

THE POWER OF PARTNERSHIP

IMPLEMENTING THE MISSION



A Plan for Implementation

The Power of Partnership contains the implementation plans to advance the FFNHA mission. The document offers a comprehensive yet flexible strategy for achieving goals and measuring progress. This section includes:

- A review of **FFNHA Foundation Documents**
- **Engagement Strategy**, which highlights opportunities for facilitating citizen engagement, partnership engagement, and location and events program to recognize sites, landscapes, events, etc., that advance the FFNHA mission. Finally, this strategy includes and describes a decision guide for implementation.
- **Operation Plan** Components provide a focused discussion on how to facilitate Freedom's Frontier goals and mission in various interest areas. It includes step-by-step best practices methods to achieve goals, with suggested implementation partners. Strategies and recommendations outlined in one operational plan often complement recommendations from other plans. As you read them, consider how their respective disciplinary viewpoints work together.

These plans include:

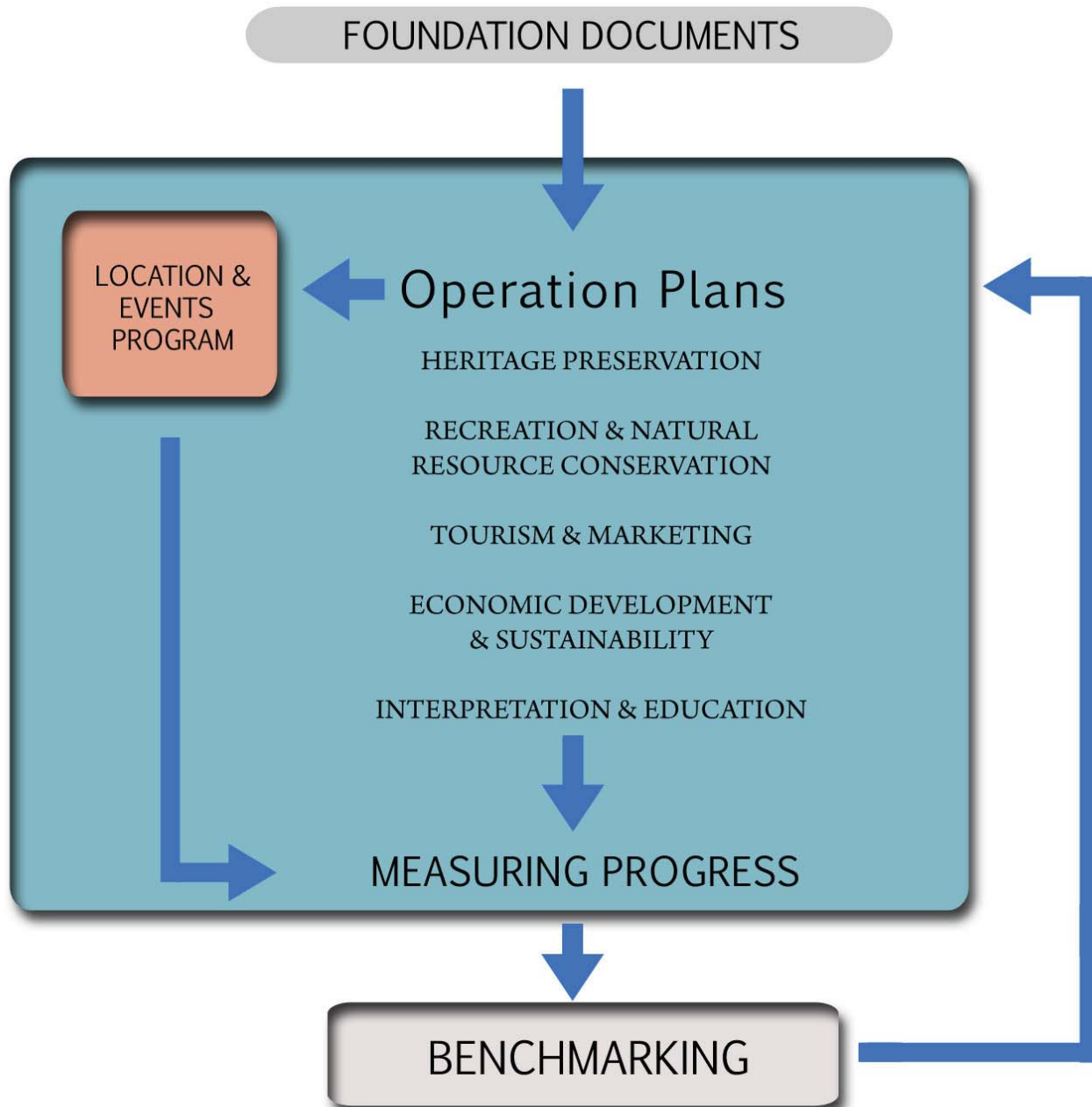
- Heritage Preservation
- Recreation and Natural Resource Conservation
- Tourism and Marketing
- Economic Development and Sustainability
- Interpretation and Education
- Business Plan

- **Measuring progress** forms are datasets that can be developed by Freedom's Frontier staff or interested partners to review progress in certain operational areas of focus. These forms can be reviewed as numerical data that can be charted over time. These can be found within each operation plan.
- **Benchmarking** forms are worksheets written for partners, locations, and staff to determine whether a landscape, site, or business is broadly meeting goals defined in the foundation documents and operational plans. The Benchmark rating sheets can be used in a number of ways. They are designed to help determine if the location meets goals—and where there is room for improvement or gaps. This information can be useful when determining grant awards, future programs, and potential partners. It is not a system for recognition or site inclusion.

Additionally, this section includes alternate pathways to implementation. The message is that there is no single committee structure for FFNHA that is permanent, nor is there any single path to meeting the recommendations of the operational plans.

The following page includes a chart that describes the overall implementation process.

The Implementation Process



ABOVE: Flow chart describing how the Power of Partnership components work together.

The First Step: Reviewing the Foundation Documents

The FFNHA Visioning process consisted of four meetings to gather public input on vision, mission, and guiding principles in the winter and spring of 2008. The development of goals was performed in a similar manner over two meetings in the fall of 2008. The full description of the visioning process is described in the appendix. These documents are vital to crafting the overall operation of Freedom's Frontier over the next twenty years. They are the basis for all of the recommendations made in the Power of Partnership document. Unlike previous sections which highlighted certain sections of the foundation documents, this section provides direction to fulfill all foundation document components.

Guiding Principles

1. We will be tolerant and respectful of diverse stories from multiple perspectives.
2. We will respect property rights.
3. We will focus on authentic and engaging experiences.
4. We will honor the region's peoples, past and present.
5. We will appreciate the unique cultural and historic assets within the nationally important landscape.
6. We will invest in community engagement, education and empowerment.
7. We will sustain and grow sense of place.
8. We will value and protect the natural environment.
9. We will consider future generations in everything we do.

Freedom's Frontier Vision

"Freedom's Frontier National Heritage Area (FFNHA) is an internationally recognized region in western Missouri and eastern Kansas where a young nation's diverse definitions of freedom collided. Through sharing authentic and honestly interpreted stories, residents respect multiple views of freedom. Compelling learning experiences, interpretation, and preservation offer visitors and residents of all ages an understanding of the region's importance. Historically aware citizens collaborate to build diverse economies for current and future generations."

Mission

Freedom's Frontier National Heritage Area (FFNHA) is dedicated to building awareness of the struggles for freedom in western Missouri and eastern Kansas. These diverse, interwoven, and nationally important stories grew from a unique physical and cultural landscape. FFNHA inspires respect for multiple perspectives and empowers residents to preserve and share these stories. We achieve our goals through interpretation, preservation, conservation, and education for all residents and visitors.

Private Property Protection

As stated in the enabling legislation found in the appendix.

Nothing in this Management Plan shall be construed to require any private property owner to permit public access (including Federal, State, or local government access) to such private property. Nothing in this Management Plan shall be construed to modify any provision of Federal, State, or local law with regard to public access to or use of private lands.

Freedom's Frontier Goals

1. Build awareness of the struggles for freedom that took place within the boundaries of Freedom's Frontier for current and future generations.

- We will share stories and messages about freedom through a dialogue with a wide range of audiences. Communication tools will be tailored to the needs of each audience.
- We will maintain on-line tools to engage residents in learning about Freedom's Frontier stories and the values inherent in them.
- We will work with individual destinations, sites, and tourism marketing entities to promote Freedom's Frontier in a coordinated way.
- We will encourage and promote annual events tied to significant anniversaries of Freedom's Frontier stories.

