

## Chapter 4: Action Goals and Objectives\*



Whiting Park. Matthew Kaplan.

### 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.



Indiana Dunes. C. Livingston, Indiana Dunes Tourism.

## 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]



Beaubien Woods. Laura Milkert.

#### 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.



Calumet Curators, Gary Public Library. M. Tudor.

#### 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]



Calumet Outdoors at Powderhorn Lake. Field Museum.

### 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/>; 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.



Walking Slow Down the Avenue. Tapestry. 1975, Sister Zoe (Prudence Davis). Hammond Public Library Collection.

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]



Hooked on Art, Chesterton. C. Livingston, Indiana Dunes Tourism.

### 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.



*Calumet Voices/National Stories* exhibit, Pullman.

### 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/>. Having this version in place facilitates new ways of thinking about programming. [Now; Lead]

### 2.2.2 Step—Engage the 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]



Don't miss this special exhibit including the history of steel in Northwest Indiana!



Construction of an open hearth building at Indiana Harbor Works, 1937. Photographer: Heddlow. Courtesy of Calumet Regional Archives, IAH

**Calumet: The Land of Opportunity**  
Calumet Voices, National Stories exhibit series

Special Event

ArcelorMittal employees, retirees and families are invited to

Steelmaking Showcase

Bring photos\* of your personal, historic steel or mining memorabilia, and enjoy sharing stories with others interested in our industrial heritage.

Saturday, March 21, 2020

Anytime between 10:00 am – 2:00 pm

FREE but RSVP to [bit.ly/SteelShowcase](http://bit.ly/SteelShowcase)

\*take photos of items, please DO NOT bring originals

Grit. Passion. Resilience. Might. Discover things you never knew about the Calumet region, from the people who know it best.

Experience the second installment in the four-part *Calumet Voices, National Stories* exhibit series and uncover the hidden gems that make this region an American treasure.

As a lead sponsor of *Calumet Voices, National Stories*, ArcelorMittal invites you, your family and friends to this FREE exhibit. We are so much more than the physical locations of our facilities. We are a community proud of our history.

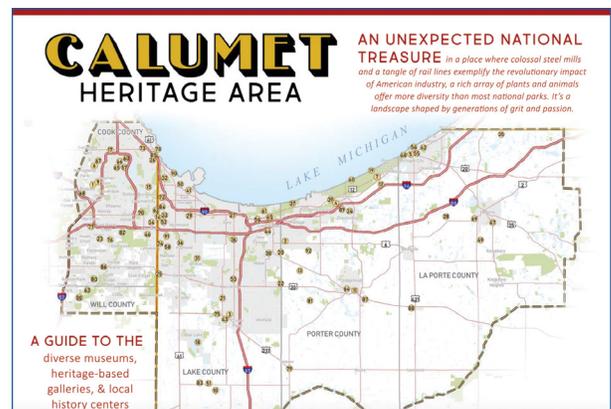
Gary Public Library and Cultural Center  
220 West 5<sup>th</sup> Avenue | Gary, IN 46402  
*Closed seating available.*

### 2.2.3 Step—Support existing interpretation projects

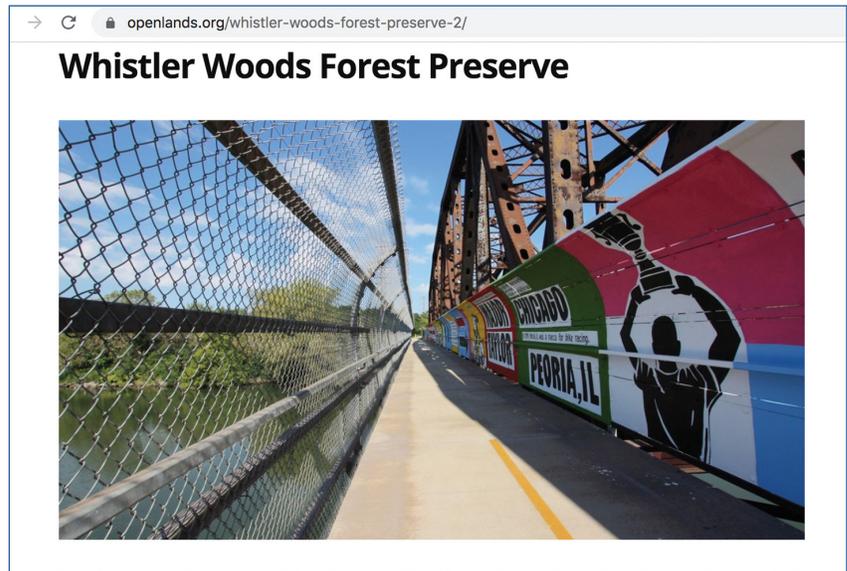
A functioning heritage area offers the ability to coordinate and support, if not lead, a variety of existing interpretation projects and to ensure that, at the least, the information they convey is current and that they are appropriately represented on the heritage area web page. What follows are several 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]





Calumet Curators meeting at Blue Island Historical Society. Cooper Sheldon.

