas for the region. Dialogue strengthens understanding in Social studies/History, build analytical skills in knowing how we know what we know, and promotes system thinking, the relating of different parts to being part of a whole.

2.1.7.3 Learning kits lending library. Object, activity, photo, and primary document based learning kits could be developed for loaning out from Calumet Curator locations. Multiple copies of kits and the rotation of kits between host locations would ensure equitable distribution across the region without small institutions having to host large numbers of boxed kits. Supports experiential learning as exemplified in the increasingly popular Montessori, Waldorf, and Reggio Amelia pedagogies. Would be suitable for in school use 3rd -12th grades, depending on kit, and for home use.

Experience boxes from the N.W. Harris Learning Collection at the Field Museum can be used as models for the learning kits. (left to right: World Percussion, Pig Iron, Wild in Chicago). Copyright Field Museum.
2.1.8 Higher education consortium: heritage based internships and fellowships

As first mentioned in Chapter 2, higher education consortia exist on either side of the stateline, with the potential for the CHA to develop a bistate consortium. It would allow schools to collectively be kept aware of CHA goals, priorities, assets, and programs; thus providing the structure for member institutions to identify their faculty, staff, students, and resources that could advance goals they share with the CHA. Resulting partnerships with the other institutions and organizations of the CHA could include (but not be limited to) internship for students; faculty consulting and research; venue sharing; access to archives, libraries, and other research facilities; and collaborative programming in the visual, digital, performative, culinary, and industrial arts. Internships for students at community based heritage organizations and fellowships for community based heritage practitioners at regional centers of higher education are a couple possibilities that would help build out regional interpretive programming.

Possible interpretive elements: Content (theme/story); collections of local and regional archives and museums (texts, objects, photography, maps, activity guides), 1st voice and scholarly presentations, and facilitation.

Potential locations and organizations: local museums, history centers, and historical societies; libraries and archives; university and college academic departments in the social sciences, humanities, and arts; any community or academic venues suitable for performances, displays, or exhibition.

2.1.8.1 College and graduate level heritage interpretation internships. Students at regional and near-region colleges and universities get placements at local heritage organizations or partnerships to further their own experience doing interpretation that builds on their academic training in areas like history, anthropology, art & design, and ecology. In turn partner organizations get assistance in activities such as public program development, exhibitions and display, community resource inventories, docent training, marketing, and the development of interpretive guides and tools.

2.1.8.2 Fellowships for community based heritage practitioners. Across the Calumet region there are avocational and volunteer collectors and keepers of its stories. These people are often the leaders of local history museums or historical societies, or more widely nonprofits dedicated to community betterment. A fellowship program could be created to allow them to utilize university-level training and resources to develop specific interpretive products, or receive training in specific forms of interpretation, or heritage management.

3. Conclusion

This chapter has told a story about stories, about their power to connect people to place and to each other. It has touched on the importance of story-telling, the overall arc and themes of the “big picture” of the Calumet regional story, and the many ways that the Heritage Area can tell, show, support, and weave together the region’s multiple story lines.

The chapter has offered a framework for story-telling as a way to suggest strategies and to point to examples for interpretation. It is not intended to cover the entire territory, nor is it meant to specify particular actions. As the storybook of the Calumet Heritage Area comes together, it will be the responsibilities of all stakeholders in the Heritage Area, organized as described in Chapter 5, and pursuing prioritized Action Steps as described in Chapter 4, to bind it together. The Heritage Area is wide open to an array of possibilities. The task will be to continually tack back and forth between the big vision and the immediate actions.
INTRODUCTION

Chapter 2 of this Plan showed the pathway that led to the establishment of themes and specific goals for the Calumet Heritage Area (CHA). Chapter 3 focused on ways in which those themes could be interpreted in the Heritage Area. In this and the next chapter, the concepts of what a heritage area could do are turned into action steps. They are grouped under four key goals:

1. Grow and Sustain CHA Operations and Partnerships
2. Tell the Story: Interpret, Share, and Connect Core Regional Themes
3. On the Ground: Showcase, Steward, and Preserve the Heritage Landscape
4. Spread the Word and Deepen the Impact: Support Regional Economic Development

The first goal builds the sustainability of the heritage enterprise itself, creating a coherent operational structure with clearly defined roles, a strong set of strategic partnerships and robust volunteer base, and good communications. The second two goals are the “content” of the Heritage Area’s program. The region’s extraordinary story—told by many voices and through many pathways including museums, galleries, classrooms, signage, and exhibits—is the focus of the second goal. The third goal zeros in on the Heritage Area’s role as a “placemaking” catalyst, deploying it with partners to steward key regional natural, cultural, and historical assets. The fourth goal markets these programs in such a way that they build the economy of the region.

In this chapter each of these goals is broken down into specific action steps. These goals also map onto a proposed committee structure for the Heritage Area which is discussed in Chapter 5. Goals, actions, and steps explored in detail in this chapter and are also summarized in the Goal Implementation Matrix (Appendix B). (The Goal Implementation Matrix is meant to be a living, guiding tool that the Joint Coordinating Committee and other stakeholders can use to refine plans as the CHA moves forward).

*The goals, actions, and steps discussed in this chapter are summarized in tabular form in Appendix B: Goal Implementation Matrix.
In the discussion below, the details for actions and steps are followed by a pair of brackets indicating the approximate timing for that particular action or step and whether the role of the CHA is to “lead”, “collaborate”, or “support” it. Timing is indicated as “Now” (meaning in the next 0–3 years, “Next” in (3–6 years), and “Later” (6 - 8 years). Some actions are “Ongoing” and will be a perpetual responsibility of the CHA. The timing indicated was developed through partner conversations, the need to phase certain streams of work in a logical fashion, and a sense of programmatic opportunity to make an immediate difference. It’s important to note that of the many actions indicated as potentially starting “Now” or “Ongoing”, a subset are currently funded and are therefore further prioritized for 2021; these are indicated below by bold type. As annual work plans continue to be developed, all “Now” steps should be further prioritized based on careful consideration of funding opportunities, staff and partner capacity, project continuity, and adaptation to external challenges and opportunities.

The second word in brackets refers to the CHA’s role in each action or step as either “Lead,” “Collaborate,” or “Support.” Some efforts will very clearly be the responsibility of the Joint Coordinating Committee (JCC) and the four main Working Groups of the CHA to lead with partners and volunteers’ support, while other items are more appropriately led by partners and supported by CHA management. An important guiding principle for the entire planning process has been to step into the lead when called for, to avoid duplication of effort, and to complement other work in the region that best adds value.

When thinking about the specific goals and action steps enumerated in this chapter, it will be helpful to keep the “big picture” in mind: that the Calumet Heritage Area is engaged in a “placemaking” effort at the regional scale and seeks to do so in a way that enhances the quality of life for residents by elevating their own voices in the process. Each of the steps builds toward this overarching goal, informed by the principles for the Heritage Area outlined in Chapter 1, Section 3.2.

1. Goal—Grow and Sustain CHA Operations and Partnerships

“Start where you are. Use what you have. Do what you can.” –Arthur Ashe

The Heritage Area effort started small, but it grew through persistence and action. For many years, it was driven by an all-volunteer effort of the Calumet Heritage Partnership. Later, it enjoyed significant support from Field Museum staff. The emergence of the Calumet Collaborative brought permanent staff capacity. Now, in order to ensure that the NHA is robust enough to meet the programmatic goals defined below, it needs to be a strong and sustainable entity, with close tabs kept on the pulse of the region through strategic partnerships and good communications. The Management Plan lays out the following actions as a path forward for the Joint Coordinating Committee (JCC) and its partners to be organized for impact. General oversight of these actions would be the responsibility of the JCC. All of the actions are discussed in greater detail in Chapter 5, Section 4.
1.1 Action–Develop and enhance operational structure

A functional and clearly communicated operating structure is the engine that makes the Heritage Area go. The Calumet Collaborative and the Calumet Heritage Partnership have entered an agreement establishing a Joint Coordinating Committee (JCC) to create, coordinate, and oversee the activities of the Calumet National Heritage Area. The JCC can set up four committees to oversee the action steps under each of the goals listed in this plan. (See Diagram 5.2 in Chapter 5.)

1.1.1 Step–Formalize and institutionalize the Joint Coordinating Committee (2021) [Now; Lead]

1.1.2 Step–Periodically revisit the governing structure in light of progress made with fundraising, designation, and programming [Ongoing; Lead]

1.2 Action–Clarify roles of organization, Committee members, working groups, advisors, and staff

The CHA has attracted a number of volunteers and partners, some serving specific time-limited roles and others signing up for long term support. The JCC’s relationships to its partners need to be clarified, so that volunteer opportunities and expectations can be clearly organized and communicated, whether as standing or ad hoc committees, working groups, advisors, and formal or informal partnerships. It is important to acknowledge here that “volunteers” may be organizations that voluntarily join in with the overall Heritage Area partnership, but may also include individual volunteers—people with a particular passion for nature, history, story-telling, or service in general. Chapter 5 provides guidance on roles and responsibilities. [Now; Lead]

1.3 Action–Structure and manage partnerships

Heritage areas are networks of partners committed to action in a region. The JCC provides direction and coordination, but ideally, many people and organizations are involved in the work. Networks typically move through stages that include a convening or recruitment phase, a stage of aligning with the goals of the overall entity, and a stage of taking action.

1.3.1 Step–Build capacity of partners

The benefits of partnership across the region and between grass tops and grass roots organizations can include building in opportunities to develop skills and capacities, like professional development and volunteer training. [Ongoing; Lead]

1.3.2 Step–Recruit new partners

The CHA needs to be ever aware of the opportunity to recruit new partners, who bring new capacities as volunteer individuals or as organizations, and who can help represent the richness of the region’s demographic and cultural diversity. [Ongoing; Lead]

1.3.3 Step–Build relationships between partners

National heritage areas are described as “grass roots” entities. At the same time, they include people and organizations of influence and capacity whose missions align with those of the NHA. The CHA has a particular opportunity to connect individuals of lower capacity but high interest in the CHA’s goals with those of higher capacity on particular projects. There may be opportunities to support these burgeoning connections and to evaluate their efficacy. A strong example of this sort of collaboration is in heritage-focused work that links partners who may operate as a one-person tourism shop into a broader network of operators on heritage themes. [Ongoing; Lead]
1.3.4 Step—Convene partners regularly
What will be the moments when partners are drawn together to meet new people, to align on goals, and to plan new projects? To this date, the major means of doing so have been via the annual Calumet Heritage Conference, Calumet Heritage Partnership’s Annual Membership meeting, semi-annual Calumet Outdoors meetings, monthly exhibit-planning meetings of Calumet Curators, and planning meetings for this Management Plan. What will be the frequency of convenings that best supports the mission of the CHA? [Ongoing; Lead]

1.4 Action—Strengthen and deepen formal partnership structure

1.4.1 Step—Strengthen content-based partnership networks
Many content area experts were gathered to prepare the Feasibility Study and this Management Plan. A number of experts indicated a strong willingness to continue to discuss and take action in these areas. Two such groups are already convened (Calumet Outdoors and Calumet Curators), though others could be developed. As existing groups gather momentum and new ones are convened and aligned around the goals and structure of the Heritage Area, opportunities should be seized to reach and incorporate previously unheard voices in the region. The partnership structure should be intentional in connecting to other local initiatives and networks to increase impact. Examples include other National Heritage Areas in the region, the Chicago Wilderness alliance, and park and preserve entities.
1.4.1.1 Substep—Grow and support a bi-state consortium of historic/cultural organizations

The CHA is perfectly positioned to further the breadth and capacity of the Calumet Curators, a group of museums, galleries, and local history centers that interpret the region’s natural, industrial, historical, and ethnic heritage. The Calumet Curators strive to strengthen visibility for all organizations, illuminate and facilitate partnerships between and among organizations, and deepen thematic messaging and programming. [Ongoing; Lead]

1.4.1.2 Substep—Grow and support bi-state consortium of environmental conservation and stewardship organizations

Formerly known as the Calumet Stewardship Initiative, Calumet Outdoors is a coalition of more than 40 large and small civic, cultural and environmental organizations serving the Calumet Region that protects and manages healthy natural areas, engages children and adults in environmental education, climate action, and encourages smart, sustainable economic growth in the region. In addition, a funder-supported organization called the Calumet Land Conservation Partnership (composed of 9 regional conservation organizations) should coordinate its messaging about regional conservation assets and how to enjoy them within the CHA. [Ongoing; Lead]

1.4.2 Step—Ensure that Heritage Area leadership, partners, and participants are reflective of the region’s diverse communities

The CHA should be as intentionally inclusive as possible in its own management, in its partners, in the stories it seeks to tell, and in the work it seeks to undertake. Leadership, staff, volunteers, and partners should reflect the diverse communities of the region to ensure programming and communications that fully reflect the region’s African-American and Latinx heritage. The CHA should be proactive about engaging and supporting partners that represent this diversity, as discussed in Chapter 3, Section 1.5. An excellent demonstration of the “living heritage” of the region is to ground ongoing concerns for environmental justice in the knowledge that part of the region’s national significance hinges on its early role in the environmental justice movement. [Ongoing; Lead]

1.5 Action—Secure the CHA’s financial sustainability

The CHA needs to develop a plan for its financial future, securing the funds needed to sustain staff, manage programs, and handle other operational costs. As this Management Plan is developed prior to Congressional designation as a National Heritage Area, it is important to plan for future scenarios that either involve eventual designation or do not. Key to such a plan is a strategy to raise operating funds through grants, donations, and earned income. An important aspect that ties the sustainability of the JCC to the success of the entire partner network is the identification of funding opportunities for partner projects. A draft fundraising strategy and budget are included in Chapter 5. [Ongoing; Lead]
1.6 Action–Lead internal communications

Good communication is the glue that binds a partner network together. One of the most critical functions of the JCC is to ensure that timely and clear communications are made between the board, advisory committees, project committees, and working groups. A great new website has been developed for the Heritage Area at [https://www.calumetheritagearea.org/](https://www.calumetheritagearea.org/); it can also be used to facilitate internal communications. (See external communications and marketing plan in Action 4.4 below). [Ongoing; Lead]

1.7 Action–Monitor and evaluate performance and impact

The need for an NHA is significant, and the list of potential projects is long. It will be critically important to demonstrate the effectiveness and benefits of particular projects through ongoing monitoring and rigorous evaluation. Such a program fosters a culture of nimble, adaptive management; creates a record of accomplishments; and builds the confidence of the general public, potential funders, and public officials. [Ongoing; Lead]

2. Goal–Tell the Story: Interpret, Share, and Connect Core Regional Themes

“There is no greater agony than bearing an untold story inside you.” —Maya Angelou

The Calumet region is replete with stories of triumph over adversity, of struggle against injustice, of rise from obscurity, of epic achievements. Individual and community stories weave into larger narratives, many of them untold, many of them just now finding voice. The CHA is well-positioned to bring these nationally significant stories to light—including those expressed by individuals and those that tell the story of the whole region. Three powerful narrative threads run through the regionally-woven stories that can be related to other critically important stories: the re-working of nature, the innovations of industries and of workers, and the commingling of cultures.
Some stories leap from the page, the stage, or the painting or sculpture: they are expressed in the arts. At times these are carefully preserved and curated in the region’s museums, collections, archives, and local history organizations. Other stories are still in the making, and are being surfaced as part of the particular richness of the Calumet region’s identity as a continental crossroads. Many stories form a critical link to the next generation, in formal and informal educational venues. Opportunities to explore, tell, and create new stories exist all across the region.