2. Enhance, sustain, and preserve the unique cultural and historic assets within our nationally important physical and cultural landscapes that fostered these stories.

- We will work with site owners and managers, event managers, collections managers, craftspeople and artists, local historians, state, county, and local agencies and other interested partners to identify the unique historic, cultural, and natural resources, and stories within the heritage area that contribute to the Freedom's Frontier story.
- We will inform individuals, organizations, and government entities about the heritage area in order to encourage them to sustain a sense of place through preservation and conservation.
- We will work with regional groups such as land trusts, environmental advocacy groups, and government agencies to protect key historic and ecological sites that support the heritage area's stories.

3. Inspire tolerance and respect for multiple perspectives.

- We will work with local educators and educational institutions to develop, promote, and offer educational opportunities to increase awareness of the Freedom's Frontier story in the heritage area's schools and provide programming for the general public.
- We will reach out to underserved communities both as a key audience and for input in the planning and execution of projects.
- We will work with partners such as colleges, universities, and institutes to support conferences and public forums to discuss and debate the regional and global meaning of freedom from various perspectives.

4. Empower residents to preserve and share our nationally important authentic stories in an engaging way.

- We will work with site owners and managers and event organizers to recognize Locations and Events and to improve the visitor experience and interpretation as well as to help them to meet criteria that will allow them to become recognized locations and events.
- We will work with our recognized locations and events to enhance services, interpretation, and connection to the Freedom's Frontier story and to other sites in the heritage area.
- We will continue to engage residents in planning and executing projects to increase awareness and support of Freedom's Frontier by local constituents.
- We will work with individuals, economic development organizations, tourism bureaus, and government entities to develop Freedom's Frontier as a sustainable destination.

ENGAGEMENT STRATEGY

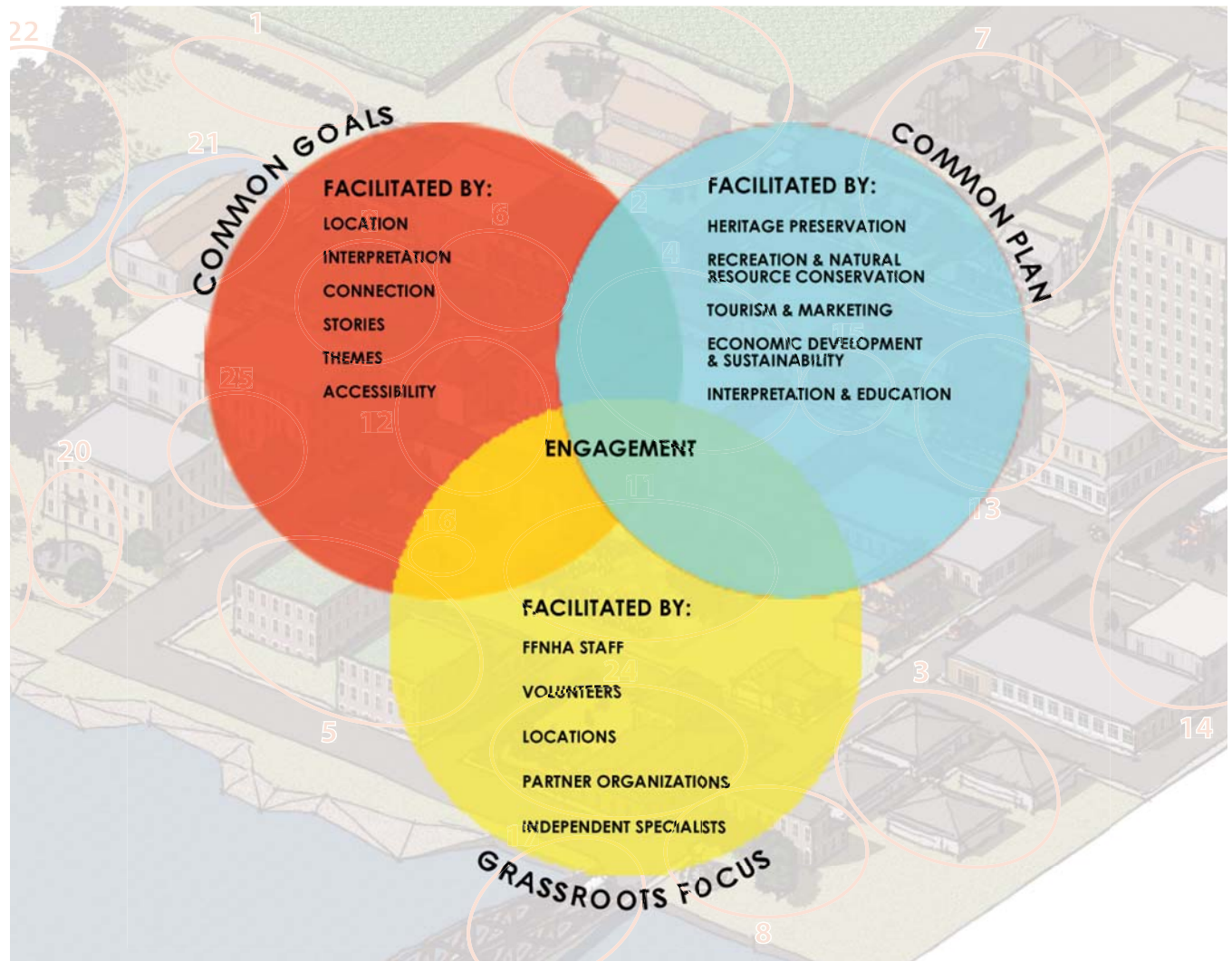
Choosing the Engagement Approach

The overall goal of the Freedom's Frontier organization is to engage citizens and develop a grassroots network. The first step is to understand how existing resources, goals, and plans will work together. With effective organization, this grassroots network can work together to create a strong voice that engages both citizens and partner organizations.

The operations plans offer several ways that the Freedom's Frontier grassroots network can engage citizens who are interested in interpretation, education, recreation, and many other areas. Each plan also includes recommended

strategies for the Freedom's Frontier network to facilitate its vision. These recommendations try to balance economic sustainability, efficiency, and the grassroots focus of the National Heritage Area.

These are *recommendations* and not *requirements*. The methods to achieve recommendations are flexible—new developments can often modify organizational roles and responsibilities, and *all* actions can include the input of FFNHA staff, locations, volunteers, and other interested organizations and citizens.



ABOVE: Diagram describing the purpose of Freedom's Frontier engagement strategy. Freedom's Frontier as an organization will have willing partners (grassroots focus) achieve common goals described in the management plan. The engagement strategy must develop connections with citizens, future FFNHA partners, and independent partners to achieve its vision.

Citizen Engagement Strategy

Citizen participation is a key element of the Freedom's Frontier story. Stories of citizen participation contribute to the main theme of this National Heritage Area, with free staters, populists, suffragettes, civil rights advocates, and many others standing up and making their voices heard to affect change in their society. Citizen participation is a key to the history of this region and a key to its future.

This management plan seeks to honor the history of the area by continuing to be a grassroots organization, constantly seeking to inform, consult, engage, collaborate with, and empower its residents to become involved in the decision-making process. The Freedom's Frontier network is committed to practicing citizen engagement as "the essential foundation and framework for creating plans and developing programs."

Citizen engagement is defined by the Freedom's Frontier network as an ongoing conversation that welcomes and encourages diversity of opinions and backgrounds. This conversation focuses on achieving the Freedom's Frontier vision and instilling residents with a sense of place.

Our commitment to Citizen Engagement

Citizen engagement is not only part of the Freedom's Frontier story, it is part of the organization's foundation. The Freedom's Frontier network began out of a coalition of citizens interested in preserving their history for future generations. Citizen engagement is mandated in the Freedom's Frontier enabling legislation and is woven in its citizen-created Vision, Mission, and Guiding Principles. The Freedom's Frontier goals cannot be achieved without active participation by an ever-growing group of interested residents.

Inviting, Orienting, and Retaining Interested Citizens.

Continued citizen engagement does not happen in a completely organic manner. While some interested individuals may seek out Freedom's Frontier, most need to be informed about the organization and invited and encouraged to participate. Some citizens may participate only when actions

Citizen Engagement Activities

Inform: Provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions.

Consult: Obtain public feedback on analysis, alternatives, and/or decisions.

Engage: Work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

Collaborate: Partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution

Empower: Place final decision-making authority in the hands of citizens.