#### 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]



Hazel Johnson “Mother of the Environmental Justice Movement” E J Way dedication. Suellen Burns.

### 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.



Mighty Acorns program, Edward E. Sadlowski Elementary School 5th graders, Eggers Grove. Field Museum.

### 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]



Steelworkers Park. Lisa Cotner.

**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.



Indiana Harbor Boat Tour, Blast Furnace No. 7 (formerly Inland Steel, now Cleveland-Cliffs). Carol Griskavich.

### 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]



Wolf Lake. Calumet Collaborative.

## 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.



Steelworkers Park. Matthew Kaplan.

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.



Preliminary signage concepts. Calumet Heritage Area Brand Toolkit.

### 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 convener of regional efforts to make the most of them.



Calumet Land Conservation Partnership. Calumet Collaborative.

### 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; creating rain gardens; creating pollinator gardens; construct green schoolyards; upkeep/creation of urban gardens and farms; plant native grasslands; and any other projects determined by the Interior and Agriculture Department secretaries. [Next; Lead]



Monarch butterfly. C. Livingston, Indiana Dunes Tourism.



Stormwater rain garden. Ryan Griffin-Stegink.

### 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—Devise 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]



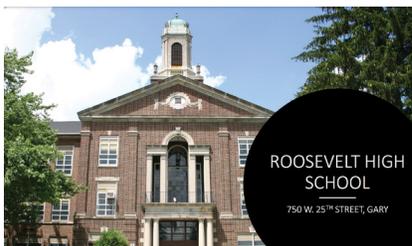
Cal-Sag Trail. Diane Banta.

### 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-valorize 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]

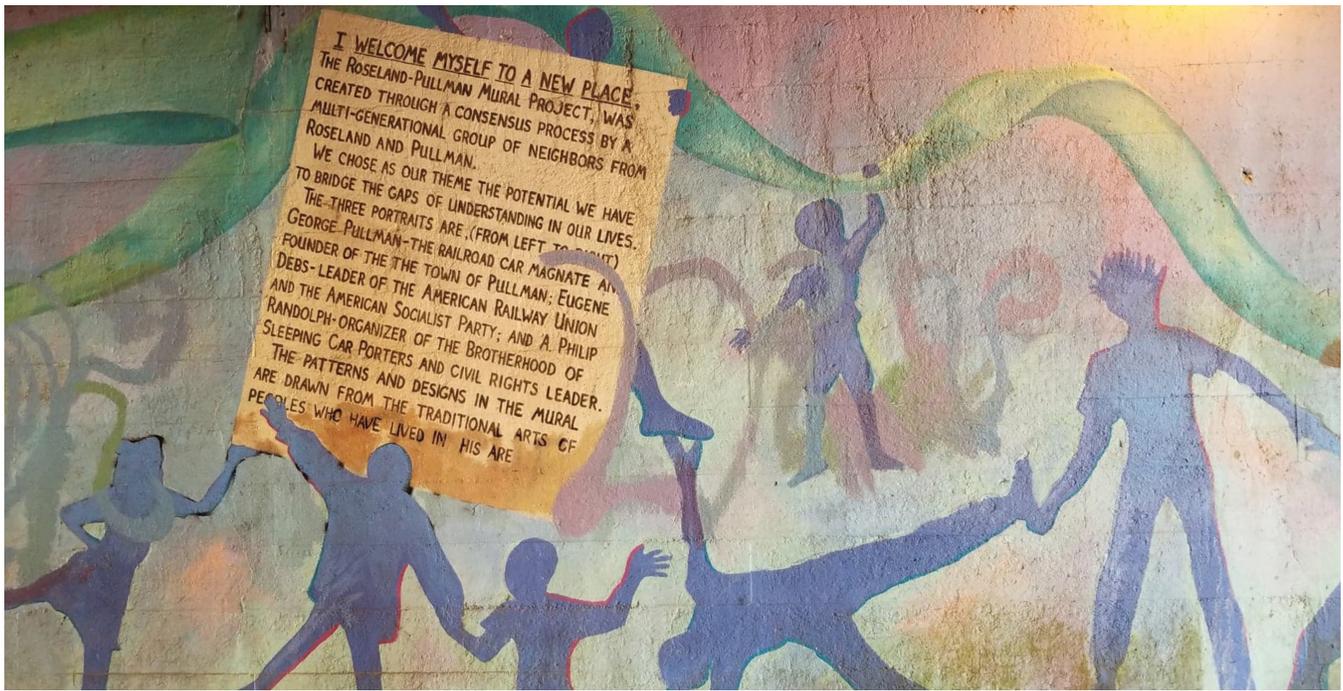


<http://www.calumetheritage.org/calumetmostendangered/2020CalumetMostEndangered.pdf>

#### 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]



I WELCOME MYSELF TO A NEW PLACE, The Roseland-Pullman Mural Project. Jb daniel.