In this plan, the CHA’s ability to significantly support, connect, and enhance how the region’s stories can be told is treated in five major areas: the arts; exhibitions and program development; regional identity building; education; and heritage tourism. Each area contains specific action steps, arranged in the sequential order that they should be conducted. This is not to minimize the importance of later steps, but only emphasizes that a planned approach that seeks broadest impact builds from inventory to pilot projects to comprehensive programming.

General oversight of these actions would be the responsibility of an Interpretation and Education Working Group, as described in Chapter 5, Section 4.2.

**2.1 Action—Connect the Heritage Area to the arts**

Heritage areas are particularly well-suited to close collaboration with the arts. As noted above, the arts tradition in the Calumet region has deep roots, and frequently takes its cues from the compelling landscape of nature, industry, and the community’s engagement with it. The planning process revealed that the CHA could best add value to existing work by taking some measured next steps. As one of the region’s only bi-state organizations, the CHA has an important role in creating regional-scale resource inventories of artistic sites and efforts, so that tourists and the general public can more easily find them.

**2.1.1 Step—Create a bi-state arts network**
Collaborate with artists and arts organizations across the region, including South Shore Arts (SSA), the Indiana Arts Council (SSA is the NWI Region 1 partner), and the Illinois Arts Council.
[Now; Lead or Collaborate]

**2.1.2 Step—Create an inventory of current public art and artists**
A strongly stated goal in the planning process was to “elevate local art and art history.” An excellent starting point is with the region’s extensive but scattered inventory of public art. Creating an inventory not only highlights and showcases these regional assets and the artists who created them, it can add significant value as it links with interpretation and tourism enhancement efforts. The inventory should begin as soon as possible, and could be conducted under the CHA’s leadership or through very close collaboration with key regional arts partnerships. [Now; Lead]

**2.1.3 Step—Create a regional database of significant art sites**
A regional database of art sites and efforts throughout the region should be compiled and cross-referenced with other heritage sites and resources (buildings, natural areas, etc.). The database would also include public art sites inventoried in Step 2.1.2. CHA staff would lead this effort. [Next; Lead]
2.1.4 Step—Produce a Calumet Arts Directory and Arts Map
Using the database created in Step 2.1.3, a comprehensive directory of art galleries, exhibitions, events, and resources; and a well-designed map based on the inventory will be created to inform and attract both residents and visitors. These products utilize the inventories and databases to communicate directly with the intended audience of residents and visitors.
[Next; Lead or Collaborate]

2.2 Action—Develop exhibits and related programs
*Calumet Voices/National Stories*, the exhibit series developed by the Field Museum and 15 local partners, can be regarded both as a resounding success and as a model for how to develop regional-scale exhibit programming in the future. Working with a relatively modest budget of grant-provided funding, the entities were gathered into a coherent process of exhibit design and development keyed to the themes of the Heritage Area; built a sense of community amongst themselves such that they now exist as the “Calumet Curators” group of the Calumet Heritage Partnership; and are in the midst of mounting unique but thematically linked exhibits at four different venues, drawing visitors, press attention, and sparking creative thinking about ancillary programs and what exhibits could come next in the Heritage Area.

Key to taking productive next steps is sustaining the momentum and identity of the Calumet Curators group. Currently the Calumet Curators group includes the following organizations: Barker Mansion, Blue Island Historical Society, Brauer Museum of Art at Valparaiso University, Calumet Heritage Partnership, Calumet Regional Archives at Indiana University Northwest, Cedar Lake Historical Association, Crown Point Public Library, Gary Public Library, Hammond Public Library, Historic Pullman Foundation, Lakeshore Peoples Museum, Northwest Indiana Steel Heritage Museum, People for Community Recovery, Porter County Museum, Pullman National Monument, Robbins History Museum and Westchester Township History Museum. This group could of course be expanded or sized for purposes of a particular project going forward.

2.2.1 Step—Develop exhibits and programs to tell the region’s stories of activism and resilience for labor, immigrants, and the natural environment
This action step is recorded here because the *Calumet Voices/National Stories* exhibit process is currently still underway, subject to a timetable that has been influenced by Covid-19 pandemic constraints. The first exhibit site was Pullman National Monument, July-December 2019. The second site is Gary Public Library, January 2020-April 2021, the extended time being necessitated by the Library’s closure during the pandemic. The third site will be the Porter County Museum, August 2021-January 2022. The cumulative presentation will be at the Field Museum, February 2022-January 2023. While much planning has already gone into the last two sites, the extended timetable offers the potential to include additional elements. Field Museum staff convenes the Calumet Curators group and helps to frame the discussion on exhibit development and design. The Museum has also led the process of making the exhibit content available online at [https://calumetvoicesexhibit.com/](https://calumetvoicesexhibit.com/). Having this version in place facilitates new ways of thinking about programming. [Now; Lead]
2.2.2 Step—Engage the Calumet Curators network in developing content for multi-sited exhibitions and related programming

The extended exhibit timetable for the Calumet Voices/National Stories exhibit also allows the Calumet Curators to turn their focus from exhibit development to the creation of programming that makes the most of the occasion of the exhibit to engage the public. As the Curators currently work to develop this program, they are also laying down principles by which future exhibits could be developed and programmed, and this step encourages the group to continue to convene and to create the products that can be modeled for the future.

The Calumet Curators thought through how to leverage exhibits to create programming that not only attracts more visitors, but creates a forum for learning and discussion. The group has created a matrix, that sets up a structure of programs that could be sponsored either by two or more partnering Calumet Curator organizations, by one organization as the central organizer, or as an affiliate program in which Calumet Voices, National Stories was involved in a program taking place in an unrelated organization. An example of a partner program is the Field Museum/ArcelorMittal developed “Steelmaking Showcase” in which ArcelorMittal current employees, retirees, and families were invited to bring photos of their personal, historic steel or mining memorabilia, and enjoy sharing stories with others interested in our industrial heritage. Similar events can be designed in conjunction with the third exhibit in Valparaiso and the cumulative exhibit at the Field Museum. [Now; Lead]

2.2.3 Step—Support existing interpretation projects

A functioning heritage area offers the ability to coordinate and support, if not lead, a variety of existing interpretation projects and to ensure that, at the least, the information they convey is current and that they are appropriately represented on the heritage area web page. What follows are several key efforts that have already launched and are or should be included on the web site.

- The Calumet Curators group compiled a draft guide to the Calumet region’s many heritage-based museums, galleries, and local history centers. The guide currently contains information about 93 institutions in the region. It should be updated on an annual basis. It currently exists as a printed guide, but could also be turned into a searchable online resource. Calumet Curators provided project oversight, but this could be CHA staff responsibility with the Curators serving as an advisory group.
Calumet Outdoors is another subgroup of the Calumet Heritage Partnership that coordinates a monthly series of events across the region that typically showcase one of the region’s special places with an expert-led walk. Hikes are posted on the CHA calendar. The series can be branded as a Heritage Area activity (places visited are selected for both their cultural and ecological heritage value). Field Museum staff have coordinated the series, but this function can be handed over to NHA staff. The pandemic also led to the creation of virtual outdoor events and tours. Discussion is also underway to create a Calumet Indoors series.

Calumet Collaborative staff have produced a “Get Outside” map, using a platform developed by Openlands, but expanding it with the assistance of the Calumet Outdoors group to a wider array of special places in the region. As with the Museum guide and the Arts Directory, the Get Outside Map will need someone to coordinate and update it annually.

The Field Museum is leading a process to develop an online Calumet Collections hub. The hub would be a method of imaging, storing, and displaying information about key objects and specimens that tell the story of the region for use by partners, researchers and the general public. The Museum would continue to be the project lead on the hub, but would establish firm links with the Calumet Curators and the CHA website.

Since 2014, volunteers Michael Boos and Mary Kuzniar have coordinated, and Calumet College of St. Joseph has hosted the Calumet Revisited forum. Calumet Revisited is a monthly lecture/discussion series featuring speakers on key elements of the region’s heritage. A record of past speakers, and announcements for future events, should be established on the CHA website. Calumet Heritage Partnership should collaborate with the existing coordinators to develop a plan to ensure the sustainability of the series. CHA staff can support this process.

In October 2020, the Calumet Heritage Partnership presented its 21st Annual Calumet Heritage Conference. Each year the conference has been an opportunity to relay an important aspect of the region’s cultural and natural heritage with a Saturday morning set of panels, lectures, and discussion and an afternoon field trip. In 2020, the conference was held virtually. The conference program is typically developed by the Calumet Heritage Partnership board. It is recommended that conference logistics, incorporating the program, publicity, and membership aspects of the conference, be coordinated with staff participation from the Calumet Collaborative and the Field Museum via a formal conference committee, to begin its work in January of each year after the new Calumet Heritage Partnership board takes its seat. [Now; Support]
2.2.4 Step—Coordinate heritage museum discussions
There currently is no “one stop” regional heritage museum, nor a central visitation point for the Heritage Area. There may never need to be, but success of the Calumet Voices/National Stories exhibit has planted the seeds of the idea. Clearly, some sort of exhibit function could be incorporated into a network of gateway locations as discussed below under Goal 3. But there may be interest and capacity to develop one central location in lieu of, or in addition to that network. While other more urgent tasks will need to take precedence, this important conversation needs to be planned for an appropriate moment after designation. The Joint Coordinating Committee should take leadership in establishing the objectives, timing, and scope of such a process. [Next; Lead]

2.2.5 Step—Create a regional art series
Participants in the planning process identified the opportunity to more deeply celebrate the region’s artistic tradition and styles by establishing a related series of research, writing, and exhibitions on local art history and artists. The steps taken in Action 2.1 outlined above to create a network and database will help to hone a sense of the possibilities and challenges of such a series. They should be taken before this step begins. [Next; Lead]

2.2.6 Step—Implement the comprehensive interpretive plan
The foregoing action steps build from work already underway or proposed for near term implementation. Roles that are already in a clear line of sight for the CHA are identified: volunteers, Field Museum staff, Calumet Collaborative staff. Chapter 3 outlines a framework for a comprehensive interpretive plan. For such a plan to be fully realized for greatest impact on the region, a Director of Interpretation should be hired to oversee and effect its implementation. Funding scenarios are described in Chapter 5. [Next; Lead]
2.3 Action—Build regional identity

There are several places where “regional identity” makes an appearance in this Plan. In one sense, a high level goal is to achieve “regional identity” by taking action to tell the region’s story: to succeed in these activities will lead to a stronger sense of regionalism and satisfaction with living in this particular place. “Regional identity” is also a component of specific tasks that build brand awareness and wayfinding competence as discussed in Goal 3 below. But to achieve these higher level outcomes, “regional identity” needs to be intentionally included into specific actions. The focus in Action 2.3 is on ensuring that the concept of the region is folded into the story-telling about the place. It also makes explicit the intention to incorporate the voices of African American and Latinx leaders and others who have led the struggle for justice, fairness, accessibility, and environmental quality into the concept of this region’s identity.

