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# 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	Related Section in Chapter 4
<b>Economy and Tourism</b>	
<p><b>Lead the development of regional marketing themes, identity, and wayfinding based on the Heritage Area.</b> The NHA is perfectly positioned to be the lead entity on a bi-state wayfinding and branding program.</p>	<p><b>3.1.1 - 3.1.7</b></p>
<p><b>Facilitate collaboration of heritage-focused (tourism) work (traveling/regional festivals; workshops, marketing campaigns, tours).</b> 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.</p>	<p><b>1.4.1.1</b> <b>2.3.2</b> <b>4.2.2</b></p>
<p><b>Implement Branding and Awareness campaigns.</b> 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.</p>	<p><b>2.3.1</b> <b>4.3.3</b></p>
<p><b>Connect all greenways.</b> Devise a regional “heritage” loop trail that connects the significant stretches of trail to each other.</p>	<p><b>3.3.1</b> <b>4.1.3</b></p>
<p><b>Fulfill the potential of the South Suburbs and Northwest Indiana as a “Green Playground.”</b> 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.</p>	<p><b>3.3.2</b> <b>4.4.5</b></p>

Cultural Heritage/Historic Preservation	
<p><b>Protect/reuse existing sites of significance and develop a related bi-state consortium to guide projects such as:</b> Develop a list of the 5 most endangered buildings in the region to draw attention to the need for protection and reuse.</p>	<p><b>3.1.1</b> <b>3.4.1</b></p>
<p><b>Develop a tour program of regionally significant buildings and structures.</b> A coherent tour program (developed in concert with Economy and Tourism group) needs to be developed.</p>	<p><b>2.5.1.1 -</b> <b>2.5.1.2</b> <b>4.1.1</b></p>
<p><b>Create a regional database of significant sites.</b> 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.</p>	<p><b>2.1.3</b></p>
<p><b>Develop steel museum plan.</b> A significant bi-state effort to assess the technical and operational feasibility and market potential of a steel heritage museum should be developed.</p>	<p><b>2.2.4</b> <b>3.5.1</b> <b>3.5.4</b></p>
<p><b>Build a bi-state consortium of historic/cultural organizations.</b> 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.</p>	<p><b>1.4.1.1</b> <b>2.2.2</b></p>
Education	
<p><b>Create demonstration sites that showcase heritage-based models.</b> 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.</p>	<p><b>3.5.3</b> <b>3.5.4</b></p>
<p><b>Develop Heritage Area curricula and materials and train teachers in their use.</b> Curriculum and related materials that incorporate the Heritage Area’s resources into either Social Studies or Environmental Studies courses should be developed.</p>	<p><b>2.4.2</b> <b>2.4.3</b></p>
<p><b>Work with environmentalists of color to bring new audiences and programs.</b> 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.</p>	<p><b>1.4.2</b> <b>2.3.3</b></p>
<p><b>Develop avenues and partnerships for summer high school internships and engagement programs.</b> Coordinate and connect oral history models (like podcasts), HS Internships including Green Ambassadors (Fka - Develop internships/practica.)</p>	<p><b>2.4.9</b></p>
<p><b>Support existing interpretation projects.</b> 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.</p>	<p><b>2.2.3</b></p>



Environment & Stewardship	
<p><b>Identify and advance longstanding efforts + create public spaces along the Calumet River.</b> 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.</p>	<b>3.1.2</b>
<p><b>Coordinate the sharing of best practices in engaging young people and the community.</b> The region can be a leading nationally significant example of “community” or “integrative” conservation. Several partners are at work compiling examples of this engagement.</p>	<b>2.4.7</b>
<p><b>Identify and facilitate wayfinding for urban natural areas.</b> Start from and work with the local stewardship leaders at specific locations.</p>	<b>3.1.7</b>
<p><b>Take climate action.</b> Develop materials and activities that illustrate local climate impacts and actions for locals. Link educational resources directly to stewardship opportunities.</p>	<b>2.4.5</b>
The Arts	
<p><b>Produce a Calumet Arts Directory and Arts Map.</b> 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.</p>	<b>2.1.1 - 2.1.3 4.4.6</b>
<p><b>Advocate for placemaking and the use of arts in redevelopment.</b> 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.</p>	<b>3.4.2 4.3.2</b>
<p><b>Elevate local art history.</b> 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.</p>	<b>2.1.1 - 2.1.4 2.2.5</b>
<p><b>Collaborate with regional arts organizations on regional promotion.</b> 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).</p>	<b>2.2.1</b>
<p><b>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.</b> Create an inventory of current public art and artists and collaborate with educational, tourism, and recreational programs.</p>	<b>2.1.1 - 2.1.4 4.3.2</b>