### 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]



Acme collection of large steel heritage artifacts at Steelworkers Park. M. Tudor.

**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]



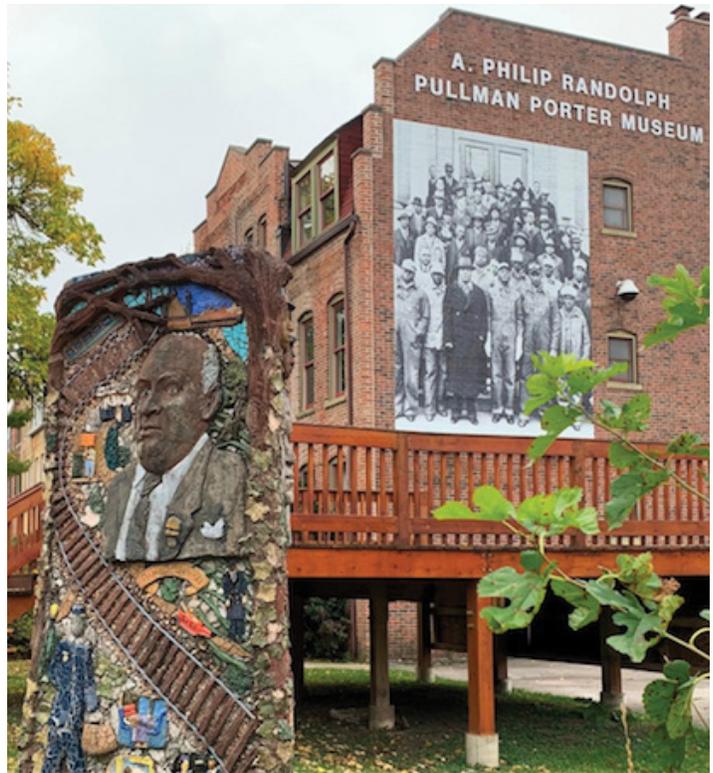
Acme collection at Pullman State Historic Site (now Pullman National Monument). M. Tudor.

**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]



National A. Philip Randolph Pullman Porter Museum. NPS Photo/Ve’Amber D. Miller.

## 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*

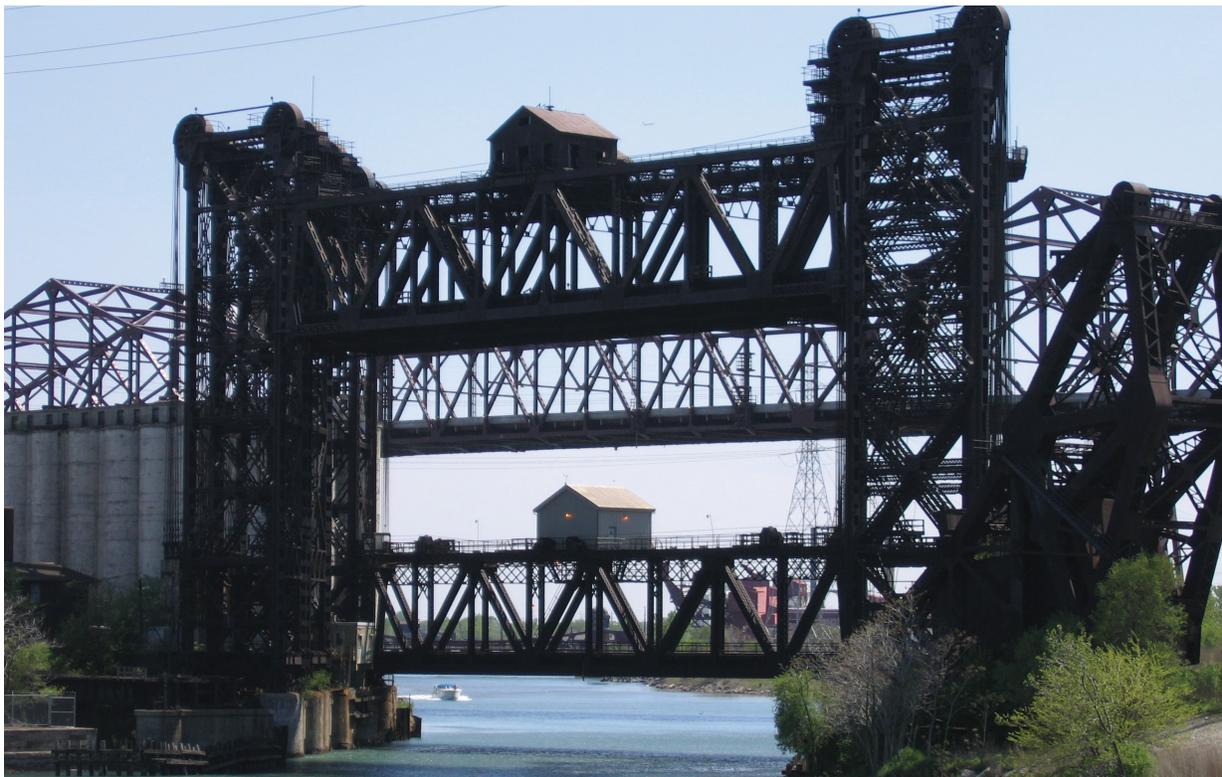
The CHA adds resources to the region at a time when there is a critical need for any element that helps to build the local economy. Heritage areas are often major contributors to regional economies, especially to their tourism industries. By no means is this goal intended to supplant or compete with 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]