2.3.1 Step—Integrate regional themes and brand into appropriate projects and components of programs

Three of the most important ways in which the Heritage Area adds value to the work of local organizations is that it works at a bi-state regional scale; it has identified key interpretive themes that draw connections between local work and national significance; and it provides a toolkit of branding and identity materials that can visually reinforce the messages. The Joint Coordinating Committee should take responsibility to ensure that programs wishing to use the branding materials are working in concert with the regional scale and the themes. [Ongoing; Lead]

2.3.2 Step—Ensure that stories of activism and resilience are foregrounded; include resources to be displayed at Gateways and other interpretive sites

The region’s heritage provides a font of nationally significant examples of people and organizations who have actively worked in the public square to advance justice, quality of life, and environmental well-being. This resilient spirit is a key element in what makes “heritage” come alive in the present day. The JCC should work with partner organizations and consortia to ensure that these stories of activism and resilience are present at interpretive sites. [Ongoing; Lead]
2.3.3 Step--Tell the story of the environmental justice movement
The Heritage Area presents a major opportunity for leading voices in the nationally significant environmental justice movement to be heard at a broader scale than the localities where they are often centered. It is a story that these leaders are best equipped to tell, and the Heritage Area’s platforms and venues provide a way for it to be disseminated, and to reinforce the point that this struggle is a crucial part of the “regional identity”. [Next; Collaborate]

2.4 Action--Teach the region
The richly textured landscape of the Calumet region offers numerous opportunities to support John Dewey’s notion that “education is not preparation for life; education is life itself.” The Heritage Area is well-positioned to support both formal and informal educational processes, both for children and for lifelong learners.
2.4.1 Step–Leverage the educational opportunities presented by the *Calumet Voices/National Stories* exhibit
Field Museum educators are developing lesson plans that can be used in conjunction with the exhibit. In addition to an exhibit guide, a “Create your own Calumet exhibit” classroom tool is in development. Educator workshops on the use of the tools are also in development. These materials can be used as templates for future exhibits. [Now; Collaborate]

2.4.2 Step–Develop Heritage Area curriculum
Individual lesson plans and resources can be assembled into a standards-based curriculum that meets statewide social studies objectives. One model is the Mighty Acorns environmental education curriculum for 3rd-5th graders that was developed by a region-wide educator network in a process led by the Field Museum. Work to prepare this curriculum should begin with some preliminary convenings to assess interest and capacity, and can then proceed in a modular fashion with individual lesson plans, learning units, and assembly into a coherent curriculum. Educators who were involved in the CHA Management Plan discussions will be invited to serve as an initial work group, and a work plan should be devised in coordination with the JCC. The Field Museum can convene initial meetings. [Next; Collaborate]

2.4.3 Step–Train teachers in the use of curricula and materials
As the prior two steps are undertaken, processes should be set in motion to have teacher convenings and trainings on at least an annual basis. The Heritage Area can develop a branded mechanism for these trainings, and should seek external funds to defray meeting expenses, cover material costs, and provide teacher stipends. [Later; Lead]

2.4.4 Step–Support the development of Community Science programs
The Calumet Heritage Partnership has formally agreed to participate in NPS’s Operation Pollination program for NHAs. A key component is to support the development of Community Science at the regional scale. The burgeoning use of apps like iNaturalist, Seek, eBird, LeafSnap and others suggest an opportunity to capture data at the regional scale. There are two recommendations for how to proceed: first, place these items on the agenda of the Calumet Outdoors group to discuss and to seek opportunities for coordination and synergy; second, integrate quality controlled data into the Field Museum’s Pollinator Asset Map, currently in development. [Now; Support]

2.4.5 Step–Take climate action. Develop materials and activities that illustrate local Calumet climate impacts and the actions locals can take
A region as dependent on fossil fuel industries as the Calumet area should have plenty to say about climate impacts. A number of entities have taken steps to foreground climate action in their work. While there are a number of entry points into the climate conversation, a simple first step is for the Joint Coordinating Committee to develop a one-pager that articulates the heritage area’s interest in the issue and potential role. [Next; Collaborate]
2.4.6 Step—Link educational resources directly to stewardship opportunities
Create and share environmental education resources that help residents and visitors connect to environmental stewardship opportunities in the region. Plan stewardship events that not only provide benefits to nature, but reach new audiences and connect them to nature and one another. [Next; Lead]

2.4.7 Step—Coordinate the sharing of best practices in engaging young people and the community.
The Calumet Outdoors group of the Calumet Heritage Partnership can take the lead on re-invigorating Chicago Wilderness’s “Leave No Child Inside” effort. [Later; Collaborate]

2.4.8 Step—Develop Higher Education Consortium that includes internships, service learning, and practice
Either Calumet Outdoors or the Calumet Heritage Partnership board should take steps to establish a regional Higher Education Consortium, convening interested administrators, faculty, and students with a particular focus on fostering bi-state linkages that are not already occurring. [Next; Lead]

2.4.9 Step—Develop avenues and partnerships for high school internship and engagement programs.
While a number of summer internship programs exist, the Heritage Area can be a hub for heritage-related internships. This could potentially be a project of the Calumet Curators. Calumet Heritage Partnership can seek external funds to establish internship pools that can support both Steps 2.4.8 and 2.4.9. [Next; Collaborate]

2.5 Action—Develop content for heritage tourism programming
For years, individual tour leaders have guided interested individuals and groups through the landscapes of the region, keying on important individual sites such as Pullman and the Dunes. Now, with a well-articulated set of interpretive themes, the support of a coherent Identity and Branding program, and an activated and useful regional events calendar, the CHA is set to establish both an interpretive frame for this work and also to serve as a coordinating hub for interested participants.
2.5.1 Step—Identify intersections and gaps between current and potential heritage tourism programs and CHA themes, and work toward coherent heritage-based programs

The Calumet Heritage Partnership board, as the central coordinating board of content-area experts, should take action to develop the following program elements. It is suggested that the board create a “Heritage Tourism” committee to advance the work, until staff capacity can be developed, after which it can transition to become an oversight committee to ensure quality and alignment with CHA vision and objectives. The following steps are listed in sequential order.

2.5.1.1 Substep—Create draft content for tours that build on regional assets, such as, “Regionally significant buildings and structures” [Later; Collaborate]

2.5.1.2 Substep—Develop content for a unique web-based trail and recreational site interface [Later; Collaborate]

2.5.1.3 Substep—Make a game of exploring the region, and develop apps to support the effort. [Later; Collaborate]

2.5.2 Step—Advance the Calumet Outdoors series

The Calumet region is replete with recreational resources. The Calumet Outdoor Series has operated for roughly ten years as a monthly series of expert-led hikes into key natural areas across the region; it should definitely be continued. New ways to engage people in the hikes should be explored, like linking with campaigns such as Healthy Parks, Healthy People. [Now; Support]

3. Goal—On the Ground: Showcase, Steward, and Preserve the Heritage Landscape

“The landscape should belong to the people who see it all the time.” —Amiri Baraka

What will the NHA look like on the ground? How can it be made visible, for both visitors and residents? Heritage Areas can play a major role in regional “placemaking” efforts as they strive to create, enhance, or maintain historic or natural sites. These could be existing buildings, natural areas, historic sites, or museums or the array of sites could be expanded through new designations and projects. Programs support these sites and connect them to the regional narrative between the individual parts of the heritage area and the whole region. Actively engaging residents in environmental and historic preservation efforts through volunteer opportunities, recreational options, and moments of advocacy for special places develops regional knowledge and a sense of ownership. And, increasingly, funds may become available to leverage these resources to develop workforce development opportunities.

NHAs are cultural landscapes writ large, displaying the hand of human activity in all its forms as people interact with nature. In the NPS definition, a cultural landscape is “a geographic area, including both cultural and natural resources and the wildlife or domestic animals therein, associated with a historic event, activity, or person or exhibiting other cultural or aesthetic values.” It is important to bear both cultural and natural resources in mind, not only at this conceptual level, but in the basic daily work, and especially in a region where these resources are found in such close relation to each other.
That said, there are distinct skill sets and backgrounds in cultural and natural resources work, such that this plan recommends creating distinct Cultural Resource and Natural Resource Conservation Working Groups. These Working Groups would generally oversee the following actions in concert with the Joint Coordinating Committee as discussed in Chapter 5. And, since NHAs work across disciplinary and topical boundaries, they would surely always be aware that they occupy two sides of the same landscape coin and collaborate as appropriate. Each would be involved in Action 3.1 below. The Natural Resources Working Group would have particular purview over Actions 3.2 and 3.3; and the Cultural Resources Working Group would oversee Actions 3.4 and 3.5.

3.1 Action—Lead the implementation of a regional branding and wayfinding system

In 2019, the Calumet Collaborative engaged the Lakota Group to develop a regional branding and wayfinding plan that intentionally dovetailed with the CHA’s goals and interpretive themes. The plan was developed not to displace, but to complement and support existing wayfinding systems. But the plan is more than a series of signs; it points toward establishing a regionally coordinated set of entry points, key gathering spaces, and routes that connect key sites. Lakota’s work teed up a series of next steps, which are discussed below. Implementation of the steps fall into two categories: dissemination of the plan and continued data-gathering for its implementation phase, which can be accomplished given existing resources; and an implementation phase, which will require grant funding to accomplish.
3.1.1 Step—Verify and refresh the inventory of interpretive sites and cultural and natural resources contained in the Feasibility Study

The Feasibility Study contained an extensive list of cultural and natural resources. This inventory is an invaluable building block for many of the actions described in this Plan, and especially those on which a branding and wayfinding system is constructed. Special attention should be given to “sites of interpretation”--those special places in which the regional story is told in alignment with interpretive goals as outlined in Chapter 3. These sites can potentially be “branded” with CHA logo and listed on the website as a basic step in the system described below. [Now, Next; Lead]

3.1.2 Step—Identify and facilitate a system of regional wayfinding for natural, industrial, and cultural areas

The next step is to follow through on Lakota’s suggested action steps to disseminate knowledge of the plan through presentations and coordination with regional and local leaders. This will be an iterative process to not only inform leaders, but to gather further inputs to identify the most immediate opportunities for implementation, as well as to gather data on the next steps -- the identification of interpretive gateways, interpretive kiosks, and signage. Calumet Collaborative staff should lead this set of activities. [Now, Next; Lead]

3.1.3 Step—Identify interpretive Gateways to the region

[Now; Lead]

3.1.4 Step—Develop interpretive Gateways to the region

Interpretive Gateways are relatively high-volume entry points to the region, where visitors can obtain an overview of the region as well as guidance on how to experience it given their interests. Gateways could include an exhibit panel, map, and collateral materials. National Park locations and regional Tourism Visitors Centers are the priority locations. A sample array of Gateways is shown on the map that follows Chapter 1. Development of materials for the Interpretive Gateways may require specific project funding, which could be led by Calumet Collaborative staff. [Next; Collaborate]

3.1.5 Step—Create system of interpretive kiosks along trails, and in public and natural spaces [Ongoing; Lead]
3.1.6 Step—Create and install signage along interpretive kiosks, using the Heritage Area brand
A system of interpretive kiosks should be developed, with wayfinding and local area information. The highest priority locations are in the “Pullman to the Dunes” corridor shown on the map that follows Chapter 1. These include sites such as the Pullman National Monument Visitors Center, Big Marsh, Wolf Lake, Downtown Hammond, Downtown Whiting, Indiana Harbor Canal Bridge, Seidner Dune and Swale, Gary Public Library, aMiller Arts Center, and the Paul H. Douglas Center for Environmental Education in the Indiana Dunes National Park. [Now; Lead]

3.1.7 Step—Identify and facilitate wayfinding for urban natural areas
A “Get Outside” map has already been produced, as discussed in Section 2.2.3 above. Land Management agencies and land trusts are also developing site-specific trail maps. These can be coordinated and incorporated into the “Get Outside” map. They should, at the least, be linked to the CHA website. [Now; Collaborate]

3.2 Action—Coordinate with regional conservation efforts
The region’s natural heritage is one of the Heritage Area’s key themes. Framed by two distinctive national parks, it is also home to nationally significant leaders in community-centered conservation whose goals mesh with those of the Heritage Area. The Management Plan process showed that while a number of projects that other heritage areas undertake are already underway in the Calumet region, there is still a niche for the Heritage Area’s ability to coordinate and communicate.

Federal initiatives launched in 2021 highlight that niche. For example, the executive order setting a goal to protect 30% of the nation’s land by 2030 has a particular meaning in the built-up Calumet landscape: here, “protection” will have as much or more to do with linking to community well-being through greater access to nature than it will have to do with outright acquisition. Potential legislative initiatives around conservation and infrastructure are likely to be strongly “intersectional”, with a close eye on related goals of workforce development and enhancements to quality of life. Projects like these that integrate the twin concerns to advance environmental health and human quality of life are in the Heritage Area’s wheelhouse; in addition to the steps detailed below, the functioning Heritage Area can be a lead convenor of regional efforts to make the most of them.

3.2.1 Step—Collaborate with the Calumet Land Conservation Partnership
The Calumet Land Conservation Partnership is currently undertaking conservation action planning in 11 key sub-geographies. Each of these planning projects contains opportunities to connect the natural areas to surrounding communities and to each other. The JCC should track and stay coordinated with these efforts, and look for potentially fundable projects that build local stewardship from a strong base of local cultural tradition. The JCC should also be cognizant of the way that conservation planning in the Calumet region articulates with efforts across the 4-state Chicago Wilderness region (which includes the Calumet). Heritage Area goals and partnership methods strongly align with those of the Chicago Wilderness alliance. In the meantime, the CHA website can serve as an external-facing platform to create awareness around these significant regional resources. [Ongoing; Collaborate]
3.2.2 Step—Take a leadership role in the Park Service’s Pollinator program

The Calumet Heritage Partnership has signed NPS’s Pollinator pledge, and Field Museum staff are creating a Pollinator Asset map of the region, meant to articulate the connections between natural and cultural heritage. The map should be deployed on the CHA website. [Next; Collaborate]

3.2.3 Step—Identify emergent workforce development opportunities that build on the region’s natural and cultural resources

Threaded throughout this plan is the notion that the region’s cultural and natural assets present a great foundation on which to leverage advances for economic and workforce development. Few opportunities offer as clear an example of the potential impact as the RENEW Conservation Corps Act legislation introduced by U.S. Senator Dick Durbin (D-IL) in September 2020. This bill would create a civilian conservation corps that provides job training and work experience to Americans while also completing needed maintenance and restoration of parks, trails, and natural areas. Modeled after President Franklin Delano Roosevelt’s Civilian Conservation Corps—which employed, educated, and trained three million young men during the Great Depression—Durbin’s bill would create a new conservation corps run through the U.S. Departments of Interior and Agriculture and authorize more than $55 billion over a five-year period to put one million Americans to work to address the backlog of deferred conservation projects.

Calumet Collaborative staff have agreed to lead a process to convene stakeholders to identify additional workforce development project opportunities in the first third of 2021 in alignment with the geography and goals of this Management Plan. Even if legislation is not forthcoming, the convening will result in a mission-aligned, prioritized, and supported project list of high value to the region. Projects will align with key areas of conservation, including:

- Tree planting;
- Restoration and management of wildlife habitat;
- Invasive species control;
- Prescribed burns;
- Restoration of streams, wetlands, and other aquatic ecosystems;
- Monitor water quality in streams and lakes;
- Conduct fish and wildlife surveys;
- Construct trails, bridges, campgrounds, picnic shelters or other recreation amenities;
- Maintenance and construction of park playgrounds, restoration of brownfield sites;
- Create rain gardens;
- Create pollinator gardens;
- Construct green schoolyards;
- Uphold/creation of urban gardens and farms;
- Plant native grasslands; and
- Any other projects determined by the Interior and Agriculture Department secretaries. [Next; Lead]
3.3 Action—Connect all greenways

The Calumet Region is known for its excellent and rapidly developing network of regional greenways. A number of actors are engaged in the effort, and the primary task of “connecting all greenways” falls to them. But as participants in the management planning process, they were able to articulate a “value add” that the CHA would provide to their efforts.