Source: Public Deliberation: A Manager's Guide to Citizen Engagement by Carolyn J. Lukensmeyer and Lars Hasselblad Torres)

undertaken by Freedom's Frontier affect something they care deeply about, others will want to get involved in one aspect of Freedom's Frontier, and others may become involved in the entire organization. No matter how citizens choose to be involved, they must be made aware that the choice is theirs to make.

Personal contact is one of the best ways for Freedom's Frontier partners to engage citizens. One of the primary responsibilities of Freedom's Frontier partners is to make personal contacts. The Tourism and Marketing Toolkit offers tips to help partners tell others about Freedom's Frontier.

The Freedom's Frontier organization has developed other methods of encouraging citizen engagement during the management planning process. They should continue to pursue these methods of welcoming citizen engagement. These are outlined in the chart on the following page.

Long Term Citizen Engagement Areas of Focus

	LEGEND ★ Critical Area of Focus × Area of Focus	Personal Contacts										Presence at Community Centers					Digital Media					Group Projects							Media Tools		
		Welcome Kit/ Executive Summary		Targeted outreach to professional groups		House Parties	Personal Contacts	Speaking to small groups/speakers bureau	Displays	Sponsored Library Lectures	Sponsored Kid Activities	Distributing Surveys	Internet Social Networking	Group E-mails	Website Participatory Surveys	Website Updates & Attractions	Links on Partners' Web Sites	Wikipedia/Digital Encyclopedia Updates	Symposia/ Conferences	Participatory Photography	Curriculum Development	Storytelling	Oral Histories	Tours	Media Releases for Events	Targeted Media List	Public Service Announcements				
The General Public	★				X	X		X	X	X	X	X	X		X			X	X		X	X	X	X	X		★				
Older Generation					X	X			X	X	X	X	X		X	X	X		X		X	X	X			X					
Adults				X	X				X	X	X	X	X		X		X		X		X	X	X	X		X					
Young Families					X					X		X			X				X		X	X	X	X		X					
Travel Agencies / Planners			★		X	X												X					★		X	X					
RV Travelers					X						X						X		X				X			X					
People Interested in History					X							★	★		X	X		X	X		X		X	X			X				
People Interested in Stories			★									★	★		X	X		X	X				X	X			X				
Historic Preservationists					X	X		★		★		★							X		X		X	X							
Historical Societies					X	X		★		★		★						X	X				X	X	X						
CVBs/ CVAs			★	★	X	X		★	★	★		X		X			X		X					★	X	X					
Chambers of Commerce	★		★		X	X					X	X	X	X	X	X	X		X					X	X						
People in Local Government					X	X		X							X	X										X					
County and City Planners		★			X										X	X															
People in the Inner City					X	X	X	X	X	X		X	X	X																	
People in Rural Areas					X	X	X	X	X	X		X	X	X																	
Advocate Groups					X	X	X	X	X		X			X	X																
Religious Groups					X	X	X	X	X		X		X											X							
Local Retailers					X	X	X	X	X	X		X													X						
Trade Associations			★		X	X	X	X	X		X			X	X					X					X						
Minority Groups					X	X	X	X	X		X		X						X		X		X								
Native Americans					X	X			X			X							X		X		X								
Service Clubs					X	X	X	X	X		X		X						X		X		X								
School Groups & Educators			★		X	X		★	X			X		X	X				X	★	X	X	X	X							
Colleges and Universities					X	X			X				X								X	X	X	X							
Donors	★				★																					X					
Industry Professionals		★	★		X	X									X	X		X	X						X						

Freedom's Frontier Website Suggestions

Stakeholders section

- Information for new partners
- Grant information
- Searchable calendar with training opportunities
- Meeting notes, agendas, and handouts
- Links to planning documents
- Board of Trustees information
- Downloadable PowerPoint, brochure, and general press release

Research section

- Bibliographies
- Links to online resources with review functions
- Essays
- Blogs
- Online discussion groups
- Searchable databases

Partnership Engagement Strategy







Multiple Pathways to Forging Partnerships

These plans outline different ways in which the Freedom's Frontier network can foster partnerships to fulfill goals of the organization. These relationships are best forged by identifying partners with common goals. The matrix on page 4-9 can be used to understand the common alliances between partners, interest groups, and strategies.

From the immediate to long-term time horizons, there are many sources of available partnerships to implement Freedom's Frontier recommendations. They include:

- Heritage Preservation Advisory Board
- Conservation Groups
- Heritage Organizations
- Economic Development Agencies
- University and College geography and history faculty and students
- Volunteers

Long-Term Partnership Engagement Priorities

Area of Focus X						
Typical Partner or Interest Area	Conservation	Recreation	Economic Development	Education	Interpretation	Historic Preservation
Accessibility (Transportation links)		X	X		X	
Agriculture	X	X	X		X	X
Distressed Communities			X		X	X
Downtowns/CBDs			X		X	X
Environmental Sustainability	X			X	X	X
Events		X	X	X	X	
Existing Residential Neighborhoods					X	X
Gateway Centers				X	X	
Government Entities	X	X	X	X	X	X
High Density Buildings & Development			X		X	X
Historic Landscapes	X	X		X	X	X
Historic Properties - Non-Residential				X	X	X
Historic Properties - Residential				X	X	X
Industry			X		X	
Informational Kiosks				X	X	
Interpretive Signage					X	
Intrastate & Interstate Connections		X	X	X	X	
Large-scale Retail			X		X	X
Low Density Development	X	X	X		X	X
Military Sites	X			X	X	X
Museums & Historic Museum Properties				X	X	X
Natural Resources	X	X		X	X	
Recreational Facilities	X	X			X	X
Schools, Libraries, and Ed. Programming				X	X	
Urban Spaces					X	X

There are many different partner groups in the region that share common interests with Freedom's Frontier National Heritage Area. Along with developing partnerships to meet goals laid out in the operations plans, Freedom's Frontier can assist with initiatives begun by other groups. These initiatives, though not necessarily spelled out as a goal in the operations plans, may be one of the best ways to achieve the vision and mission of FFNHA. This chart lays out some common areas of focus by partner or partner interest area.

Freedom's Frontier Locations & Events Program

The vitality of Freedom's Frontier is dependent on locations and events that contribute to FFNHA's mission and guiding principals. The Freedom's Frontier Locations and Events Program provides a system to recognize both locations and events that support the FFNHA mission, further understanding of the Freedom's Frontier story, and contribute to the broad experience of the area.

Locations and events can be recognized by Freedom's Frontier in one of three categories—Registered, Recognized, and Star. The benefits and requirements of each category are found in the chart on the following page.

Process for Inclusion

In order to become a Registered, Recognized, or Star location or event, managers, owners, or responsible individuals should follow the step-by-step process below:

1. **Submit an application packet to become a registered location or event.** Application packets request basic information, including a self-assessment based on eligibility questions. Applications will be reviewed by FFNHA staff or the Steering Committee periodically. Registered locations and events can choose to pursue inclusion in the Recognized or Star levels.
2. **Submit a letter to request a Star Mentor to assist location or event in performing a self-evaluation based on the Star Requirements.** Until Star Mentors are available, this assistance can be provided by FFNHA staff or the Steering Committee. Based on the results of the self-evaluation, locations or events can choose to pursue review by the Steering Committee.
3. **Submit the results of the self-evaluation and schedule an on-site review by the Steering Committee.** Two members of the Steering Committee will visit locations and events to review them based on the Star Requirements. The Committee will meet periodically to analyze on-site results of the reviews and place locations or events into one of three categories. All evaluations will be based on the EXISTING condition of locations and events.
4. **After review, locations and events placed in the Registered or Recognized categories will receive a report based on their review.** They may choose to re-submit a letter to request a Star Mentor one year after they were sent their results. Locations and events may appeal their review to the Steering Committee and will receive another review by two different members of the Steering Committee. The second review may be appealed to the Board of Trustees.
5. **After review, locations and events placed in the Star category will received a report based on their review and instructions concerning approved use of the FFNHA logo.** Locations and events will undergo periodic on-site reviews by the Steering Committee or staff. These reviews may be unscheduled visits and can result in a Star location or event being downgraded to the Registered or Recognized level. These reviews will occur at least once every five years but will not occur more than once a year.

Changing Eligibility and Star Requirements

The need to change requirements may occur as Freedom's Frontier matures. The Steering Committee is responsible for periodically reviewing the effectiveness of the requirements. Changes to the requirements should be made according to the following process.