Recreation	
<b>Make a game of exploring the region.</b> Programs that make a game of encouraging people to visit and experience an array of sites have been shown to work.	<b>2.5.1.3 4.4.5</b>
<b>Advocate for bi-state trail network.</b> 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.	<b>3.3.1</b>
<b>Develop a unique web-based trail and recreational site interface.</b> 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.	<b>2.5.1.2 3.3.2</b>
<b>Develop a regional-scale Eco-Tourism program.</b> 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.	<b>4.1.2</b>
<b>Engage health networks in Healthy Parks, Healthy People campaign.</b> The Calumet region is replete with recreational resources, but there is a question whether their full value is appreciated by area residents and visitors.	<b>2.5.2</b>
Branding and Wayfinding	
<b>Develop Gateways to the region.</b> 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.	<b>3.1.3 - 3.1.4</b>
<b>Create signage using the Heritage Area brand.</b> 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.	<b>3.1.4 - 3.1.6</b>
<b>Build awareness of regional identity.</b> Consider using a favorite slogan: 'Have you met the Calumet?' in promotional and interpretive materials.	<b>2.3.1 4.3.3</b>
<b>Tell the region's stories of activism and resilience for steel/labor, immigrants, and the natural environments.</b> 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.	<b>2.2.1</b>

# Appendix B: Goal Implementation Matrix<sup>1</sup>

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

<sup>1</sup>This matrix references the goals, actions, and steps outlined in Chapter Four.

<sup>2</sup>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.

<sup>3</sup>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.

<sup>4</sup>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.

<sup>5</sup> 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.

Action	Step	Sub-Step	Now	Next	Later	Role	Working Groups <sup>2</sup>	Project Lead	Resources/ Funding <sup>3</sup>	Eval./ Metrics <sup>4</sup>
<b>Goal 1: Grow and Sustain CHA Operations and Partnerships</b>										
1.1 Develop and Enhance Operational Structure	1.1.1 Formalize and institutionalize the Joint Coordinating Committee		X			Lead	JCC	JCC		
	1.1.2 Periodically revisit the governing structure in light of progress made with fundraising, designation, and programming.		X	X	X	Lead	JCC	JCC		
1.2 Clarify roles of organization, Committee members, working groups, advisors, and staff			X			Lead	JCC	JCC		
1.3 Structure and manage partnerships	1.3.1 Build capacity of partners			X	X	Lead	JCC	JCC		
	1.3.2 Recruit new partners		X	X	X	Lead	JCC	JCC		
	1.3.3 Build relationships between partners		X	X	X	Lead	JCC	JCC		
	1.3.4 Convene partners regularly		X	X	X	Lead	JCC	JCC		

Action	Step	Sub-Step	Now	Next	Later	Role	Working Groups <sup>2</sup>	Project Lead	Resources/ Funding <sup>3</sup>	Eval./ Metrics <sup>4</sup>
1.4 Strengthen and deepen formal partnership structure	1.4.1 Strengthen content-based partnership networks	1.4.1.1 Grow and support a bi-state consortium of historic/cultural organizations.	X	X	X	Lead	JCC	Calumet Curators, JCC		
		1.4.1.2 Grow and support bi-state consortium of environmental conservation and stewardship organizations.	X	X	X	Lead	JCC	Calumet Outdoors, JCC		
	1.4.2 Ensure that Heritage Area leadership, partners, and participants are reflective of the region's diverse communities		X	X	X	Lead	JCC	JCC		
			<b>X</b>	X	X	Lead	JCC	JCC		
1.5 Secure the NHA's financial sustainability			X	X	Lead	JCC	JCC			
1.6 Lead internal communications			X	X	Lead	JCC	JCC			
1.7 Monitor and evaluate performance and impact			X	X	Lead	JCC	JCC			