3.3.1 Step—Devises a regional “heritage” loop trail that connects the significant stretches of trail to each other

For the most part, the CHA does not need to contemplate trail planning itself. It can use the existing trail infrastructure to add important elements of interpretation (Action 2.2) and branding (Action 3.1). The prime candidate is the Marquette Greenway currently in development, and how it reaches across the state line to Pullman. As large stretches of this trail are still in development, some elements of interpretation, and perhaps even routing, might still be possible to include. This Greenway should be seen as having a full complement of interpretive possibilities. Field Museum and Calumet Collaborative staff can coordinate on best points of entry into the process. A further consideration is to expand this linear pathway into a “loop” with a heritage theme that reaches further south and uses other existing or proposed trail segments. [Now; Lead]

3.3.2 Step—Fulfill the potential of the South Suburbs and Northwest Indiana as a “Green Playground”

The notion of a “Green Playground” is already a cornerstone of the South Cook County Economic Development strategy, as is the “Placemaking” pillar of NWI Forum’s Ignite the Region strategy. The JCC should seek opportunities to connect and develop existing “green” destinations in concert with these strategies. A first phase is to make these connections virtual, and to share them as part of the process of identification and interpretation of regional resources. But if there are opportunities to make the connections “real”, then staff should pursue funded projects in concert with regional trail planning entities. [Next; Collaborate]
3.4 Action—Cultural Heritage and Historic Preservation

The process to create this Management Plan brought together Historic Preservation advocates for the first time across state lines. They immediately began to set about creating a “Calumet Most Endangered List” that is likely to be a keynote feature of the CHA effort for a long time. Advocacy for the protection and reuse of existing sites of significance—historic buildings, structures, and locations—will extend beyond calling attention to the most acute needs to more systemic issues as well. In so doing, this effort will fit in with regional planning strategies to re-value historic downtowns and districts, which in turn produces more efficient uses of energy and materials.

3.4.1 Step—Develop a Historic Preservation bi-state consortium to guide and facilitate projects (e.g. the Calumet Most Endangered List)

Key actors like Preservation Chicago and Indiana Landmarks have collaborated on producing the Calumet Most Endangered List. Every effort should be taken to institutionalize the list: to prepare it and update it on an annual basis, and then to share the results with the people of the region. The Calumet Heritage Partnership should coordinate this, and integrate updates into the annual Calumet Heritage Conference and use the occasion of the conference to publicize them. A related project is to conduct a gap analysis of municipalities that do not currently have a historic preservation commission and who may lack the capacity to create one. Commissions provide the most efficacious means to protect historic resources through landmark designation. In the breach, the regional-scale effort could perhaps fill the gap by identifying structures for designation and providing some measure of local support for historic preservation efforts. [Next; Lead]

3.4.2 Step—Advocate for placemaking and the use of arts in redevelopment

As noted in Action 2.1, the CHA can play a significant role with respect to the Arts in the region. This action step is about “on-the-ground” works of art that draw on cultural heritage and advance placemaking in the region. After the inventory of public art has been created, in the long run, the CHA could commission or collaborate to create a significant heritage-oriented work of public art. [Later; Collaborate]
3.5 Action—Create and expand interpretive spaces

As key regional sites are identified, recorded, and interpreted as described above, opportunities may arise to enhance the physical features of the space. Types of opportunity are noted here, with the understanding that each instance is its own significant project, requiring planning, funding, and implementation.

3.5.1 Step—Large steel industry artifacts

Calumet Heritage Partnership has already played a key role in securing large steel industry artifacts from demolition, and then selectively moving them to spaces where they may be seen and enjoyed by the general public. The leading examples are the three large artifacts now held by the Chicago Park District at Steelworkers Park and the Acme Coke Plant sculpture now held by the Chicago Park District at Big Marsh. The Calumet Heritage Partnership still has significant artifacts in its collection and will be advancing the organizing and cataloging of the collection shortly. Some artifacts may serve a useful purpose as part of a regional program of distributing them to enhanced sites. Other artifacts may come into the Calumet Heritage Partnership’s possession as the region’s industrial base continues to change, and the Calumet Heritage Partnership and partner entities like the NW Indiana Steel Heritage Project should be vigilant for opportunities to secure and interpret them. [Now; Support]
3.5.2 Step—Make the “Acme collection” available to the public for research and interpretation
The Calumet Heritage Partnership rescued the Acme Coke collection of photos, records, blueprints, maps and hundreds of artifacts including signs, clothing, tools, and ephemera more than ten years ago, knowing that the collection represented one of the most significant single-site collections in the Chicago region that could tell multiple stories about labor, social, economic, technological and environmental history. The collection’s roughly 300 cubic feet was stored at the Pullman Factory/Office building, with support from the Illinois Historic Preservation Agency, the Pullman State Historic Site, and others, and the process of inventorying, organizing, and cleaning the materials began before the declaration of the Pullman National Monument put the project on hold. The collection has since been transferred to safe storage in Portage, Indiana.

Now the opportunity exists to resume the process of finding a permanent home for the collection, organizing and cleaning it, and making it ready for both research and interpretation. The Calumet Heritage Partnership, with guidance and support from the Cultural Heritage Resources Committee, can now resume the process with all deliberate speed. [Now; Support]

3.5.3 Step—Connect with museums, local history centers, art galleries, nature centers, educational institutions
These sites, many of them already partners in the CHA effort, may be ripe to receive some site enhancements like an interpretive panel and/or kiosk, a small permanent display of artifacts, or a plaque. [Next; Collaborate]

3.5.4 Step—Explore opportunity for future heritage museum or Calumet interpretive center
See Step 2.2.4 (under Action 2.2) above. [Later; Lead]
CHAPTER FOUR

4. Goal–Spread the Word and Deepen the Impact: Foster Regional Economic Development

“We look forward to combining powers to bring groundbreaking things to our city moving forward, and to figuring out how to close the gaps and find the small pieces of the puzzle we’re missing.” —Tyrell Anderson

The CHA adds resources to the region at a time when there is a critical need for any element that helps to build the local economy. Heritage areas are often major contributors to regional economies, especially to their tourism industries. By no means is this goal intended to supplant or compete with incumbent tourism agencies. Rather, it is designed to market the programs developed under Goals 2 and 3 in such a way that they strategically support the region’s economy. It begins with a tourism strategy meant to complement existing efforts; develops a set of events meant to capitalize on the Heritage Area’s themes and resources; considers how to integrate heritage themes into regional planning efforts; and considers external marketing and communications strategies. Elements of these actions are also to be found in the previous three goals; here the emphasis is on the steps that will enhance the tourism economy. General oversight of these actions would be the responsibility of a Regional Economic Development Working Group, as discussed in Chapter 5.

4.1 Action–Expand travel and heritage tourism

The CHA is well-positioned to develop travel and heritage tourism content, and, indeed, the Calumet Heritage Partnership has had experience in developing tours over the past 20 years, especially in conjunction with its annual Calumet Heritage Conference.

4.1.1 Step–Develop a tour program of regionally significant buildings and structures

A knowledge base developed as part of Action 2.5, a program designed to draw attention to significant structures as discussed in Action 3.2, and a history of leading tours on an ad hoc basis for nearly two decades, sets up the Calumet Heritage Partnership to take a lead on this action step. The key is to develop a program that recurs on a regular basis, drawing on a mix of board and guest experts. The recommendation is to charge a nominal fee as a step toward a stable earned income base. [Next; Lead]

4.2.1 Step—Sustain the Calumet Heritage Conference and expand its reach
The Calumet Heritage Conference has been successfully offered for 21 years with a shifting series of venues and topics, excellent presentations and activities, in a congenial atmosphere. The Conference can be an even more steadfast focal point in the annual round of events if it extends its reach to a larger audience and if its key messages serve as a cornerstone of CHA messaging to the region. The Conference could also become a more significant source of earned income for the Calumet Heritage Partnership. The key is to establish early and coordinated planning among the partners, with defined roles and responsibilities. The Calumet Heritage Partnership should chair a committee and lead the conference programming; Calumet Collaborative and Field Museum staff can serve defined support roles as full members of the planning committee.[Ongoing; Lead, Support]

4.2.2 Step—Plan for the further development of heritage-focused tourism events
In addition to important work to develop and brand a network of regional heritage-themed events, the CHA should produce an annual “heritage festival”, or similar events, to take place on a designated weekend, and to highlight a selection of significant places. Such an event creates and builds awareness, strengthens partnerships, deepens community engagement, and activates heritage. [Later; Collaborate]
4.3 Action—Integrate CHA objectives into local and/or regional development efforts

The Management Plan is built on a thorough review of existing regional plans and policies. As the Heritage Area is fully implemented, it will need to keep a finger on the pulse of regional activity. The Joint Coordinating Committee is the best place to bring regional matters for discussion, as it can draw on the situational awareness of both the Calumet Collaborative and Calumet Heritage Partnership boards in this environment. After Congressional designation, the JCC’s advocacy efforts should focus on staying abreast of regional planning issues and concerns, including surfacing when the CNHA may need to take a policy position. Some key areas in which to stay current are listed here as steps:

4.3.1 Step—Collaborate with Indiana Dunes National Park and Pullman National Monument to ensure that CHA objectives align with theirs

It almost goes without saying that the CHA should have this collaboration, but it is critically important to name it as an ongoing action. The CHA is well situated to enable the NPS entities to better accomplish their wider missions in the region, and the CHA, in turn, relies on the parks’ assets, sites, and technical expertise in order to accomplish the goals of this plan. [Ongoing; Lead]

4.3.2 Step—Collaborate with local and regional business and government entities to create and support significant models of heritage-based placemaking; advocate for placemaking and the use of the arts in redevelopment [Later; Collaborate]
4.3.3 Step—Engage local and regional businesses and government entities in using the CHA brand identity

[Next; Lead]

4.4 Action—Develop and implement a communications plan to market the CHA and share its activities and impact

4.4.1 Step—Create a communications plan
An effective communications plan will ensure the CHA’s mission, goals and programs are widely shared with residents, visitors, and other stakeholders and will increase awareness and engagement in the CHA. The JCC will be responsible for external communications of the CHA that market the Heritage Area and communicate its activities and impact. To achieve this, the JCC will need to develop and implement a communications plan that takes into account diverse audiences, formats, and goals. [Now; Lead]

4.4.2 Step—Raise awareness of the CHA among local stakeholders, organizations, residents and other partners, and potential visitors
To raise awareness of the CHA the communications plan should focus on maintaining and updating the CHA Website including the events calendar, using the social media accounts of partners and collaborators can drive more users to the CHA website. The plan should also include information on defining branding for the CHA and sharing branding materials with partners for use in communicating about the CHA. [Ongoing; Lead]
4.4.3 Step - Collaborate with a range of regional organizations (Ars, Recreational, Educational; others) on regional promotion
[Next; Collaborate]

4.4.4 Step–Keep stakeholders engaged with CHA
Ensure that current partners and stakeholders are engaged and up-to-date on CHA efforts by providing regular updates, a newsletter could be one of sharing consistent information. [Ongoing; Lead]

4.4.5 Step–Market newly connected “green destinations” as a “green” playgrounds
[Later; Lead]

4.4.6 Step–Disseminate directories and maps
[Next; Lead]

4.4.7 Step–Establish Calumet Passport program to draw visitors and enthusiasts to explore the region
[Later; Lead]
INTRODUCTION

There are 55 National heritage areas (NHAs) in the United States, and each is a unique reflection of the people who put it together, the place where it is found, and the particular circumstances of how it was created. All NHAs are ultimately created by act of Congress, and the legislation usually carries a mandate to create a Management Plan. There is frequently a lull between the moments when the heritage area first begins to take shape through its Feasibility Study and its Congressional designation. In important respects, completing the tasks of a Feasibility Study—gathering a partner network, scanning for resources, developing visions, themes, and plans, and creating actual projects—starts to get a heritage area behaving like a heritage area. Such is the case in the Calumet Region. Since the National Park Service approved the Feasibility Study in July 2018, huge strides have been made to activate the Heritage Area, though Congressional action is still forthcoming.

Rather than wait for Congress to mandate a Management Plan, the Calumet Heritage Area (CHA) partners have moved forward. This planning process is essential to confirm the overall vision and goals, to launch projects that are strategic, coordinated, and impactful, and to clarify roles, responsibilities, systems, and resources needed to make the Heritage Area work best. This chapter discusses these issues, assuming that Congressional designation will be forthcoming in the next few years. At that time, this Plan can be updated to account for new circumstances and mandates.
The CHA’s Joint Coordinating Committee (JCC) developed this Management Plan. The Joint Coordinating Committee includes representatives of both the Calumet Heritage Partnership (CHP) and the Calumet Collaborative (CC), and critical staff work has been performed by the Field Museum. Through these organizations and others, many partners have been involved in creating this Plan, and many will be involved in its implementation. Each preceding chapter of the Management Plan outlines strategies, guidelines, and actions related to content areas of Heritage Area activity. This chapter addresses how the partners have prioritized those activities and will organize themselves to successfully undertake the actions.

This chapter includes the CHA’s business and implementation plan and is divided into five sections. It is designed not only to guide the engagement of partners in the CHA effort, but to assure external partners that the CHA has the relationships and financial and other resources necessary to implement the Management Plan. As such it presents guidelines and actions related to how the JCC will manage the Heritage Area in a financially sustainable fashion over the long-term.