1. Changes can be considered every two years, if necessary. Partners should submit proposed changes to the Steering Committee.
2. All proposed changes will be reviewed by the Steering Committee. The Steering Committee will present these changes to the Partnership.
3. The Partnership will have a two week period to review and comment on the proposed changes.
4. The Steering Committee will approve or disapprove changes based on recommendations and comments.
5. The Board of Trustees will have final approval over all changes.
6. Registered, Recognized, and Star Locations and Events will have one year from the final approval to submit a written amendment to their application, if necessary, showing compliance with the changes.

Persons, locations, and events may have their inclusion in Freedom's Frontier rescinded at any time by a majority vote of the Freedom's Frontier Board of Trustees due to a violation of the Freedom's Frontier Partner Pledge.

Category	Benefits	Prerequisites
Registered Locations and Events	Qualify for grants and assistance	*Meet all six Eligibility requirements
Recognized Locations and Events	Qualify for grants and assistance	*Meet all six Eligibility requirements
	May be included in promotional materials and tours	*Average score of 3 or better on Star requirements in every category and have at least a score of 2 on all requirements
Star Locations and Events	Qualify for grants and assistance	*Meet all six Eligibility requirements
	Will be included in promotional materials and tours	*Average score of 4 or better on Star requirements and have at least a score of 3 on all requirements
	Use of the FFNHA logo	*Participate as location/event mentors

LOCATION AND EVENTS APPLICATION FORM

LOCATION or EVENT: _____

ORGANIZATION: _____

ORGANIZATION CONTACT: _____

PEER REVIEWERS: _____

DATE: _____

Eligibility Requirements

Comments

1. **This location or event is located within the boundaries of FFNHA.**

The Freedom's Frontier network appreciates locations and events outside of the area that contribute to stories of freedom, but they can not receive grants or assistance due to legislated boundaries. Freedom's Frontier does not prevent any site or event from forging partnerships or relationships across the boundaries of the National Heritage Area.



2. **If this location or event is located on private property, the owner or owner's representative has given written consent to be included in FFNHA's inventory.** Please review the Private Property Protection Pledge in the application packet for further instruction. Locations and events on both public and private property must also receive written consent from all private property owners.



3. **This location lends itself to interpretation.** Locations that are completely inaccessible, lost beyond recognition, or whose story cannot effectively be interpreted in any practical way cannot contribute to the visitor's experience of Freedom's Frontier. The Freedom's Frontier network appreciates the stories that occurred at these sites, but encourages that they be interpreted at a different location.



4. **Location or event managers/owners or other responsible individuals agree to work with the Freedom's Frontier organization and other locations and events and have signed a Freedom's Frontier Partner Pledge.** Please review the Freedom's Frontier Partner Pledge in the application packet for further instruction.



5. **This location or event is related to the FFNHA main theme: "Struggles for Freedom on the Missouri-Kansas Border."** Note that your location or event does not necessarily need to relate to the Missouri-Kansas Border War to qualify.



6. **This location or event is related to the FFNHA Statement of National Significance.** Please review the Statement of National Significance AND the three subthemes.



Note: The location or event must meet all six eligibility requirements in order to receive Recognized or Star status. If the location or event has met all six eligibility requirements, continue to the next page.

continued on page 4-13

Star Requirements

For each of the statements below, locations and events will be ranked on a scale of 1 to 5.

Site Requirements

AVERAGE SCORE: _____

- _____ This location/event is as near to the actual location of the story it interprets as is possible.
- _____ There are easily visible signs that direct a visitor to this location/event.
- _____ The beauty/character of this location/event provides an experience that relates to the FFNHA Statement of National Significance.
- _____ The experience of this location/event is not duplicated anywhere else in the Heritage Area.
- _____ The location/event interprets historical events that occurred here because of natural landscape elements, geography, or historic built structures.

EXPLAINING THE RATING SCALE

1-Strongly Disagree: *The spirit of the statement has not been achieved due to the conditions at this location/event. In addition, the existing condition has substantial negative impact to the visitor experience.*

2-Disagree: *The spirit of the statement has not been achieved due to the conditions at this location/event. The condition can conceivably be improved, perhaps even easily. The Freedom's Frontier organization would require that this issue be improved if the location/event wishes to use the FFNHA logo.*

3-Neutral: *The spirit of the statement has not necessarily been achieved, but it does not negatively impact the overall visitor experience. Alternatively, the spirit of the statement is not applicable to the location/event. The Freedom's Frontier network recommends that the location/event attempts to meet the spirit of the statement, but it will not prevent sites from receiving star recognition or use of the logo.*

4-Agree: *The spirit of the statement has been achieved.*

5-Strongly Agree: *The spirit of the statement has been achieved to a superior degree. The conditions are of such quality that they can be seen as a standard of excellence in achieving a component of FFNHA's mission and guiding principals. The Freedom's Frontier organization may celebrate this condition in an appropriate way.*

Accessibility Requirements

AVERAGE SCORE: _____

- _____ This *location* is open for visitors and is promoted as such. It is accessible during regular, predictable hours. (or) This *event* is open for visitors and is promoted as such. It is held during predictable times on a regular basis.
- _____ This location/event is accurately and honestly described in current promotional materials produced and distributed by this location/event.
- _____ This location/event does not present overt physical danger to visitors and the presence of visitors does not endanger the site or artifacts.
- _____ This location/event is accessible to individuals with disabilities in accordance to National Park Service policies and ADA requirements.
- _____ This location/event is well-maintained. Printed materials, signage, or staff welcome and orient visitors.
- _____ The location/event has sufficient parking either onsite or nearby or the site/location is easily accommodates visitors through alternative transportation.

Comments

continued on page 4-14

Interpretation Requirements **AVERAGE SCORE:** _____

Comments

- _____ This *location* is interpreted. (or) Interpretation occurs at this *event*. _____
- _____ Interpretation at this location/event communicates sensations and emotions that help to convey the story being interpreted. _____
- _____ Multiple and alternate means of interpretation are offered at this location/event. _____
- _____ Interpretation offered at this location/event is thought-provoking and engages the audience to take an active role in thinking about the past. _____
- _____ Interpretation offered at this location/event acknowledges that multiple perspectives exist and shares or encourages visitors to seek out those perspectives. _____

Connections Requirements **AVERAGE SCORE:** _____

- _____ Visitors to this location/event are encouraged to visit other FFNHA locations/events. _____
- _____ This location/event offers story connections to other FFNHA places. _____
- _____ This location/event works to build understanding, generate excitement, and expand local participation in Freedom's Frontier. _____
- _____ This location/event gives visitors a better understanding of the region. _____
- _____ Interpretation at this location/event connects to the past to the present and encourages visitors to think about the story's implications on the future. _____

Story Requirements **AVERAGE SCORE:** _____

- _____ The stories interpreted at this location/event are directly connected to the physical surroundings/collection. They are associated with this location/event or are expressed by its physical character _____
- _____ This location/event interprets a nationally significant story related to Freedom's Frontier National Heritage Area. _____
- _____ The stories interpreted at this location/event are well-documented. _____
- _____ The remaining physical evidence of the story is protected, preserved, conserved and/or curated in accordance with best practices identified by FFNHA staff. _____

Theme Requirements **AVERAGE SCORE:** _____

- _____ This location/event has a direct connection to one or more of the FFNHA three sub-themes. _____
- _____ This location/event shares stories that support FFNHA sub-themes as the primary focus of the visitor experience. _____
- _____ Visiting this location/event will give one a better understanding of the theme interpreted. _____

Facilitating Goals in a Grassroots Network

To become sustainable, Freedom's Frontier staff can not be expected to achieve every FFNHA goal by itself. By delegating authority to other interested parties, the National Heritage Area can prioritize staff and provide additional avenues for citizen and partnership engagement. The Operations Plans recommend groups that can be responsible for each described task. These groups have been recommended to effectively develop a grassroots network, reduce bottlenecks, and utilize financial resources. In some instances, the actions can be performed by more than one party. An in-depth description of each assigned implementor has been provided at right.