Action	Step	Sub-Step	Now	Next	Later	Role	Working Groups <sup>2</sup>	Project Lead	Resources/ Funding <sup>3</sup>	Eval./ Metrics <sup>4</sup>
<b>Goal 2: Telling the Story: Interpret, Share, and Connect Core Regional Themes</b>										
2.1 Connect the Heritage Area to the Arts	2.1.1 Create a bi-state arts network		X			Lead or Collaborate	Interp & Edu	Interp & Edu, Partners		
	2.1.2 Create an inventory of current public art and artists		X			Lead	Interp & Edu	Interp & Edu		
	2.1.3 Create a regional database of significant art sites			X		Lead	Interp & Edu	Interp & Edu		
	2.1.4 Produce a Calumet Arts Directory and Arts Map			X		Lead or Collaborate	Interp & Edu	Interp & Edu, Partners		
2.2 Develop exhibits and related programs	2.2.1 Develop exhibits and programs to tell the region's stories of activism and resilience for labor, immigrants, and the natural environment.		<b>X</b>			Lead	Interp & Edu	Interp & Edu		
	2.2.2 Engage the Calumet Curators network in developing content for multi-sited exhibitions and related programming		X			Lead	Interp & Edu	Interp & Edu		

Action	Step	Sub-Step	Now	Next	Later	Role	Working Groups <sup>2</sup>	Project Lead	Resources/ Funding <sup>3</sup>	Eval./ Metrics <sup>4</sup>	
2.2 Develop exhibits and related programs (cont.)	2.2.3 Support existing interpretation projects		X			Support	JCC, Interp & Edu	Cal. Curators, Cal. Outdoors, CHP, CC, FM			
	2.2.4 Coordinate heritage museum discussions			X		Lead	JCC, Interp & Edu	Interp & Edu			
	2.2.5 Create a regional art series			X		Lead	Interp & Edu	Interp & Edu			
	2.2.6 Implement the comprehensive interpretive plan			X		Lead	JCC, Interp & Edu	Interp & Edu			
	2.3 Build regional identity	2.3.1 Integrate regional themes and brand into appropriate projects and components of programs		X	X	X	Lead	JCC, Interp & Edu	Interp & Edu		
		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.		<b>X</b>	X	X	Lead	JCC, Interp & Edu	Interp & Edu		
2.3.3 Tell the story of the environmental justice movement				X		Collaborate	Interp & Edu	Partners			

Action	Step	Sub-Step	Now	Next	Later	Role	Working Groups <sup>2</sup>	Project Lead	Resources/ Funding <sup>3</sup>	Eval./ Metrics <sup>4</sup>
2.4 Teach the region	2.4.1 Leverage the educational opportunities presented by the <i>Calumet Voices/National Stories</i> exhibit		X			Collaborate	Interp & Edu	FM, Partners		
	2.4.2 Develop Heritage Area curriculum			X		Collaborate	JCC, Interp & Edu	FM, Partners		
	2.4.3 Train teachers in the use of curricula and materials				X	Lead	Interp & Edu	Interp & Edu		
	2.4.4 Support the development of Community Science programs		X			Support	Interp & Edu	CHP, Calumet Outdoors, FM, Partners		
	2.4.5 Take climate action. Develop materials and activities that illustrate local Calumet climate impacts and the actions locals can take.				X	Collaborate	JCC, Interp & Edu	Partners		
	2.4.6 Link educational resources directly to stewardship opportunities				X	Lead	Interp & Edu	Interp & Edu		
	2.4.7 Coordinate the sharing of best practices in engaging young people and the community.					Collaborate	Interp & Edu	Calumet Outdoors, Partners		



Action	Step	Sub-Step	Now	Next	Later	Role	Working Groups <sup>2</sup>	Project Lead	Resources/ Funding <sup>3</sup>	Eval./ Metrics <sup>4</sup>
2.4 Teach the region (cont.)	2.4.8 Develop Higher Education Consortium that includes internships, service learning, and practica			X		Lead	Interp & Edu	Calumet Outdoors, CHP, Partners		
	2.4.9 Develop avenues and partnerships for high school internship and engagement programs.			X		Collaborate	Interp & Edu	Calumet Curators, Partners		
2.5 Develop content for heritage tourism programming	2.5.1 Identify intersections and gaps between current and potential tourism programs and CHA themes, and work toward coherent heritage-based programs	2.5.1.1 Create draft content for tours that build on regional assets (such as, "Regionally significant buildings and structures"			X	Collaborate	Interp & Edu, Econ Dev & Heritage Tourism	CHP, Partners		
		2.5.1.2 Develop content for a unique web-based trail and recreational site interface			X	Collaborate	Interp & Edu, Econ Dev & Heritage Tourism	CHP, Partners		
	2.5.1.3 Make a game of exploring the region, develop apps to support the effort.				X	Collaborate	Interp & Edu, Econ Dev & Heritage Tourism	CHP, Partners		
	2.5.2 Advance the Calumet Outdoors Series			X		Support	Interp & Edu, Econ Dev & Heritage Tourism	Calumet Outdoors, Partners		