- Section I states the vision, mission, and goals of the CHA - the base from which the rest of this Management Plan proceeds.
- Section II shows the current (Spring 2021) Heritage Area organizational structure which aims to combine content knowledge of the Heritage Area, administrative and operational efficacy, and the environment under which the Management Plan was developed.
- Section III provides a proposed future management structure. an overview of Goal 1, and corresponding actions to achieving Goal 1. (All CHA goals and actions are shown in more detail with information on phasing in the Goal Implementation Matrix in Appendix B).
- Section IV describes an action plan for the next five years.
- Section V offers a financial plan to support the projected CHA trajectory.

Some NHA Management Plans contain statements or studies showing the economic impact of the proposed heritage area. The positive economic impact of NHAs has been demonstrated consistently by economic impact studies of existing heritage areas (see https://www.nps.gov/subjects/heritageareas/economic_impact_studies.htm). When NHAs achieve Congressional designation they conduct economic impact studies. The Calumet NHA is in a more fluid state, as this planning process precedes such designation. The recommendation is that the JCC should coordinate an economic impact study as an element in its advocacy for Congressional designation and as proof of concept to the people of the region as to the economic value of the NHA.

1. Vision and goals

1.1 Vision

The Calumet Heritage Area is a place of nationally significant natural, industrial, labor, and cultural heritage assets, that are preserved and interpreted to advance economic opportunity, and enrich the lives of its residents and visitors from across the nation.

1.2 Goals

Goal 1: Grow and Sustain CHA Operations and Partnerships (details below)

Goal 2: Telling the Story: Interpret, Share, and Connect Core Regional Themes (see Chapters 3 and 4 for details)

Goal 3: On the Ground: Showcase, Steward, and Preserve the Heritage Landscape (see Chapter 4 for details)

Goal 4: Spread the Word and Deepen the Impact: Support Regional Economic Development (see Chapter 4 for details)
2. Current Calumet Heritage Area organization description and goals

The CHA Joint Coordinating Committee (JCC) is made up of representatives from the Calumet Heritage Partnership (CHP), Calumet Collaborative (CC), and the Field Museum and has been meeting monthly since 2018. Both CHP and CC are bi-state non-profits that have played a role in supporting the creation of the current CHA and planning for the eventual CNHA. More information on CHP, CC, and the Field is provided below. In April 2019, CHP and CC finalized a Memorandum of Understanding (MOU) to jointly manage and coordinate the Calumet Heritage Area. The MOU expresses an aspiration for greater coordination of the programming for the Heritage Area, with the JCC providing oversight and guiding collaboration related to all activities and the operation of the CHA. The President of CHP and Executive Director of the CC serve as Co-Chairs of the JCC; the rest of the JCC includes members from both the CC and CHP Boards and a representative of the Field Museum.

The diagram below shows the current (Spring 2021) management structure of the CHA.

**Diagram 5.1 - CHA Management Structure as of Spring 2021**

**Calumet Collaborative Advisory Council and Working Groups**: Calumet Collaborative catalyzes innovative partnerships between Illinois and Indiana community, government, business and nonprofit stakeholders to advance a thriving Calumet region. Forty regional leaders and practitioners in the areas of cultural and natural heritage, environmental conservation, wayfinding, and brownfields serve on their Advisory Council, Working Groups, and Project Committees.
Field Museum: The Field Museum fuels a journey of discovery across time to enable solutions for a brighter future rich in nature and culture. The Field began collecting objects and specimens representative of human and natural history in the Calumet region in the late-1800s, and it is a partner with CHP and the CC in the effort to create the Calumet National Heritage Area.

CHP Group: Calumet Outdoors Calumet Outdoors is a consortium of local and regional ecological organizations dedicated to the ecological stewardship and conservation of the Calumet region. Previously the “Calumet Stewardship Initiative,” the group organizes monthly offerings of outdoor events through its Calumet Outdoors Series and regional networking opportunities.
**CHAPTER FIVE**

**Calumet Curators** Calumet Curators is a consortium of local heritage museums, galleries, and history-archival centers located across the Calumet region. They, together with the Field Museum, launched *Calumet Voices/National Stories*, a series of co-curated exhibitions that showcase collections and stories from the Curators’ organizations, framed by the Calumet Heritage Area themes.

Guided by the *Feasibility Study*, the Joint Coordinating Committee (JCC) has broad oversight of the following aspects of the CHA: Programming, Public Communications, Management Planning, Advocacy, and Fundraising.

- **Programming:** The JCC has begun to develop programming that aligns with the themes, national significance, resources, and geographic scope as defined in the *Feasibility Study*. This includes collaborating with regional partners to bring programming and projects to fruition. One example is planning and organizing the annual Calumet Heritage Conference.

- **Public Communications:** The JCC created and is responsible for maintaining the CHA website and social media accounts, ensuring alignment with statements of themes, national significance, resources, and geographic scope as defined in the *Feasibility Study*. In addition to managing the online presence, in the future the JCC will develop a communications plan with project teams.

- **Branding and Wayfinding:** In addition to managing the online presence, the JCC is in charge of developing a branding identity and coordinating and implementing a regional wayfinding program for the Calumet Region.

- **Management Planning:** Field Museum staff coordinated the process of preparing this *Management Plan*. The JCC will review, coordinate and implement the *Management Plan*, while moving toward national designation for the CHA.

- **Advocacy:** In collaboration with Field Museum staff, the JCC will direct advocacy efforts to advance Congressional legislation and promotion of the Heritage Area.

- **Fundraising and Fiscal Planning:** The JCC will lead fundraising to support programming and other CHA activities and strengthen membership programs as a means of increasing interest and financial capacity. CC will act as fiscal agent for the CHA. In the absence of federal funding for a National Heritage Area, CC and CHP may independently raise and spend funds on projects that fit within the vision and mission of the CHA.
As of the writing of this Management Plan, the JCC has focused on planning and communication as first priority goals for the CHA. In the future, the JCC will turn its focus to coordinating programming and other aspects of the CHA.

3. Organizing the Calumet Heritage Area for Management Plan implementation

This Management Plan recommends building a future CHA management structure that corresponds to the CHA’s goals and actions. The recommended future management structure is shown below in Diagram 5.2. This management structure is meant to inform planning going forward as the action steps under Goal 1 below begin. The recommended structure will evolve from its current form (Diagram 5.1) to the recommended form, but will be assessed and updated on a regular basis based on partnership needs and network priorities. The transition from the current Management Structure to the Management Structure in Diagram 5.2 should be implemented over the next 5 years.

Goal 1 in this Management Plan is focused on building the organization and operations of the Calumet Heritage Area. A transition from the current Management Structure (Diagram 5.1) to the recommended future structure (Diagram 5.2) is one part of building a functional Heritage Area. Below are details of Goal 1 and corresponding actions to ensure an operational and successful Heritage Area.
### 4. Goal 1—Grow and Sustain CHA Operations and Partnerships

To ensure that the CHA is robust enough to meet the programmatic goals defined below, it needs to be a strong and sustainable entity, well-connected with the region through strategic partnerships and good communications. This *Management Plan* lays out the following actions and steps for the JCC, and eventual staff and partners, to follow to support the growth and ongoing health of the CHA’s operations and projects. **The details below are an expansion of the same actions mentioned in Chapter 4, Section 1. They are also captured in summary form in the Goal Implementation Matrix in Appendix B.**

#### 4.1 Action—Develop and enhance operational structure

A functional and clearly communicated operating structure is the engine that makes the Heritage Area go. The Calumet Collaborative and the Calumet Heritage Partnership have entered an agreement establishing a JCC to create, coordinate, and oversee the activities of the CHA. So far the JCC has overseen Programming, Public Communications, Management Planning, Advocacy, and Fundraising aspects of the CHA.

The management structure shown in Diagram 5.2 depicts the ideal vision of a well-functioning CHA. The transition from the structure in Diagram 5.1 to the new structure will be phased over 2021-2022. The transition will be strategically managed, with this *Management Plan* providing the JCC with a process outline that they will review and enhance as they move toward the final CHA management structure.
4.1.1 Step—Formalize and institutionalize the Joint Coordinating Committee

The Joint Coordinating Committee will continue to manage the CHA and will formalize organizational leadership and Committee structures. As part of its work, the JCC will create operating principles to strengthen the MOU, including staffing four Working Groups and appointing Chairs to the Working Groups, finalizing roles and responsibilities for each area of work, creating Annual Reports on the progress of goals, organizing and prioritizing Heritage Area work, and codifying financial processes and procedures. The JCC will be in charge of securing funding and managing finances, ensuring coordination between those involved in the CHA, and building, maintaining, and activating partnerships outside of the CHA management structure.

The four Working Groups to be established will be headed by Chairs who will also serve as members of the JCC. Each Working Group will be formed by partner volunteers including members of the Calumet Heritage Partnership and its Board, the Calumet Collaborative Advisory Committee and Working Group members, Field Museum staff, Calumet Curators, Calumet Outdoors, Focus Area Planning Committee (FAPC) participants and other Ad Hoc groups, funders, government partners, educational institutions, and stakeholders. The JCC will be responsible for creating a process by which to select members and Chairs, and will define the roles and terms of Chair positions. It may be helpful to see that the Working Groups correspond to the Goals of the CHA: the Interpretation & Education Working Group to Goal 2, the Cultural and Natural Resources Conservation Working Groups to Goal 3, and the Regional Economic Development Working Group to Goal 4. Goal 1 is the primary responsibility of the JCC itself.

The Calumet Collaborative will continue to serve as the local coordinating entity for the CHA. The term “local coordinating entity” refers to the management entity for the Heritage Area that acts as the fiscal agent. “Local coordinating entity” is a legal term that relates to the legislation to define a National Heritage Area and is not to be confused with the Joint Coordinating Committee. In its role as the “Local coordinating entity” the Calumet Collaborative has agreed to serve as the fiscal agent for the National Heritage Area to perform the various financial duties associated with the formation and operation of the National Heritage Area; oversee the development of a Management Plan; exercise all corporate powers of the local coordinating entity; manage the activities and affairs of the local coordinating entity; and establish the policies of the local coordinating entity.

4.1.2 Step—Periodically revisit the governing structure in light of progress made with fundraising, designation, and programming.

The Joint Coordinating Committee will periodically review how the management structure is working and make necessary improvements as needed.

4.2 Action—Clarify roles of Working Groups, their members, and CHA staff

The CHA has attracted a number of volunteers and partners, some serving specific time-limited roles and others signing up for long-term support. In its ultimate management structure the CHA will also have a paid Executive Director, programmatic staff, and communications staff. For the four Working Groups, ED and other staff, and other potential standing or ad hoc project groups, advisors, and partners, the JCC will clarify roles, expertise needed, opportunities, and expectations, based on the descriptions below.

Four Working Groups will be responsible for implementing the actions steps described in relevant goals in Chapter 4 (also found in the Goal Implementation Matrix in Appendix B). The four Working Groups will be: Interpretation and Education, Cultural Resource Conservation, Natural Resource Conservation, and Regional Economic Development and Heritage Tourism. Each Working group will be led by a Chair, who also sits on the Joint Coordinating Committee. The JCC will develop a list of qualifications and the process by which Chairs are selected. The JCC will also develop a list of specific Chair roles, which will include setting annual priorities for projects in collaboration with committee members and JCC; communicating within the Working group and between Working Group and the JCC; contributing to budget tracking; and preparing information for annual reporting and evaluation.
Working Group Chairs will determine how to organize their members within and across groups to achieve specific project goals such.

While each of the Working Groups generally corresponds to one of the major CHA goals, it is important to note that some goals outlined in this Management Plan may be achieved across two or more of the four Working Groups, meaning that Working Group members will sometimes need to form smaller project groups that include members of other Working Groups to achieve the goals. (For example, a proposed trail that focuses on Calumet Heritage includes multiple dimensions that connect cultural and natural sites to each other, that provide an opportunity for interpretation, and that need to be integrated with regional wayfinding systems.) Implementation of this Management Plan should always include collaboration and integration vertically and horizontally through its structure. The JCC’s coordinating role and oversight will ensure this essential integration is occurring.

Working Group membership will be made up of existing regional groups such as Calumet Curators organizations, Calumet Outdoors organizations, Calumet Land Conservation Partners, Calumet Heritage Partnership board members, Calumet Collaborative board and Advisory Council members, Field Museum staff, governmental officials and employees, as well as representatives of nonprofit organizations and funding agencies, educators, artists, and other stakeholders, many of whom participated in the making of this plan. Most members will serve a designated term, but some members may be At-large depending on project priorities.

The general scope of Working Group activities and responsibilities will be further defined by the JCC in collaboration with the Chairs, and in consultation with members as the groups form and evolve. Each Working Group will set their own project priorities and administrative processes in collaboration with group members and the Chair, within the framework and parameters of the Management Plan.

The JCC will seek funding for an Executive Director and other CHA staff. The JCC will be responsible for refining position descriptions for these positions based on the brief overviews below.

Calumet Curators meeting at Gary Public Library. M. Tudor.
The Executive Director will oversee all aspects of the CHA, supervise CHA staff, and work with the JCC to set priorities, build partnerships, and design and implement programming. The Executive Director is responsible for managing and coordinating CHA staff and helping the JCC to ensure Working Groups have appropriate support and coordination between them.

CHA Staff will work with the Executive Director and serve on appropriate Working Groups, providing administrative support, coordination, and facilitation as appropriate. Staff will report to the Executive Director and provide general support to the Executive Director as outlined in the job description to be created by the JCC and Executive Director. The ultimate number of CHA staff and hours to be worked will be determined by the Executive Director and JCC as they review needs and resources.

Volunteers are the lifeblood of the Heritage Area. They may include partner organizations who voluntarily participate in the Heritage Area effort and its programs. Volunteers may also include members of the general public, who are motivated by a passion for a specific project or by the notion of service in general. The JCC will prepare appropriate policies that guide the recruitment, retention, and recognition of volunteers. The JCC, working with CC staff, will also devise a method of tracking the level of volunteer contribution, which is a critical need to demonstrate “in-kind” donations to funders, and in the case of formal designation as a National Heritage Area, to document the portions of “in-kind” donations that serve as a match for federal funds.