Implementation Legend

- S** *FFNHA Staff and Trustees.* Actions performed by FFNHA Staff, board members, or other individuals with titled, direct connection to Freedom's Frontier. Many of these actions deal with general oversight, initial facilitation, and recording benchmarks.
- L** *FFNHA Locations.* Actions performed by contributing Freedom's Frontier locations or events. Many of these actions can be facilitated by using the toolkits in the management plan. These actions are largely voluntary. The adoption of each action must be viewed on a case-by-case basis. Not every site will have the need or resources to perform this action.
- V** *FFNHA Volunteers.* Actions performed by any individual with a strong interest in FFNHA. These actions are usually related to identification of assets, interacting with potential partners, and feedback to FFNHA staff. They can be in the form of surveys, direct contact, and by providing feedback to FFNHA staff and locations.
- C** *FFNHA Volunteer Committee.* Actions performed by a specific task force established by the Freedom's Frontier network. It is typically composed of at least one FFNHA staff liaison and volunteers. These committees would meet regularly and work towards fulfilling a goal or monitoring existing FFNHA guidelines. New committees may be formed at any time by FFNHA and committees deemed no longer relevant may be disbanded.
- ★** *FFNHA Staff, Volunteers, or Locations.* Actions performed by a currently undetermined group or person. This is largely because the initial actions may develop into several different organizational structures over time. For example: if a volunteer has a strong interest in facilitating something, the Freedom's Frontier network may establish a committee with the volunteer as its chairperson. If the organization determines something requires action but there is limited interest from volunteers, FFNHA staff may perform the work.
- P** *Partner Organizations.* Actions performed by an organization that has mutual interests with FFNHA, but are not performed by FFNHA staff, volunteers, or locations. Freedom's Frontier staff would monitor results, inform volunteers and locations of the organization's mission, and establish partnerships. See page 4-8 for more information.
- I** *Independent Specialists.* Professional services performed by someone financially compensated by the Freedom's Frontier Coordinating Entity. For example, this can be in the form of hiring a web designer to create a new section of the website or hiring a company to provide professional survey services. Often, these recommendations can be read as a "scope of services" that is administered by FFNHA staff and interested partners.

HERITAGE PRESERVATION PLAN

Sharing the story of Freedom's Frontier requires the preservation of not only the region's buildings and historic sites, but also the region's communities and culture. This section identifies the challenges of preserving the region's unique character and recommends ways to identify, protect, and preserve its intertwined cultural and historical resources.

Together, the region's cultural and historic resources frame the story of Freedom's Frontier and contribute to its "sense of place." As it aims to identify and steward the region's sense of place, the Freedom's Frontier grassroots network has a number of opportunities to involve residents in stewarding its important features. When these cultural and historic features are lost, a part of the past disappears forever and, as a consequence, our ability to connect to our heritage is diminished. This poses numerous opportunities for Freedom's Frontier and informs the recommendations identified in the Heritage Preservation plan.

This section outlines ways in which Freedom's Frontier can provide a heritage preservation framework to help partners in the region identify, preserve, and interpret heritage resources. The preservation recommendations in this section support an enhanced "sense of place" for travelers and residents by recognizing, interpreting, and connecting heritage resources within the region.

In addition to the heritage preservation recommendations for the Local Coordinating Entity found in this section, preservation tips and advice for individual locations or organizations can be found in the "Heritage Preservation Toolkit" in the "Power of Action" section of this plan. The Heritage Preservation Toolkit empowers local groups and individuals within the region to preserve their historic and cultural features effectively as part of the Freedom's Frontier National Heritage Area. The Toolkit provides tips to help choose preservation methods that make the most sense for each individual location. The Toolkit also provides advice about evaluating and identifying locations for potential and future preservation activities.

Opportunities

As Freedom's Frontier seeks to protect the region's sense of place, the preservation of cultural and historic resources is essential. During the planning process stakeholders identified several opportunities for action to preserve the region's unique historic and cultural resources. They include: working with metropolitan growth, raising awareness of and appreciation for historic stories and the places that help to tell them, assisting in securing funding, preserving rural culture, and rediscovering regional folklife. Below is a summary of these opportunities—and some recommendations for addressing them.

Working with Metropolitan Growth

Recent studies have shown that most Americans want to live in a place with “a sense of community.” People want to live in places where they can feel involved, places where they are aware of the history and that hold a distinct local character. Most Americans support policies that curb expansion that threatens these qualities; and that most Americans support preservation of historic resources.

Metropolitan growth has been part of the American experience since the eighteenth century. For heritage preservation in Freedom's Frontier, growth is both an opportunity and a threat to historic landscapes. By understanding some of the past threats to historic resources, we have the opportunity to capitalize on the region's significant economic growth potential in order to complement and support historic sites and communities in Freedom's Frontier. Trends such as low-density development and teardown neighborhoods compromise sense of place. Ironically, these types of development erode the very character that makes communities desirable to residents in the first place.

Fortunately, metropolitan growth and preservation are not mutually exclusive. Freedom's Frontier can work with stakeholders to identify important historic resources areas that are threatened by development and identify strategies that encourage historically-sensitive development.

Raising Awareness of Regional History

A 1998 survey commissioned by Colonial Williamsburg showed that less than one-third of Americans polled could connect the Declaration of Independence with the unalienable rights “life, liberty and the pursuit of happiness” it identified. On questions of national, regional, and even family history, American respondents generally rank low. It is no wonder that residents tend to overlook the important historic resources in their own neighborhood. Knowledge about history is essential in protecting historic resources.

The lack of understanding of the local history and landscape is exacerbated by the nation's mobility. The average American moves every five years; twenty percent of moves were to a different state. In light of this trend, communities cannot expect their residents to know their local history. Yet an understanding of this history is essential in preservation efforts.

Regardless of a community's understanding of its history, many are unaware of the technical and financial resources that governmental agencies and other organizations offer. When a community is unfamiliar with the available preservation-related funding and technical assistance, it is more apt to condemn and raze historic buildings.

Before the nationally significant places in Freedom's Frontier are marketed to visitors, they must first be identified, appreciated, and preserved by the region's residents. This may be achieved through research and through educating the region's children and adults.

Finding Funding Resources for Preservation

Historic preservation provides huge returns for the communities that undertake it. Preservation provides an economic boost, reduces waste, and preserves the character of the community. Preservation requires significant financial investment and securing public funding for projects has become highly competitive. Because public funding is essential in leveraging private dollars, its decline has an exponential effect on preservation projects.

Funding is necessary to survey and inventory historic resources, identify candidates for preservation; and undertake the work of restoration, rehabilitation, or preservation. The principal funding program available for preservation planning projects is the Historic Preservation Fund (HPF) Grant, administered by State Historic Preservation Offices (SHPOs) in coordination with the National Park Service. Competition for HPF money is very competitive. This money can only be awarded when communities can provide a 40% match, which is difficult for most cities and towns to fund. In times of economic downturn, heritage preservation funds, rehabilitation tax credit programs and grant programs such as the Heritage Trust Fund Grant Program in Kansas and the Heritage Properties Program in Missouri face serious threats to their own funding.

Freedom's Frontier can assist communities and individuals in preservation by helping to inventory and identify historic resources, providing information about preservation funding, and helping to fund preservation of resources that interpret its major themes.

Preserving Rural Culture

Rural communities in Freedom's Frontier are facing their own brand of challenges. According to studies by the U. S. Department of Agriculture, a majority of the non-metropolitan counties in the Great Plains witnessed a population decline between 2000 and 2005. The people that remain in the region's rural areas are facing financial challenges related to rising health care and transportation costs. These challenges threaten the economic well-being of farmers and rural dwellers in both Kansas and Missouri.

When rural communities lose population, they also lose the market for small business necessary to sustain a thriving

community. The inability of residents to access goods, services, and jobs without traveling to cities spurs the exodus of residents. As a result, historic downtowns are susceptible to neglect and demolition.

Rural decline in Freedom's Frontier has not gone unnoticed. Kansas's Rural Life Taskforce and Missouri's Interdepartmental Coordination Council for Rural Affairs help to streamline state services to rural communities. The Missouri Rural Foundation empowers rural communities by encouraging partnerships between public and private entities. The Kansas Sampler Foundation encourages communities to re-discover and preserve their rural culture. Freedom's Frontier can partner with these organizations to foster an appreciation for and encourage rural preservation.

Rediscovering Folklife and Culture

Freedom's Frontier encompasses many cultures and many traditions. It is rural, urban, and suburban. It is home to many ethnic groups, and its culture has changed over time.

Although the cultures of the region have become increasingly diverse, the cultures of those who first settled the region greatly shaped its institutions, government, and future. At the time of the Missouri/Kansas Border Wars, the cultures of New England emigrants, planters from the Upper South, German immigrants, and Native Americans clashed. The groups that settled in the years following the Civil War, from Bohemian miners and Little Balkans settlers to Exodusters, also contributed to the region's culture and the Enduring Struggles for Freedom. Freedom's Frontier can highlight the interconnectedness of all of its assets including folklife; the native landscape of prairies, rivers and forest; and historic buildings and designed landscapes, all of which contribute to regional culture.