Nationally landmarked bridges. Jonathan Vanderbrug.

**4.1.2 Step—Develop a regional-scale Eco-Tourism program**

This is the marketing step associated with the Calumet Outdoors Series discussed in Goals 1 and 2. [Next; Lead]

**4.1.3 Step—Connect and develop existing “green” destinations, and market them as “green” playgrounds**

This is the marketing step associated with the on-the-ground work discussed in Action 3.3. [Later; Lead]

**4.2 Action—Develop heritage-based events**

**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]



19th Annual Calumet Heritage Conference. M. Tudor.

**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]



Dia de los Muertos community celebration at Steelworkers Park. Mario Longoni.

### 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]**



Indiana Dunes Visitor Center. C. Livingston, Indiana Dunes Tourism.



Pullman National Monument. Wikicommons

#### 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]**



Rendering of activating place at Union Station, Decay Devils. <https://www.decaydevils.org/unionstation>

### 4.3.3 Step—Engage local and regional businesses and government entities in using the CHA brand identity [Next; Lead]

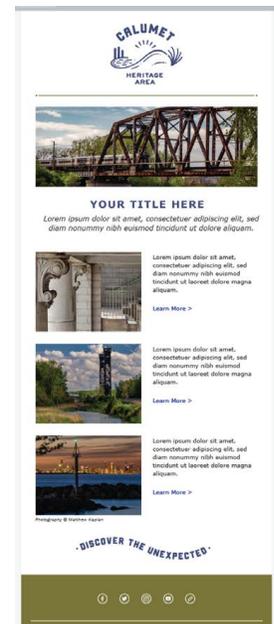
## 4.4 Action—Develop and implement a communications plan to market the CHA and share its activities and impact

### 4.4.1 Step—Create a communications plan

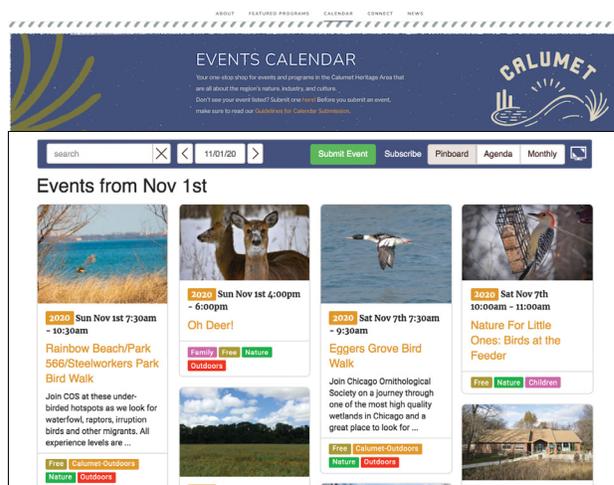
An effective communications plan will ensure the CHA’s mission, goals and programs are widely shared with residents, visitors, and other stakeholders and will increase awareness and engagement in the CHA. The JCC will be responsible for external communications of the CHA that market the Heritage Area 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]**



CHA branded email and newsletter template. Calumet Heritage Area Brand Toolkit.





Downtown Whiting. Tony Arduino.

**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]



Kankakee Sands Bison Viewing. C. Livingston, Indiana Dunes Tourism.