4.3 Action–Structure and manage partnerships.
Heritage Areas are networks of partners committed to action in a region. In addition to structuring and managing partnerships, the JCC will strengthen and build partnerships, build capacity of partners, and work collaboratively to create innovative partnerships across the region. The JCC provides direction and coordination, but ideally, many people and organizations are involved in the work. Networks typically move through stages that include a convening or recruitment phase, a stage of aligning with the goals of the overall entity, and a stage of taking action.

4.3.1 Step–Build capacity of partnerships
Organize and offer professional development opportunities for partners, through workshops and the annual Calumet Heritage Conference.

4.3.2 Step–Recruit new partners
Consistently recruit new partners, who bring new capacities as volunteer individuals or as organizations, and who can help represent the richness of the region’s demographic and cultural diversity.

Create and maintain an ongoing list of current partners and of opportunities to recruit new partners. Leverage current partners’ networks and the recommendations of JCC and Working Group members to recruit new partners.

Prioritize building partnerships that promote diversity, equity, inclusion, and justice. Ensure that the full region and all its people are represented in partnerships and that partners share power in the network structure.

Stay abreast of and respond to changes in the region’s network structures, as coalitions and collaborations shift in composition and capacity due to changes in the funding landscape and changing priorities.
4.3.3 Step–Build relationships between partners
National heritage areas are described as “grassroots” entities. At the same time, they include people and organizations of influence and capacity whose missions align with those of the heritage area. The CHA plays a concerted role in connecting individuals or organizations of lower capacity but high interest in its goals to those of higher capacity on particular projects. There will be opportunities to support these burgeoning connections and to evaluate their efficacy. A strong example of this sort of collaboration is in heritage-focused work that links partners who may operate as a one-person tourism shop into a broader network of operators on heritage themes. The CHA will cultivate, support and standardize these opportunities.

The JCC should ensure collaboration between the Working Groups to aid in connecting partners with one another. They should also organize or appoint a Working Group to organize and offer opportunities to build networks by methods such as project “match-making” identifying high and low capacity organizations to work together on particular projects, bringing their unique assets to the project.

4.3.4 Step–Convene partners regularly
The JCC should identify moments when to draw partners together to meet new people, to align on goals, and to plan new projects. To this date, the major means of doing so have been via the annual Calumet Heritage Conference, Calumet Heritage Partnership’s Annual Membership meeting, semi-annual Calumet Outdoors meetings, monthly exhibit-planning meetings of Calumet Curators, and planning meetings for this Management Plan. These meetings should occur with some frequency to best support the mission of the NHA. The JCC should also consider online platforms and forums for connecting partners outside of meeting time and allowing partners to join conversations remotely.

4.4 Action–Strengthen and deepen formal partnership structure and networks.
Many content area experts and local partners were gathered to prepare the Feasibility Study and this Management Plan. A number of these individuals and organizations indicated a willingness to continue to discuss and take actions to advance the mission and goals of the CHA. As existing groups gather momentum and new ones are convened and aligned around the goals and structure of the Heritage Area, opportunities should be seized to reach and incorporate previously unheard voices in the region. The partnership structure should be intentional in connecting to other local initiatives and networks to increase impact.
Examples include other National Heritage Areas in the region, the Chicago Wilderness alliance, and park and preserve entities.

4.4.1 Step–Strengthen content-based partnership networks
Maintain current relationships that have been supportive by continuing to convene existing groups and connect these groups with partner networks as the CHA’s network grows. Two existing local partner groups are already defined - the Calumet Curators and Calumet Outdoors. The CHA should build on these partnerships.

4.4.1.1 Substep: Grow and support a bi-state consortium of historic/cultural organizations.
The CHA is perfectly positioned to further the breadth and capacity of the Calumet Curators, a group of museums, galleries, and local history centers that interpret the region’s natural, industrial, historical, and ethnic heritage. The Calumet Curators strive to strengthen visibility for all organizations, illuminate and facilitate partnerships between and among organizations, and deepen thematic messaging and programming.

4.4.1.2 Substep: Grow and support bi-state consortium of environmental conservation and stewardship organizations. Formerly known as the Calumet Stewardship Initiative, Calumet Outdoors is a coalition of more than 40 large and small civic, cultural and environmental organizations serving the Calumet Region. Calumet Outdoors protects and manages healthy natural areas, engages children and adults in environmental education, climate action, and encourages smart, sustainable economic growth in the region.

4.4.2 Step–Ensure that Heritage Area leadership, partners, and participants are reflective of the region’s diverse communities
The CHA should be intentionally inclusive in its own management, in its partnerships, in the stories it seeks to tell and in the work it seeks to undertake. Leadership, staff, volunteers, and partners should reflect the diverse communities of the region to ensure programming and communications that fully reflect the region’s African-American, Indigenous, and Latinx heritage. This begins with the JCC recruiting its own membership to represent a diversity of race, age, and professional background of the region. This leadership will then work to ensure this representation and inclusion exists throughout the CHA structure and in its programming. An excellent demonstration of the “living heritage” of the region is to ground ongoing concerns for environmental justice in the knowledge that part of the region’s national significance hinges on its early role in the environmental justice movement.

4.5 Action–Secure the CHA’s Financial Sustainability
The CHA needs to develop a plan for its financial future, securing the funds needed to sustain staff, manage programs, and handle other operational costs. As this Management Plan is developed prior to Congressional designation as a National Heritage Area, it is important to plan for future scenarios that either involve eventual federal funding or do not. Key to such a plan is a strategy to raise operating funds through grants, donations, and earned income. An important aspect that ties the sustainability of the Local Coordinating Entity to the success of the entire partner network is the identification of funding opportunities for partner projects. A draft fundraising strategy is discussed here and a draft budget is included at the end of this chapter.

To date, as reflected in the schematic budget outlined below in Section V, the Heritage Area has relied upon a mixture of grant support of Calumet Collaborative operations, grant and in-kind staff support from the Field Museum, and in-kind contributions from volunteer time. Advocacy efforts may lead to Congressional designation, which would release $150,000 a year for operations. But the path to long term sustainability for the effort cannot be built around the expectation of federal designation nor can it be supported in the long run by existing grant funds. For example, ArcelorMittal has made significant investments in the project over the years via its support for Field Museum work, and in Fall 2020, the company was sold to Cleveland-Cliffs. It is too early to tell what the new company’s level of interest and support for the effort will be.
In short order, the Joint Coordinating Committee should take the following recommended steps toward a formal fundraising strategy to secure funds for staffing, operational costs, partner projects and to secure support for a re-granting program. Elements of that include the following:

- Create a development plan to guide CC staff activity and a development committee of board members of CC, CHP and others, to to actively support development projects.
- Identify a diverse mix of funding sources, including grants, major gifts, individual donors, sponsorships, and earned income that will best support the Heritage Area in the long run. While the goal is to fund general operating expenses, it is understood that a majority of funders will be interested in supporting particular projects and/or may be time bound.
- Consider the intersectionality of project elements to make the best case to funders based on their priorities. Heritage area efforts per se are infrequently funded, so a fundraising strategy focused on collaborative projects and programs with partners will be key.
- Establish relationships with potential foundation partners, local elected officials and business leaders and submit a first set of project proposals to potential grant funders as soon as possible. The focus should be on those funders whose goals best align with the CHA and whose potential commitments are significant enough to reward early effort.
- Chapter 4 discusses key project areas that are “ready” to be activated with appropriate support now. Chapter 4 and the Goal Implementation Matrix in Appendix B can be used to set initial project priorities for which to seek funding. While not all high-priority projects can be accomplished right away, these resources can assist the JCC in setting specific fundraising and work goals. Project-specific proposals can be prepared as soon as they are ready in the spring of 2021.
- Submit a proposal by late March 2021 to the Gaylord and Dorothy Donnelley Foundation to fund new collections strategy with Acme Collections. CHP should take the lead on this action.
- Conduct (or consider consultant support for) prospect research of potential major donors in accordance with the development plan. Create a Membership and/or Sponsorship program for the Heritage Area. Membership can support a strategy that builds long-term operating support. The JCC should consider rolling out this “annual fund” type support at an appropriate moment. For example, a plan for membership that includes the possibility of an annual call for support should be prepared no later than the time when communications for the Calumet Heritage Conference are made in late summer of 2021. Membership levels could be structured to include an option for corporate or business sponsorships.
- Add a “Donate” button to the CHA website. Ensure that this solicitation complies with best practice: [https://www.councilofnonprofits.org/tools-resources/charitable-solicitation-registration](https://www.councilofnonprofits.org/tools-resources/charitable-solicitation-registration)
- Develop an earned income strategy centered on the sale of merchandise and the potential to produce fee-for-service tours.
- Create a system to track volunteer contributions on a quarterly or annual basis. This is an important indicator to potential funders of the level of local commitment to the project. It will be important to account for in-kind volunteer support as part of the required match to receive federal funds, when federal designation is achieved.

4.6 Action–Lead internal communications

Good communication is the glue that binds a partner network together. One of the most critical functions of the JCC is to ensure that timely and clear communications are made between the board, advisory committees, project committees, and Working Groups. The website for the Heritage Area at [https://www.calumetheritagearea.org/](https://www.calumetheritagearea.org/) can be used to facilitate internal communications.
4.7 Action—Monitor and evaluate performance and impact

The need for an CHA is significant, and the list of potential projects is long. It will be critical to demonstrate the effectiveness and benefits of particular projects through ongoing monitoring and rigorous evaluation. Such a program fosters a culture of nimble, adaptive management; creates a record of accomplishments; and builds the confidence of the general public, potential funders, and public officials. Below is a draft assessment of how the JCC can self-assess the building and efficacy of the management structure.

**Assessment of achieving the management structure:**
Assessment Questions:
1. Has an MOU been signed creating an agreed upon JCC and preliminary management structure?
2. Have diverse stakeholders from the region stepped into vacant positions in the management structure, from leadership down to the Working Group level?
3. Are agreed upon meetings and convenings of the management structure components taking place?

These assessment questions can be answered observationally and by the JCC documenting its operations.

**Assessment of the efficacy of the management structure:**
Assessment Questions:
1. Is the management structure producing the deliverables (inventories, reports, events, networks, curricula, etc.) toward the goals laid out in the Management Plan?
2. Is the management structure bringing added value to achieving the heritage goals laid out in the Management Plan? (as compared to the pre-heritage area status quo of less coordinated networks, organizations and individuals pursuing their self-defined heritage goals).

Question #1 will be answered through the JCC’s record keeping of completion of goals and/or contributions to them. Question #2 will be addressed through select interviews or focus groups asking stakeholders about what value the management structure brought to the process; challenges and trade-offs created by working through the management structure; and if the relevant goal might have been achieved in the absence of the involvement of the Heritage Area.

**Assessment of progress towards/achievement of the Management Plan goals:**
Assessment Questions:
These will vary based on the specific goals being assessed. Evaluation processes and assessment strategies and procedures will be determined on a project-by-project basis by the collaborating Working Groups as overseen by Chairs who also serve on the JCC, which will issue overarching assessment guidelines for Heritage Area projects.

5. Financial Analysis/Budget

The following chart illustrates a projected income scenario for the project at the time of this writing. It contains several key assumptions:

- Baseline funding commitments that have been made to date are shown to 2022. Some of the annual allocations of multi-year grants may need to shift as circumstances require.
- The prospect of funding from federal designation is built into the plan below beginning in 2022. The recommendation is to use a large share of this potential funding to hire communications staff. Until that time, communications functions would continue with a mix of CC staff and contributed time from the Field Museum and CHP board.
- Fundraising efforts will continue as detailed in the fundraising plan and according to needs, projects, and opportunities that arise.
■ CHP’s share of volunteer and in-kind contributions will increase as roles are defined and related volunteer commitments increase through public engagement.

■ An in-kind volunteer rate of $25.43/hour is applied as recommended by the independentsector.org in 2019.

■ Earned income will increase through sales of merchandise and the development of fees for service (tours, conferences, etc.).

Table 5.1: Calumet National Heritage Area - 5 Year Projected Budget

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<tr>
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<tr>
<td>2023 CC</td>
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<td>2024 CC</td>
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<td>231,490</td>
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<td>Note A, NPS, Note C</td>
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<tr>
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<td>Note A</td>
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</tr>
<tr>
<td></td>
<td>17,640</td>
<td>399,130</td>
<td>399,130</td>
<td></td>
<td>Note A</td>
</tr>
</tbody>
</table>

CC = Calumet Collaborative
CHP = Calumet Heritage Partnership
TFM = Field Museum
AM = ArcelorMittal
CFP = Crown Family Philanthropies
NPS = Assumes CNHA designation; 150,000 for 1st 3 years, then 300,000
Note A = Estimated based on historical level of grant support
Note B = CHP Board Volunteers + CHP groups related to TFM exhibit in 2021 and programming thereafter
Note C = Assumes 75,000 in restricted funds for grant supported projects
All amounts are approximations for illustrative purposes.
References

Unpublished Documents


Field Museum. 2016. *Five-year Youth Conservation Action Strategic Plan*.


Published Documents


REFERENCES


City of Chicago. 1990. Lake Calumet Airport Feasibility Study.