A complete understanding of the region's culture and folklife will require work. Freedom's Frontier can provide the structure needed for a complete inventory.

Key Ways for FFNHA to review Preservation Progress

Through the planning process, FFNHA has identified ways to track the success of initiatives to preserve historic and natural assets. FFNHA should measure its success annually and share its findings in its Annual Report.

1) Public Awareness

- *Number of training workshops/educational programs offered to improve public awareness of existing preservation programs*
- *Number of people completing/attending training workshops/programs*
- *Feedback from evaluation forms from participants*

2) Historic Assets Identified

- *Number of acres or communities/counties fully inventoried for historic properties using survey programs of Kansas and Missouri State Historic Preservation Offices (SHPOs).*
- *Number of counties or acres surveyed for cultural landscape inventory in coordination with the National Park Service and SHPOs.*
- *Number of properties listed on the National Register of Historic Places, State Registers, or Local Landmarks*
- *Number of collections inventories compiled*

3) Historic Assets Preserved

- *Number of communities with local funding for historic preservation*
- *Number of communities with historic preservation ordinances*
- *Number of communities with preservation plans*
- *Number of communities whose preservation plans are incorporated into community plans*
- *Number of historic assets protected by covenants with preservation advocacy groups*
- *Number of new historic districts*
- *Number of new design-review guidelines adopted*
- *Amount of funding secured for historic assets preservation*
- *Number of items (photographs, maps) included in digital archive*

4) Museums (Art, Historic, Others) and Sites Improved

- *Number of training sessions for museums/partner sites*
- *Number of museums/partner sites with master plans*
- *Number of museums/partner sites with collections management plans*
- *Number of museums with acquisition and de-accessioning policies*
- *Number of museums/partner sites that are accredited by the American Association of Museums*
- *Number of visitors to museums/partner sites*

Heritage Preservation Recommendations

The recommendations to follow were developed by Freedom's Frontier Partners. For each, actions to achieve them are set out along with a list of partner agencies, groups, and organizations that can provide support and expertise.

The recommendations included in this plan provide a phased approach for development including "Initial" recommendations for the first year, "Follow-up" recommendations for the next 2-5 years, and "Long Term" recommendations for the next 5-10 years. Details about the staffing for these recommendations are included in the color-coded implementation boxes next to each recommendation item. Additional budget and staffing recommendations are included in the business plan.

Identify, Preserve and Interpret Historic Buildings, Sites, and Cultural Landscapes

Develop a system to inventory cultural landscapes

Establish relationships among the commerce, tourism and preservation communities

Identify and encourage reuse of underutilized buildings

Establish a system to identify the region's historic buildings

Encourage communities to make preservation public policy

Foster an Appreciation for the Region's Folklife and Culture

Complete a folklife inventory of the region

Improve Access to Primary Sources

Create a digital archive

Improve Museum Visitation and Quality

Encourage dynamic programs at museums and sites

Fund dynamic programs at museums and sites

Encourage Professional Development and Best Practices at Museums and Historic Sites

HERITAGE PRESERVATION

Identify, Preserve and Interpret Historic Buildings, Sites, and Cultural Landscapes

INITIAL ACTIONS

<p>Develop a system to inventory cultural landscapes</p> <p>Before FFNHA can establish goals for preserving authentic places, it must first identify them. The region's history is perhaps best interpreted through its natural and cultural landscapes. This strategy offers a first step in identifying the region's cultural landscapes, which have never been inventoried.</p>	<ul style="list-style-type: none">  1) Explore the work of other National Heritage Areas in creating inventories of cultural landscapes.  2) Review the National Park Service's guidelines for cultural landscapes and programs for the Historic American Landscape Survey (HALS).  3) Consult with state historic preservation offices and universities to identify any plans for other efforts to identify cultural landscapes.  4) Lay out alternative paths to implementing cultural landscape inventory.
<p>Establish relationships among the commerce, tourism and preservation communities</p> <p>In order to ensure consistency in heritage tourism efforts, coordination among the commerce, tourism, and preservation communities is essential. Unfortunately, these groups rarely interact. FFNHA can offer a unique opportunity to encourage collaboration between these groups.</p>	<ul style="list-style-type: none">  1) Host a recurring facilitated meeting for commerce, tourism and preservation professionals which encourages open communication to identify common goals.  2) Consider creating Task Force to oversee coordination of these communities.
<p>Identify and encourage reuse of underutilized buildings</p> <p>Establish an inventory of vacant historic buildings and help pair up vacant buildings with public or private partners to redevelop them. See Savannah, Georgia's Revolving Program in "Best Practices."</p>	<ul style="list-style-type: none">  1) Consult with preservation advocacy groups to discuss existing programs and efforts to place derelict buildings into reuse.  2) Review sample Historic Structures Reports and Adaptive Reuse Studies.
<p>Establish a system to identify the region's historic buildings</p> <p>Very little of the FFNHA region has been inventoried to identify historic buildings. Historic surveys are the first step in identifying buildings, properties or districts that may be eligible for listing on the National Register of Historic Places and, thereby, eligible for preservation-related funding. In addition, surveys can provide an opportunity to educate communities about the benefits of historic preservation.</p>	<ul style="list-style-type: none">  1) Review existing surveys, National Register of Historic Nominations, and other research by Missouri and Kansas State Historic Preservation Offices.
<p>Encourage communities to make preservation public policy</p> <p>Advocate for the adoption of local preservation ordinances and preservation plans. Local preservation ordinances provide for designation and protection of historic properties. This creates a system for incorporating historic preservation into local community planning and decision-making.</p>	<ul style="list-style-type: none">  1) Consult existing preservation ordinances and plans to identify communities in the region without preservation programs.  2) Educate partners about the importance of local preservation programs.

S FFNHA Staff and Trustees

V FFNHA Volunteers

P Partner Organizations

L FFNHA Locations

C FFNHA Volunteer Committee

I Independent Specialists

LEGEND (see notes on page 4-15)

★ FFNHA Staff, Volunteers, or Locations

FOLLOW-UP ACTIONS

LONG TERM & POTENTIAL PARTNERS

- C** 1) Prioritize survey areas based upon development threats and the significance of sites for telling FFNHA stories. Use the cultural landscape benchmarks form to prioritize landscapes for further study.
- I** 2) Secure cost estimates from Cultural Resource consultants for inventory OR institute a volunteer training program for inventory.
- S** 3) Secure grant funding through Preserve America, Historic Preservation Fund or National Center for Preservation Technology and Training to complete inventory.

LONG TERM

- I** 1) Develop Geographic Information System to catalogue historic landscapes, buildings, and natural resources. (see *Recreation & Nat. Resource Conservation Plan*)

Universities and colleges in the region, state historic preservation offices, the Cultural Landscape Foundation, the Alliance for Historic Landscape Preservation, National Park Service (Historic American Landscape Survey (HALS))

- I** 1) Designate an area of the FFNHA website for Commerce, Tourism, and Preservation groups as a possible forum.
- I** 2) Make links from FFNHA website to preservation, commerce, and tourism groups.

LONG TERM

- ★** 1) Continue to assess the viability of facilitated meetings and establish a strategy for the future.

State Tourism Agencies, Local Tourism Organizations, Chambers of Commerce, Local Convention and Visitors' Bureaus, state and local preservation organizations and historical societies

- C** 1) Facilitate a discussion among preservation professionals and advocacy groups about ways to identify and find new uses for vacant historic buildings.
- C** 2) Establish criteria by which buildings could qualify for adaptive reuse assistance.

LONG TERM

- S** 1) Establish a fund to assist communities in completing Adaptive Reuse Studies for vacant historic buildings. This fund may provide money to match funding from entities such as the National Trust for Historic Preservation.

National Trust for Historic Preservation, Kansas Preservation Alliance, Missouri Preservation Alliance, Local Preservation Advocacy Groups

- C** 1) Prioritize possible projects or project areas based on development pressures and threats.
- ★** 2) Raise match for grant funding.
- C** 3) Secure grant funding to conduct a broad assessment of existing conditions and potential strategies in priority areas. Possible funding sources include the American Institute of Architect's (AIA's) Sustainable Design Assessment Team Program, which provides professional teams to work with communities.