Goal 3: On the Ground: Showcase, Steward, and Preserve the Heritage Landscape									
3.1 Lead the implementation of a regional branding and wayfinding system	3.1.1 Verify and refresh the inventory of interpretive sites and cultural and natural resources contained in the Feasibility Study	X	X	Lead	JCC, Cult. Resources Cons, Nat. Resources Cons, Interp & Edu	Cult. Resources Cons, Nat. Resources Cons, Interp & Edu			
		X	X	Lead	Cult. Resources Cons, Nat. Resources Cons, Interp & Edu	CC			
		X		Lead	Cult. Resources Cons, Interp & Edu	CC			
	3.1 Lead the implementation of a regional branding and wayfinding system (cont.)	3.1.2 Identify and facilitate a system of regional wayfinding for natural, industrial, and cultural areas	X	X	Collaborate	Cultural Resources Cons, Interp & Edu	CC		
		3.1.3 Identify interpretive Gateways to the region	X		Lead	Cult. Resources Cons, Interp & Edu	CC		
		3.1.4 Develop interpretive Gateways to the region		X	Collaborate	Cultural Resources Cons, Interp & Edu	CC		
		3.1.5 Create system of interpretive kiosks along trails, and in public and natural spaces	X	X	Lead	Natural Resources Cons, Interp & Edu	Natural Resources Cons, Interp & Edu		
3.1 Lead the implementation of a regional branding and wayfinding system (cont.)	3.1.6 Create and install signage along interpretive kiosks, using the Heritage Area brand	X		Lead	Natural Resources Cons, Interp & Edu	Natural Resources Cons, Interp & Edu			
	3.1.7 Identify and facilitate wayfinding for urban natural areas	X		Collaborate	Natural Resources Cons	CC, Calumet Outdoors, Partners			

Action	Step	Sub-Step	Now	Next	Later	Role	Working Groups <sup>2</sup>	Project Lead	Resources/ Funding <sup>3</sup>	Eval./ Metrics <sup>4</sup>
3.2 Coordinate with regional conservation efforts	3.2.1 Collaborate with the Calumet Land Conservation Partnership		X	X	X	Collaborate	JCC, Natural Resources Cons	Partners		
	3.2.2 Take a leadership role in the Park Service's Pollinator program			X		Collaborate	Natural Resources Cons	CHP, FM, Partners		
	3.2.3 Identify emergent workforce development opportunities that build on the region's natural and cultural resources			X		Lead	Natural Resources Cons, Cultural Resources Cons	Natural Resources Cons, Cultural Resources Cons		
3.3 Connect all greenways	3.3.1 Devise a regional "heritage" loop trail that connects the significant stretches of trail to each other.		X			Lead	Natural Resources Cons	Natural Resources Cons		
	3.3.2 Fulfill the potential of the South Suburbs and Northwest Indiana as a "Green Playground."			X		Collaborate	JCC, Natural Resources Cons	Partners		
3.4 Cultural Heritage and Historic Preservation	3.4.1 Develop a Historic Preservation bi-state consortium to guide and facilitate projects (e.g. the Calumet Most Endangered List)			X		Lead	Cultural Resources Cons, Natural Resource Cons	Cultural Resources Cons		
	3.4.2 Advocate for placemaking and the use of arts in redevelopment.				X	Collaborate	Cultural Resources Cons	Partners		