REFERENCES


REFERENCES


REFERENCES


## Appendix A: Prioritized Projects by Key Content Areas

**CHA Management Plan Goals:**

1. Grow and Sustain CHA Operations and Partnerships
2. Tell the Story: Interpret, Share, and Connect Core Regional Themes
3. On the Ground: Showcase, Steward, and Preserve the Heritage Landscape
4. Spread the Word and Deepen the Impact: Support Regional Economic Development

### Focus Area Planning Committee (FAPC) Project Name and Description

<table>
<thead>
<tr>
<th>Focus Area Planning Committee (FAPC) Project Name and Description</th>
<th>Related Section in Chapter 4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Economy and Tourism</strong></td>
<td></td>
</tr>
<tr>
<td>Lead the development of regional marketing themes, identity, and wayfinding based on the Heritage Area. The NHA is perfectly positioned to be the lead entity on a bi-state wayfinding and branding program.</td>
<td>3.1.1 - 3.1.7</td>
</tr>
<tr>
<td>Facilitate collaboration of heritage-focused (tourism) work (traveling/regional festivals; workshops, marketing campaigns, tours). In addition to important work to develop and brand a network of regional heritage-themed events, the NHA should produce an annual “heritage festival”, to take place on a designated weekend, and to highlight a selection of significant places. Such an event creates and builds awareness, strengthens partnerships, deepens community engagement, and activates heritage.</td>
<td>1.4.1.1 2.3.2 4.2.2</td>
</tr>
<tr>
<td>Implement Branding and Awareness campaigns. While the first item above focuses on continuing to develop a regional-scale identity and branding program, there is a strong need to begin an awareness campaign, using those already developed messages, now. The NHA’s themes have been identified as “sub-brands” that could be used to activate this.</td>
<td>2.3.1 4.3.3</td>
</tr>
<tr>
<td>Connect all greenways. Devise a regional “heritage” loop trail that connects the significant stretches of trail to each other.</td>
<td>3.3.1 4.1.3</td>
</tr>
<tr>
<td>Fulfill the potential of the South Suburbs and Northwest Indiana as a “Green Playground.” Travel and tourism to the region can be expanded by connecting and developing existing “green” destinations and then marketing them as a “green playground”. This is already a cornerstone of the South Cook County Economic Development strategy.</td>
<td>3.3.2 4.4.5</td>
</tr>
</tbody>
</table>
### Cultural Heritage/Historic Preservation

<table>
<thead>
<tr>
<th>Action</th>
<th>Details</th>
<th>Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protect/reuse existing sites of significance and develop a related bi-state consortium to guide projects such as:</td>
<td>Develop a list of the 5 most endangered buildings in the region to draw attention to the need for protection and reuse.</td>
<td>3.1.1 3.4.1</td>
</tr>
<tr>
<td>Develop a tour program of regionally significant buildings and structures. A coherent tour program (developed in concert with Economy and Tourism group) needs to be developed.</td>
<td></td>
<td>2.5.1.1 - 2.5.1.2 4.1.1</td>
</tr>
<tr>
<td>Create a regional database of significant sites.</td>
<td>A regional inventory of existing and potentially designated structures (federal, state, local) needs to be created. The database could also include buildings and sites subject to potential demolition.</td>
<td>2.1.3</td>
</tr>
<tr>
<td>Develop steel museum plan.</td>
<td>A significant bi-state effort to assess the technical and operational feasibility and market potential of a steel heritage museum should be developed.</td>
<td>2.2.4 3.5.1 3.5.4</td>
</tr>
<tr>
<td>Build a bi-state consortium of historic/cultural organizations.</td>
<td>The NHA is perfectly positioned to further the breadth and capacity of the Calumet Curators, a group of museums, galleries, and local history centers that interpret the region’s natural, industrial, historical, and ethnic heritage. Through multi-sited exhibitions and related programming, the goal of Calumet Curators is to strengthen visibility for all organizations, illuminate and facilitate partnerships between and among organizations, and deepen thematic messaging and programming.</td>
<td>1.4.1.1 2.2.2</td>
</tr>
</tbody>
</table>

### Education

<table>
<thead>
<tr>
<th>Action</th>
<th>Details</th>
<th>Numbers</th>
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<tbody>
<tr>
<td>Create demonstration sites that showcase heritage-based models.</td>
<td>Multi-stakeholder sites, such as brownfields or conservation areas, would be developed to bring together multiple goals: research, experiments, training, interpretation/stories. Mobile shipping containers could be used to house educational, research, and interpretive materials and programs.</td>
<td>3.5.3 3.5.4</td>
</tr>
<tr>
<td>Develop Heritage Area curricula and materials and train teachers in their use.</td>
<td>Curriculum and related materials that incorporate the Heritage Area’s resources into either Social Studies or Environmental Studies courses should be developed.</td>
<td>2.4.2 2.4.3</td>
</tr>
<tr>
<td>Work with environmentalists of color to bring new audiences and programs.</td>
<td>The CNHA should be as intentionally inclusive in the stories it seeks to tell from Day 1. A part of the region’s national significance hinges on its early role in the environmental justice movement.</td>
<td>1.4.2 2.3.3</td>
</tr>
<tr>
<td>Develop avenues and partnerships for summer high school internships and engagement programs.</td>
<td>Coordinate and connect oral history models (like podcasts), HS Internships including Green Ambassadors (Fka - Develop internships/practica.)</td>
<td>2.4.9</td>
</tr>
<tr>
<td>Support existing interpretation projects.</td>
<td>From curricula development to life long learning, identify and support existing efforts, in part with an eye towards developing local, ongoing interpretive resources covering the function of an Interpreters Bureau.</td>
<td>2.2.3</td>
</tr>
<tr>
<td>Environment &amp; Stewardship</td>
<td>Appendix A</td>
<td></td>
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<td>---------------------------------------------------------------</td>
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<tr>
<td><strong>Identify and advance longstanding efforts + create public spaces along the Calumet River.</strong> There is a wonderful and immediate opportunity to engage with the work of numerous partners along the Little Calumet River in Illinois. Current projects include the development of a Little Calumet River National Water Trail, a land conservation planning process, development of the Jan Ton site as a National Network to Freedom Site, and a coordinated effort to enhance the Beaubien Woods Forest Preserve.</td>
<td>3.1.2</td>
<td></td>
</tr>
<tr>
<td><strong>Coordinate the sharing of best practices in engaging young people and the community.</strong> The region can be a leading nationally significant example of “community” or “integrative” conservation. Several partners are at work compiling examples of this engagement.</td>
<td>2.4.7</td>
<td></td>
</tr>
<tr>
<td><strong>Identify and facilitate wayfinding for urban natural areas.</strong> Start from and work with the local stewardship leaders at specific locations.</td>
<td>3.1.7</td>
<td></td>
</tr>
<tr>
<td><strong>Take climate action.</strong> Develop materials and activities that illustrate local climate impacts and actions for locals. Link educational resources directly to stewardship opportunities.</td>
<td>2.4.5</td>
<td></td>
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<tr>
<td><strong>The Arts</strong></td>
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<tr>
<td><strong>Produce a Calumet Arts Directory and Arts Map.</strong> Two pieces are essential to build the visibility for the arts in the Calumet region: a comprehensive directory of arts galleries, exhibitions, events, and resources; and a well-designed map based on the inventory that informs and attracts both residents and visitors.</td>
<td>2.1.1 - 2.1.3 4.4.6</td>
<td></td>
</tr>
<tr>
<td><strong>Advocate for placemaking and the use of arts in redevelopment.</strong> The CNHA can play two significant roles in the advancement of the arts in placemaking in the region: (1) identifying and interpreting existing efforts; and, in the long run, (2) commissioning or collaborating to create a significant heritage-oriented work of public art.</td>
<td>3.4.2 4.3.2</td>
<td></td>
</tr>
<tr>
<td><strong>Elevate local art history.</strong> The regional artistic tradition and style(s) can be celebrated through identification and restoration of key works of existing art and through a related series of research, writing, and exhibitions on local art history and artists.</td>
<td>2.1.1 - 2.1.4 2.2.5</td>
<td></td>
</tr>
<tr>
<td><strong>Collaborate with regional arts organizations on regional promotion.</strong> Create a network of networks. Collaborate with SSA’s higher tier org, the Indiana Arts Council (SSA is the regional partner), which is Region 1 (NWI, but also draws from Will and SE Cook Cty).</td>
<td>2.2.1</td>
<td></td>
</tr>
<tr>
<td><strong>Identify the variety of ways in which the arts can highlight and support regional efforts by showcasing regional assets and the artists who create them.</strong> Create an inventory of current public art and artists and collaborate with educational, tourism, and recreational programs.</td>
<td>2.1.1 - 2.1.4 4.3.2</td>
<td></td>
</tr>
</tbody>
</table>
## Recreation

**Make a game of exploring the region.** Programs that make a game of encouraging people to visit and experience an array of sites have been shown to work.  

2.5.1.3  
4.4.5

**Advocate for bi-state trail network.** While important trails development is occurring on both sides of the state line, a significant gap still remains in linking each side of the line to the other in a coherent and coordinated regional trails program.  

3.3.1

**Develop a unique web-based trail and recreational site interface.** Nothing currently exists that is user friendly and visible where trails are easily discerned and followed. Usage would be both for trip planning and en route wayfinding.  

2.5.1.2  
3.3.2

**Develop a regional-scale Eco-Tourism program.** A need exists for a program hub or clearing house for information about eco-tourism in the region. Taking this a step further, the need also exists to relay to the public which programs are formally sanctioned, and establish the protocol for that.  

4.1.2

**Engage health networks in Healthy Parks, Healthy People campaign.** The Calumet region is replete with recreational resources, but there is a question whether their full value is appreciated by area residents and visitors.  

2.5.2

## Branding and Wayfinding

**Develop Gateways to the region.** Implement heritage area branding, kiosks, and stronger presence at visitor centers at state and national parks, historic downtowns, and entry points to regional trail networks.  

3.1.3 - 3.1.4

**Create signage using the Heritage Area brand.** Create billboards letting people know that they're IN the NHA, and develop signage at transit hubs (rail, bike, busses) and draw on regional artists and other art forms (e.g., murals) as wayfinding.  

3.1.4 - 3.1.6

**Build awareness of regional identity.** Consider using a favorite slogan: 'Have you met the Calumet?" in promotional and interpretive materials.  

2.3.1  
4.3.3

**Tell the region's stories of activism and resilience for steel/labor, immigrants, and the natural environments.** Ensure that these stories of resilience are foregrounded and include particular people (Chanute, African Americans), and places (buildings, natural areas) through signage at gateways and other interpretive sites.  

2.2.1
Appendix B: Goal Implementation Matrix

This Goal Implementation Matrix is a living, guiding tool that the Joint Coordinating Committee (JCC) and other stakeholders can use to define plans and make adjustments as the Calumet Heritage Area (CHA) moves forward; it represents input and prioritization from Focus Area Planning Committees and other stakeholders. As the work of the CHA proceeds under the guidance of this Management Plan, and as new opportunities and challenges arise, the JCC will add to and revise this matrix to adaptively manage the work of the Heritage Area.

Notes on this Matrix

1 This matrix references the goals, actions, and steps outlined in Chapter Four.

2 The Working Groups column indicates which CHA management groups would be involved in addressing particular actions. These groups—Joint Coordinating Committee (JCC), Interpretation and Education, Cultural Resources Conservation, Natural Resources Conservation, and Economic Development and Heritage Tourism—are explained in more detail in Chapter 5.

3 The JCC will complete this column as priorities are determined and details are available. See Chapter 5 for additional information on planning for funding and other resources.

4 The JCC will complete this column as priorities are determined and details are available. See Chapter 5 for some examples of evaluation and metrics. Evaluation approaches may include qualitative and quantitative methods including surveys, focus groups, tracking numbers of visitors and participants, etc.

5 In the NOW column, bolded Xs indicate funded projects to be undertaken in 2021. Unbolded Xs in the NOW column are conceptually ready, but resources are needed to move forward.
<table>
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<tr>
<th>Action</th>
<th>Step</th>
<th>Sub-Step</th>
<th>Now</th>
<th>Next</th>
<th>Later</th>
<th>Role</th>
<th>Working Groups(^2)</th>
<th>Project Lead</th>
<th>Resources/(\text{Funding})(^3)</th>
<th>Eval./(\text{Metrics})(^4)</th>
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<td>1.1</td>
<td>Develop and Enhance Operational Structure</td>
<td>1.1.1 Formalize and institutionalize the Joint Coordinating Committee</td>
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<td>JCC</td>
<td>JCC</td>
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<td></td>
<td></td>
<td>1.1.2 Periodically revisit the governing structure in light of progress made with fundraising, designation, and programming.</td>
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<td>X</td>
<td>X</td>
<td>Lead</td>
<td>JCC</td>
<td>JCC</td>
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<td>1.2</td>
<td>Clarify roles of organization, Committee members, working groups, advisors, and staff</td>
<td>1.2.1 Build capacity of partners</td>
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<td>X</td>
<td></td>
<td>Lead</td>
<td>JCC</td>
<td>JCC</td>
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<td></td>
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<td>1.2.2 Recruit new partners</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Lead</td>
<td>JCC</td>
<td>JCC</td>
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<td>1.3</td>
<td>Structure and manage partnerships</td>
<td>1.3.1 Build relationships between partners</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Lead</td>
<td>JCC</td>
<td>JCC</td>
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<td></td>
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<td>1.3.4 Convene partners regularly</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Lead</td>
<td>JCC</td>
<td>JCC</td>
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<td>Action</td>
<td>Step</td>
<td>Sub-Step</td>
<td>Now</td>
<td>Next</td>
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<td>Role</td>
<td>Working Groups</td>
<td>Project Lead</td>
<td>Resources/Funding</td>
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<tr>
<td>1.4 Strengthen and deepen formal partnership structure</td>
<td>1.4.1 Strengthen content-based partnership networks</td>
<td>1.4.1.1 Grow and support a bi-state consortium of historic/cultural organizations.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Lead</td>
<td>JCC</td>
<td>Calumet Curators, JCC</td>
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<td>1.4.1.2 Grow and support bi-state consortium of environmental conservation and stewardship organizations.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Lead</td>
<td>JCC</td>
<td>Calumet Outdoors, JCC</td>
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<td></td>
<td>1.4.2 Ensure that Heritage Area leadership, partners, and participants are reflective of the region’s diverse communities</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Lead</td>
<td>JCC</td>
<td>JCC</td>
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<td>1.5 Secure the NHA’s financial sustainability</td>
<td></td>
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<td>X</td>
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<td>X</td>
<td>Lead</td>
<td>JCC</td>
<td>JCC</td>
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<td>1.6 Lead internal communications</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Lead</td>
<td>JCC</td>
<td>JCC</td>
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<td>1.7 Monitor and evaluate performance and impact</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Lead</td>
<td>JCC</td>
<td>JCC</td>
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<tr>
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<td>Sub-Step</td>
<td>Step</td>
<td>Step Description</td>
<td>Now</td>
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<td>Working Groups</td>
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<tr>
<td>Goal 2: Telling the Story; Interpret, Share, and Connect Core Regional Themes</td>
<td>2.1 Connect the Heritage Area to the Arts</td>
<td>2.1.1</td>
<td>Create a bi-state arts network</td>
<td>X</td>
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<td></td>
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<td>2.1.2</td>
<td>Create an inventory of current public art and artists</td>
<td></td>
<td>X</td>
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<tr>
<td></td>
<td></td>
<td>2.1.3</td>
<td>Create a regional database of significant art sites</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td></td>
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<td>2.1.4</td>
<td>Produce a Calumet Arts Directory and Arts Map</td>
<td></td>
<td>X</td>
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<td></td>
<td>2.2 Develop exhibits and related programs</td>
<td>2.2.1</td>
<td>Develop exhibits and programs to tell the region's stories of activism and resilience for labor, immigrants, and the natural environment</td>
<td></td>
<td>X</td>
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<tr>
<td></td>
<td></td>
<td>2.2.2</td>
<td>Engage the Calumet Curators network in developing content for multi-sited exhibits and related programming</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
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<td>Resources/ Funding</td>
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<tr>
<td></td>
<td>2.2</td>
<td>Develop exhibits and related programs (cont.)</td>
<td>2.2.3 Support existing interpretation projects</td>
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<td>2.2.6 Implement the comprehensive interpretive plan</td>
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<td>Build regional identity</td>
<td>2.3.1 Integrate regional themes and brand into appropriate projects and components of programs</td>
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<td>2.3.2 Ensure that stories of activism and resilience are foregrounded and include particular resources to be displayed at Gateways and other interpretive sites.</td>
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<td>2.3.3 Tell the story of the environmental justice movement</td>
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<td>2.4.1 Leverage the educational opportunities presented by the Calumet Voices/National Stories exhibit</td>
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<td>2.4.2 Develop Heritage Area curriculum</td>
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<td>2.4.3 Train teachers in the use of curricula and materials</td>
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<td>2.4.4 Support the development of Community Science programs</td>
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<td>2.4.5 Take climate action. Develop materials and activities that illustrate local Calumet climate impacts and the actions locals can take.</td>
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<td>2.4.6 Link educational resources directly to stewardship opportunities</td>
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<td>2.4.7 Coordinate the sharing of best practices in engaging young people and the community.</td>
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### APPENDIX B