LONG TERM

- C** 1) Develop Geographic Information System to catalogue historic landscapes, buildings, and natural resources. (see *Recreation & Nat. Resource Conservation Plan*)

American Institute of Architects (AIA), Sierra Club, land trusts, The Congress of New Urbanism

- ★** 1) Enlist teams that include FFNHA staff, local partners, and experts to meet with local stakeholders about establishing local preservation programs.
- V** 2) Advocate for local ordinances and planning by meeting with local officials and participating in public meetings.
- V** 3) Encourage landmarks commissions to pursue continuing education through the SHPOs and National Alliance of Preservation Commissions.

LONG TERM

- ★** 1) Assess the number of established preservation ordinances that promote Freedom's Frontier goals.

Universities and colleges in the region, state historic preservation offices, the Cultural Landscape Foundation, the Alliance for Historic Landscape Preservation, National Park Service (Historic American Landscape Survey (HALS))

HERITAGE PRESERVATION

Foster an Appreciation for the Region's Folklife and Culture

INITIAL ACTIONS

Complete a folklife inventory of the region

Folklife and culture create a sense of place—and contribute to unique places where people want to live and visit. This strategy can allow FFNHA to engage the community in identifying the region's folklife and culture.



1) Encourage participation in existing folklife programs and events, such as the Kansas Sampler Festival and annual meeting of the Missouri Folklore Society.



2) Coordinate with folklore, arts, and humanities organizations (see "Potential Partners" below to compile existing inventories and contacts, including a list of artworks and songs that tie to FFNHA subthemes).



3) Determine if Folklife Task Force is needed OR if staff can complete folklife inventory OR consider training programs for volunteers to inventory folklife.

HERITAGE PRESERVATION

Improve Access to Primary Sources

INITIAL ACTIONS

Create a digital archive

A digital archive of primary materials, including photographs, artifacts, maps, and archives held at partner sites and museums related to Freedom's Frontier themes will allow partners to share resources. This approach has been successful in projects such as Missouri Digital Heritage, Kansas Memory, Territorial Kansas Online, and Paper Trail Online Database.




1) Educate partners about existing digital archives.



2) Consult with agencies sponsoring existing digital archives, such as the Missouri State Archives and Kansas State Historical Society, about the process for developing such a project and the possibility of sharing materials. For instance, these organizations may offer to scan large-format materials like maps in return for adding digital copies to their collections and digital archives.



3) Research funding sources from Save America's Treasures, National Historical Records Commission, and Institute of Museum and Library Services.


S FFNHA Staff and Trustees	V FFNHA Volunteers	P Partner Organizations
L FFNHA Locations	C FFNHA Volunteer Committee	I Independent Specialists
LEGEND (see notes on page 4-15)		
	FFNHA Staff, Volunteers, or Locations	

FOLLOW-UP ACTIONS

LONG TERM & POTENTIAL PARTNERS

- I** 1) Develop an online inventory system for reporting by public on region's folklife, including music, art, etc.
- S** 2) Use press releases and contact list to enlist input from the public.
- P** 3) Contract with folklife consultant to vet public input for inclusion in the inventory and share findings with the public.


LONG TERM

-  1) Continue to establish links with folklife partners and promote folklife interpretation with partners.

Kansas and Missouri Humanities Councils, Missouri Folklore Society, Kansas Sampler Foundation, Kansas Arts Commission, Missouri Arts Council, American Folklife Center

FOLLOW-UP ACTIONS

LONG TERM & POTENTIAL PARTNERS

-  1) Gather existing inventories of partners' collections and encourage partners without inventories to develop and share them in a standardized format.
- S** 2) Develop a cost estimate for establishing a digital archive.
- S** 3) Raise match for grant.

LONG TERM:

- S** 1) Apply for grants to complete a digital archive of materials related to Freedom's Frontier themes.
- I** 2) Use grant funding to hire a professional team to complete the project.

Missouri State Archives, Kansas State Historical Society, Save America's Treasures (SAT), National Historical Publications and Records Commission (NHPRC), Institute of Museum and Library Services (IMLS)

HERITAGE PRESERVATION

Improve Museum Visitation and Quality

INITIAL ACTIONS

Encourage dynamic programs at museums and sites

Establish an awards program to encourage creative and interactive programming at museums and historic sites.



- 1) Establish regular benchmark criteria review of participating museums and sites.

Fund dynamic programs at museums and sites

Develop a grant program for creative programs, exhibits, or projects.



- 1) Educate partners about existing grant programs.

Encourage professional development and best practices at museums and historic sites

The first step in developing high-quality interpretive experiences is to aspire to professionalism in museums and historic sites. The American Association of Museums accreditation process provides a guide to achieving success in the following areas: Public Trust and Accountability, Mission and Planning, Leadership and Organizational Structure, Collections Management, Education and Interpretation, Financial Stability, and Facilities and Risk Management. The American Association for State and Local History (AASLH) is working on development of standards benchmarks that may be achieved incrementally, complimentary to AAM accreditation, that would apply specifically to historic sites, museums and historical organizations.




- 1) 1) Encourage all museums, their volunteers, and staff to complete the worksheets in the FFNHA Management Plan Toolkit.



- 2) Educate partners about relevant professional organizations and encourage participating in these organizations.



- 3) Identify other existing benchmarks for professional standards (such as the AASLH Standards initiative) that would encourage “best practices” by Freedom’s Frontier partners.


S FFNHA Staff and Trustees	V FFNHA Volunteers	P Partner Organizations
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LEGEND (see notes on page 4-15)		
	FFNHA Staff, Volunteers, or Locations	

FOLLOW-UP ACTIONS

LONG TERM & POTENTIAL PARTNERS


- C** 1) Develop criteria and nomination form for awards.
- C** 2) Identify a team of impartial experts to review the applications.
- C** 3) Review nominations, and name the winning program, exhibit, or project, and honor accomplishments.


LONG TERM:

-  1) Assess and alter award categories as needed.
- Missouri Museums Association, Kansas Museum Association, American Association of Museums, Association of Midwest Museums, Mountains-Plains Museum Association, American Association for State and Local History


- S** 1) Raise funds for grant program.

LONG TERM:

-  1) Develop criteria and process for evaluation of the applications and develop an application form.
 - S** 2) Award winning grants and provide funding.
- Kansas and Missouri Humanities Councils

-  1) Identify and host workshops that help partners implement best practices.
- S** 2) Encourage partners to apply for AAM and AASLH accreditation.

LONG TERM:

-  1) Recognize accredited locations and partners.
- American Association of Museums, American Association for State and Local History, National Association for Interpretation

RECREATION & NATURAL RESOURCE CONSERVATION PLAN

As Freedom's Frontier seeks to protect the region's sense of place, the preservation of the natural resources is essential. The planning process has identified three principal opportunities for the region's natural resources:

- Interpreting FFNHA through the lens of conservation
- Finding Funding Resources for Conservation
- A Broader Approach to Recreation Planning

This section outlines ways in which Freedom's Frontier can provide a recreation and natural resource conservation framework to help partners in the region interpret stories about the struggles for freedom throughout the region. The natural resource recommendations in this section support locations and events that try to interpret natural resources and their relation to Freedom's Frontier stories. Likewise, the recreation recommendations included here will make residents and others aware of methods to tie Freedom's Frontier into recreation programs and free-play opportunities.

Land conservation is the hope of protecting the rough edges in a world that is increasingly soft and similar and unspectacular. These edges, sometimes polished by human hands, are the nooks and crannies of a unique life. They are the places that give us a hold in the world. They are the natural places that inspire our thinking, replenish our souls, and remind us that where we live is like no other place in the world.

It's the relationship that becomes the thing we are protecting because within that human experience of the land is the cultural counterpoint and the teaching we hope to offer to the society at large.

A Community of Land and People
Address and Introduction of Peter Mathiessen
At The New York Colony Club
February 21, 2001

Interpreting FFNHA through the lens of conservation

Freedom's Frontier grew out of the influence of natural history—and conserving natural resources should be an important part of its future. This Management Plan seeks to steward and understand the Power of Place not only through historic structures, but also through the streams, landforms, and animals that cross this region.

Loss of habitat is threatening the historic character of the region's landscapes. Currently, there are thirty-three unique species listed on the Endangered Species Act in Freedom's Frontier including mammals, fish, freshwater mussels, and prairie grasses. The ecosystem has been fragmented in several habitat corridors and pollution has affected the quality of several historic landscapes. Major challenges to sustaining habitats include new highways, urban expansion, and utility lines that divide environmental corridors and disrupt migration patterns.