Action	Step	Sub-Step	Now	Next	Later	Role	Working Groups <sup>2</sup>	Project Lead	Resources/ Funding <sup>3</sup>	Eval./ Metrics <sup>4</sup>
3.5 Create and expand interpretive spaces	3.5.1 Large steel industry artifacts		X			Support	Cultural Resources Cons	CHP, Partners		
	3.5.2 Make the "Acme collection" available to the public for research and interpretation		X			Support	Cultural Resources Cons	CHP, Partners		
	3.5.3 Connect with museums, local history centers, art galleries, nature centers, educational institutions			X		Collaborate	Cultural Resources Cons	Partners		
3.5 Create and expand interpretive spaces (cont.)	3.5.4 Explore opportunity for future heritage museum or Calumet interpretive center				X	Lead	Cultural Resources Cons	Cultural Resources Cons		
<b>Goal 4: Spread the Word and Deepen the Impact: Support Regional Economic Development</b>										
4.1 Expand travel and tourism	4.1.1 Develop a tour program of regionally significant buildings and structures.			X		Lead	Econ Dev & Heritage Tour	Econ Dev & Heritage Tour		
	4.1.2 Develop a regional-scale Eco-Tourism program			X		Lead	Econ Dev & Heritage Tour	Econ Dev & Heritage Tour		
	4.1.3 Connect and develop existing "green" destinations, and market them as "green" playgrounds				X	Lead	JCC, Econ Dev & Heritage Tour	Econ Dev & Heritage Tour		

Action	Step	Sub-Step	Now	Next	Later	Role	Working Groups <sup>2</sup>	Project Lead	Resources/ Funding <sup>3</sup>	Eval./ Metrics <sup>4</sup>
4.2 Develop heritage-based events	4.2.1 Sustain the Calumet Heritage Conference and expand its reach		<b>X</b>	X	X	Lead, Support	JCC, Econ Dev & Heritage Tour	CHP, Econ Dev & Heritage Tour		
	4.2.2 Plan for the further development of heritage-focused tourism events				X	Collaborate	Econ Dev & Heritage Tour	Partners		
	4.3.1 Collaborate with Indiana Dunes National Park and Pullman National Monument to ensure that CHA objectives align with theirs			<b>X</b>	X	Lead	JCC, Econ Dev & Heritage Tour	Econ Dev & Heritage Tour		
4.3 Integrate CHA objectives into local and/or regional development efforts	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					Collaborate	JCC, Econ Dev & Heritage Tour	Partners		
	4.3.3 Engage local and regional businesses and government entities in using the NHA brand identity			X		Lead	JCC, Econ Dev & Heritage Tour	Econ Dev & Heritage Tour		
4.4 Develop and implement a communications plan to market the CHA and share its activities and impact	4.4.1 Step - Create a communications plan		<b>X</b>	X	X	Lead	JCC, Econ Dev & Heritage Tour	Econ Dev & Heritage Tour		

Action	Step	Sub-Step	Now	Next	Later	Role	Working Groups <sup>2</sup>	Project Lead	Resources/ Funding <sup>3</sup>	Eval./ Metrics <sup>4</sup>
4.4 Develop and implement a communications plan to market the CHA and share its activities and impact (cont).	4.4.2 Step - Raise awareness of the CHA among local stakeholders, organizations, residents and other partners, and potential visitors		X	X	X	Lead	JCC, Econ Dev & Heritage Tour	Econ Dev & Heritage Tour		
	4.4.3 Step - Collaborate with a range of regional organizations (Arts, Recreational, Educational; others) on regional promotion			X		Collaborate	JCC, Econ Dev & Heritage Tour	Partners		
	4.4.4 Step - Keep stakeholders engaged with CHA		X	X	X	Lead	JCC, Econ Dev & Heritage Tour	Econ Dev & Heritage Tour		
	4.4.5 Step - Market newly connected "green destinations" as a "green" playgrounds				X	Lead	JCC, Econ Dev & Heritage Tour	Econ Dev & Heritage Tour		
	4.4.6 Step - Disseminate directories and maps			X		Lead	JCC, Econ Dev & Heritage Tour	Econ Dev & Heritage Tour		
	4.4.7 Step - Establish Calumet Passport program to draw visitors and enthusiasts to explore the region					X	JCC, Econ Dev & Heritage Tour	Econ Dev & Heritage Tour		

# 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, Spotighting 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



# Calumet Heritage Area Management Plan

• DISCOVER THE UNEXPECTED. •

April 2021

[calumetheritagearea.org](http://calumetheritagearea.org)