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<th>Resources/Funding&lt;sup&gt;3&lt;/sup&gt;</th>
<th>Eval./Metric&lt;sup&gt;4&lt;/sup&gt;</th>
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<tr>
<td>2.4 Teach the region (cont.)</td>
<td>2.4</td>
<td>2.4.8 Develop Higher Education Consortium that includes internships, service learning, and practica</td>
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<td>2.4.9 Develop avenues and partnerships for high school internship and engagement programs.</td>
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<td></td>
<td>2.5 Develop content for heritage tourism programming</td>
<td>2.5.1 Identify intersections and gaps between potential tourism programs and CHA themes, and work toward coherent heritage-based programs</td>
<td>Collaborate</td>
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<td>Support</td>
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<td>2.5.2 Advance the Calumet Outdoors Series</td>
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<tr>
<td>3.1 Lead the implementation of a regional branding and wayfinding system</td>
<td>3.1.1 Verify and refresh the inventory of interpretive sites and cultural and natural resources contained in the Feasibility Study</td>
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<td>X</td>
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<td>3.1.2 Identify and facilitate a system of regional wayfinding for natural, industrial, and cultural areas</td>
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<td>3.1.3 Identify interpretive Gateways to the region</td>
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<td>3.1.4 Develop interpretive Gateways to the region</td>
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<tr>
<td>3.1.5 Create system of interpretive kiosks along trails, and in public and natural spaces</td>
<td>X</td>
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<td>3.1.6 Create and install signage along interpretive kiosks, using the Heritage Area brand</td>
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<td>3.1.7 Identify and facilitate wayfinding for urban natural areas</td>
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<td>Natural Resources Cons</td>
<td>CC, Calumet Outdoors, Partners</td>
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**Goal 3: On the Ground: Showcase, Steward, and Preserve the Heritage Landscape**
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<th>Project Lead</th>
<th>Resources/Funding</th>
<th>Eval./Metrics</th>
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<tr>
<td>3.2 Coordinate with regional conservation efforts</td>
<td>3.2.1</td>
<td>Collaborate with the Calumet Land Conservation Partnership</td>
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<td></td>
<td>3.2.2</td>
<td>Take a leadership role in the Park Service’s Pollinator program</td>
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<td></td>
<td>3.2.3</td>
<td>Identify emergent workforce development opportunities that build on the region’s natural and cultural resources</td>
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<td>Natural Resources Cons, Cultural Resources Cons</td>
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<tr>
<td>3.3 Connect all greenways</td>
<td>3.3.1</td>
<td>Devise a regional “heritage” loop trail that connects the significant stretches of trail to each other.</td>
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<td>Natural Resources Cons</td>
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<td>3.3.2</td>
<td>Fulfill the potential of the South Suburbs and Northwest Indiana as a “Green Playground.”</td>
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<td>JCC, Natural Resources Cons</td>
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<tr>
<td>3.4 Cultural Heritage and Historic Preservation</td>
<td>3.4.1</td>
<td>Develop a Historic Preservation bi-state consortium to guide and facilitate projects (e.g. the Calumet Most Endangered List)</td>
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<td>Advocate for placemaking and the use of arts in redevelopment.</td>
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### Action: Create and expand interpretive spaces

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<td></td>
<td>Large steel industry artifacts</td>
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<td>Make the “Acme collection” available to the public for research and interpretation</td>
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### Action: Create and expand interpretive spaces (cont.)

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<td></td>
<td>Connect with museums, local history centers, art galleries, nature centers, educational institutions</td>
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<td></td>
<td>Explore opportunity for future heritage museum or Calumet interpretive center</td>
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### Goal 4: Spread the Word and Deepen the Impact: Support Regional Economic Development

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<td></td>
<td>Develop a tour program of regionally significant buildings and structures.</td>
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<td>Develop a regional-scale Eco-Tourism program</td>
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<td>Connect and develop existing “green” destinations, and market them as “green” playgrounds</td>
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<td>4.2 Develop heritage-based events</td>
<td>4.2.1 Sustain the Calumet Heritage Conference and expand its reach</td>
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<td>Lead, Support</td>
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<td>CHP, Econ Dev &amp; Heritage Tour</td>
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<td>4.2.2 Plan for the further development of heritage-focused tourism events</td>
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<tr>
<td>4.3 Integrate CHA objectives into local and/or regional development efforts</td>
<td>4.3.1 Collaborate with Indiana Dunes National Park and Pullman National Monument to ensure that CHA objectives align with theirs</td>
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<td>4.3.2 Step - Collaborate with local and regional business and govt entities to create and support significant models of heritage-based placemaking; advocate for placemaking and the use of the arts in redevelopment</td>
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<td>4.3.3. Engage local and regional businesses and government entities in using the NHA brand identity</td>
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<td>4.4 Develop and implement a communications plan to market the CHA and share its activities and impact (cont).</td>
<td>4.4.2 Step - Raise awareness of the CHA among local stakeholders, organizations, residents and other partners, and potential visitors</td>
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<td>4.4.3 Step - Collaborate with a range of regional organizations (Arts, Recreational, Educational; others) on regional promotion</td>
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<td>4.4.4 Step - Keep stakeholders engaged with CHA</td>
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<td>4.4.5 Step - Market newly connected “green destinations” as a “green” playgrounds</td>
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<td>4.4.6 Step - Disseminate directories and maps</td>
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<td>4.4.7 Step - Establish Calumet Passport program to draw visitors and enthusiasts to explore the region</td>
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Appendix C: Key Participants

The Calumet Heritage Area Management Plan project team is grateful to the many people who contributed their time and energy to this planning process. Key participants are listed below. If anyone who participated has been left off of the list inadvertently, the fault lies with the project team.

Calumet Heritage Partnership Board of Directors
  Karen Brozynski (President), Southeast Chicago Historical Museum
  Kevin Brown (Vice President, Illinois), Blue Island Historical Society
  Gary Johnson (Vice President, Indiana), Mortar Net Solutions
  David Klein (Treasurer), Calumet Project
  Kathleen Tobin (Secretary), Purdue University Northwest
  Emiliano Aguilar, Northwestern University
  Tyrell Anderson, Decay Devils
  Mark Bouman (Past President), Field Museum
  Benjamin Cox, Friends of the Forest Preserves
  Kirsten Markusic, Whiting-Robertsdale Historical Society
  Brad Miller, Indiana Landmarks
  Lauren Pacheco, Indiana University Northwest
  Diane Pugh, Independent Archivist
  Thomas Shepherd, Southeast Environmental Task Force
  Julie Zasada, Cedar Lake Historical Association

Calumet Collaborative Board
  Bill Steers (Chair), ArcelorMittal
  Mark Bouman (Co-Chair), The Field Museum, Keller Science Action Center
  Mike Davidson, The Chicago Community Trust
  Chloe Gurin-Sands, Metropolitan Planning Council
  Kris Krouse, Shirley Heinze Land Trust
  Abraham Lacy, Far South CDC
  Dr. Amy McCormack, Calumet College of St. Joseph
  Michelle Parker, Audubon Great Lakes
  Brenda Scott Henry, City of Gary
Calumet Heritage Area, Joint Coordinating Committee
Karen Brozynski, Calumet Heritage Partnership
Mark Bouman, Calumet Collaborative
Sarah Coulter, Calumet Collaborative
Benjamin Cox, Calumet Heritage Partnership
Gary Johnson, Calumet Heritage Partnership
Bill Steers, Calumet Collaborative

Field Museum Staff
Mark Bouman, Keller Science Action Center
Madeleine Tudor, Keller Science Action Center
Mario Longoni, Keller Science Action Center
Ellen Woodward, Keller Science Action Center

National Park Service
Sue Bennett, Pullman National Monument
Teri Gage, Pullman National Monument
Paul Labovitz, Indiana Dunes National Park
Lynda Lancaster, Indiana Dunes National Park
Mike Mencarini, Rivers, Trails, and Conservation Assistance Program
Chris Stein, National Heritage Areas and Large Landscape Initiatives, Midwest Region
Kim Swift, Indiana Dunes National Park

Focus Area Planning Committee Members
Laura Barghusen, Openlands
Mitch Barloga, Northwestern Indiana Regional Planning Commission
Sarah Barnes, Shirley Heinze Land Trust
Eric Bird, Shirley Heinze Land Trust
Peggy Blackwell, Miller Beach Wayfinding
Michael Boos, Association for the Wolf Lake Initiative
Micah Bornstein, South Shore Arts
Kevin Brown, Calumet Heritage Partnership
Karen Brozynski, Calumet Heritage Partnership
Susan Campbell, Cook County Bureau of Economic Development
Maggie Catania, Village of Robbins
Benjamin Cox, Friends of the Forest Preserves
Erika Dahl, South Shore Convention and Visitors Authority
jb daniel, Independent Artist
Kay Dawson, Chicago State University
Paul Fitzgerald, Friends of Big Marsh
Erika Fizer, Legacy Foundation
Matt Freer, Chicago Park District
Tyrone Haymore, Robbins History Museum
Brenda Scott Henry, City of Gary
Gary Johnson, Calumet Heritage Partnership
Natalie Johnson, Save the Dunes
Rebecca Judd, Gaylord and Dorothy Donnelley Foundation
Jacob Kaplan, Forgotten Chicago
Matthew Kaplan, Matthew Kaplan Photography
David Klein, Calumet Heritage Partnership
Leah Konrady, One Region
Kris Krouse, Shirley Heinze Land Trust
Lisa Krause, Illinois Department of Natural Resources, Coastal
Kim Kreiling, Illinois Department of Natural Resources
Kindy Kruller, Forest Preserve District of Cook County
Mary Kuzniar, Association for the Wolf Lake Initiative
John Legge, The Nature Conservancy
Christine Livingston, Indiana Dunes Tourism
Michael Longan, Valparaiso University
Colleen McVeigh, Field Museum
Cathy Martin, Save the Dunes
Bob Meyer, Northwest Indiana Steel Heritage Project
Laura Milkert, Field Museum
Brad Miller, Indiana Landmarks
Ward Miller, Preservation Chicago
John Oneal, Chicago Metropolitan Agency for Planning
Troy Peters, Audubon Great Lakes
Joann Podkul, Spotlighting Southeast Chicago and Northwest Indiana
Jay Ready, Southland Regional Development Authority
Iza Redlinski, Field Museum
Mary Lu Seidel, Preservation Chicago
Tom Shepherd, Calumet Heritage Partnership
Anthony Sidone, Purdue University Northwest
Carol Smith, Friends of Marquette Park
Bill Steers, ArcelorMittal
Africa Tarver, City of Hammond
Diane Tecic, Illinois Department of Natural Resources
Kathleen Tobin, Purdue University Northwest
Raeann Trakas, Northwest Indiana Forum
Jacqui Ulrich, Forest Preserve District of Cook County
Victoria Wittig, Save the Dunes
Alicia Zick, Dunes Learning Center
Appendix D: Acronyms and Abbreviations

AM = ArcelorMittal
CAP = Conservation Action Plan
CC = Calumet Collaborative
CFP = Crown Family Philanthropies
CHA = Calumet Heritage Area
CHP = Calumet Heritage Partnership
CIMBY = Calumet Is My Back Yard
CMAP = Chicago Metropolitan Agency for Planning
CNHA = Calumet National Heritage Area
CW = Chicago Wilderness
FAPC = Focus Area Planning Committee
FM = Field Museum
JCC = Joint Coordinating Committee
MOU = Memorandum of Understanding
NHA = National Heritage Area
NIRPC = Northwestern Indiana Regional Planning Commission
NWI Forum = Northwest Indiana Forum
NPS = National Park Service
TNC = The Nature Conservancy