The benefits of restoring and protecting natural resources of Freedom's Frontier are multifold. Along with improving habitat diversity and preserving the character of our landscapes, undamaged natural resources can incorporate recreation areas and facilitate ecotourism. For example, hiking, river canoe trips, and camping visits all benefit from clean air and water along with unspoiled views. Regional landscapes need not be fully "natural"—few are in twenty-first century America. They should convey an integrity of purpose and respect for the land whether used for ranching, farming, neighborhoods, or industry.

Regional policies that support land stewardship have clear economic benefits. Soil conservation provides economic benefits to the farming economy, reduces water pollution, and preserves the deep, glacially-deposited soil that first helped to draw settlers to the region. Watershed protection can filter out pollution at its sources instead of depositing it further downstream.

A successful heritage area like Freedom's Frontier understands and teaches that the preservation of natural resources not only preserves our environment, but respects our environment as cultural asset. This may be achieved by advocating innovative solutions such as providing regional outreach and information to sites about our natural resources, and partnering with environmental organizations that value our cultural conditions.

Finding Funding Resources for Conservation

For natural resources, the state parks programs in Kansas and Missouri offer pass-through funds through the Land and Water Conservation Fund (LWCF) and National Recreational Trail Grants Program (NRTG), both coordinated by the National Park Service. The LWCF provides funds to parks for outdoor recreation projects, including the acquisition of property. The funding can be used to protect threatened landscapes in “urban areas experiencing rapid population growth.” Unfortunately, like HPF funds, the value of these programs is only as great as the ability to match federal funds. The Kansas Department of Wildlife and Parks announced that it would not be accepting applications in 2008 for the LWCF as it lacked its local match.

Just as development threatens the region’s natural and historic assets, the funds meant to help preserve them are being scaled back. With some creativity and persistence, however, these funding sources can be combined to assist in conservation-related projects. The scale of Freedom’s Frontier offers the opportunity to coordinate with agencies and organizations to secure funding for wide-scale planning and regional projects.

A Broader Approach to Recreation Planning

Planning for recreation in Freedom’s Frontiers ties into diverse topics such as health and exercise, learning opportunities, and the chance for children to play spontaneously in nature. We should not think of recreation as something that just happens in a special play area or park. Rather, the region has an opportunity to think of recreation as something that happens at all ages. Play is a renewing experience that can happen in all kinds of settings and with all types of groups. It can be educational tool as well.

How many Freedom’s Frontier residents remember biking to an old farm, stream or woodlot at to make forts or climb trees? How many children today have this opportunity given the worries of their parents over issues of safety? How many children even have the time to wander outside given the demands of soccer practice, karate class, extra-curricular courses, and the hours every week spent being driven to such activities? These questions are important for considering how a reconnection

This plan offers implementation solutions that address these concerns. Proposed solutions focus on three areas where Freedom’s Frontier can develop its own programs and team with others to tie nature into the historic stories that were first shaped by the land.

with the Kansas-Missouri landscape can be incorporated with the mission of Freedom’s Frontier.

Children’s lives today are highly structured; and there is little chance for them to run and explore the woods, prairies, and valleys that 19th century children in the region knew. As Richard Louv, author of the highly-influential *The Last Child in the Woods: Saving our Children from Nature Deficit Disorder*, argues that free play for children has been shrinking—and with it, their experience of nature. The implication for Freedom’s Frontier is that there’s a growing need for children and their families to reconnect with the sights, sounds, smells and shifting seasons of nature. Recreational and natural areas can offer an experiential quality and memories that can’t be found by staying at home or going to the local playground.

Asking New Questions

What are the different needs of children and adults today?

How can Freedom's Frontier tie outdoor recreation, learning, and exercise into its Mission?

The point of asking such questions is that we should not think of recreation as purely distinct from the learning and program opportunities of Freedom's Frontier. Consider how a broader view of recreation can enrich the experiences of people who come to visit and learn about the region's stories.

Here are some basic questions to consider when thinking about recreation planning for Freedom's Frontiers:

Why do playgrounds need to be just for children?

Sometimes, it might make sense to consider not building a playground at all. Could an urban orchard or a preserved working farm do just as well?

How can recreation and play happen with found and "reinvented" objects?

How can play be tied into storytelling?

What if educators joined with environmental designers to preserve farms in suburbs through conservation easements and other means to connect children with the source of food? Such a reconnection of children with production and economic purpose might be the biggest change of all.

When a school district builds a new elementary school, why can't 2% of its construction budget be set aside for adjacent habitat preservation or links to Freedom's Frontier sites and trails?

This plan offers implementation solutions that address these concerns. Proposed solutions focus on three areas where Freedom's Frontier can develop its own programs and team with others to tie nature into the historic stories that were first shaped by the land.

Resources

Web and Audio:

Children & Nature Network
www.cnaturenet.org

This organization performs research and encourages changes in public policy and planning to reconnect children and nature.

American Association for the Child's Right to Play
www.ipausa.org

This international organization seeks to protect recess and freedom of play for children in schools and community life.

National Institute for Play
<http://nifplay.org>

Founded by Dr. Stuart Brown, M.D., in 2000, this institute promotes scientific research concerning the individual and community benefits of play throughout life. In 2000, Dr. Brown produced "The Promise of Play" a 3-hour PBS series. The website offers many references for case study research and play patterns.

Natural Learning Initiative
www.naturalearning.org

The Natural Learning Initiative is a Research and Design Assistance Program of the College of Design at North Carolina State University, Raleigh, NC.

Books and Articles:

Anderson, Linnea M. (2006) "*The playground of today is the republic of tomorrow*": Social reform and organized recreation in the USA, 1890-1930's' the encyclopedia of informal education, www.infed.org/playwork/organized_recreation_and_playwork_1890-1930s.htm

Lolly Tai, Mary Taylor Haque, Gina K. McLellan, Erin Jordan Knight, *Designing Outdoor Environments for Children*, McGraw-Hill, 2006

Key Ways for FFNHA to review Recreation and Natural Resource Conservation Progress

Through the planning process, FFNHA has identified ways to track the success of initiatives to preserve natural resources and promote recreation. FFNHA should measure its success annually and share its findings in its Annual Report.

1) Natural Assets Preserved

- *Number of acres protected by covenants with land trusts or conservation easements*
- *Number of acres protected through purchase by advocacy groups*
- *Number of volunteer hours dedicated to cleaning waterways and other natural areas*
- *Number of acres of wetlands, prairies, woodlands and other assets restored*
- *Amount of funding secured for natural assets preservation*

2) Natural Assets Interpreted

- *Number of materials produced*
- *Number of pathways marked with interpretive panels*
- *Number of new interpretive trails*
- *Number of recreational facilities with interpretive information*
- *Number of educational series held on environmental history*
- *Amount of funding secured for environmental interpretation*

Recreation & Natural Resource Conservation Recommendations

The recommendations to follow were developed by Freedom's Frontier Partners. For each, actions to achieve them are set out along with a list of partner agencies, groups, and organizations that can provide support and expertise.

The recommendations included in this plan provide a phased approach for development including "Initial" recommendations for the first year, "Follow-up" recommendations for the next 2-5 years and "Long Term" recommendations for the next 5-10 years. Details about the staffing for these recommendations are included in the color-coded implementation boxes next to each recommendation item. Additional budget and staffing recommendations are included in the business plan.

Identify and Assist in Preserving Culturally-Relevant Natural Resources

Document important natural landscapes that tie into FFNHA theme/sub-themes

Promote historic properties that preserve their natural resources

Advocate for growth that supports natural resources

Promote programming that ties into seasonal ecological events

Foster an Appreciation for Environmental History

Encourage or support research into environmental history related to FFNHA theme/sub-themes

Develop partnerships with conservation programs to integrate historic themes into planning

Develop an environmental history resource packet for heritage interpretation sites

Tie FFNHA into Recreation Programs

Promote interpretation in recreational facilities

Coordinate the development of bike trails & paddling routes with other organizations

Promote accessibility to sites via non-motorized methods

Outreach to park & recreation officials and professionals

Promote free-play on sites

RECREATIONAL & NATURAL RESOURCE CONSERVATION

Identify and Assist in Preserving Culturally-Relevant Natural Resources

INITIAL ACTIONS

Document important natural resources that tie into the FFNHA sub-themes

The National Park Service and participants in the management plan process have identified natural resource preservation as a significantly important. This involves working with local and regional partners to protect and restore ecologically significant areas, especially those with critical value related to heritage preservation and interpretation.



1) Determine the range of possible partners (volunteers, staff, expert agencies, etc.) who could help with this work.



2) Determine the expertise needed to identify important natural resources, and if a training program is needed.



ALTERNATE 2) Adopt an existing natural resource survey protocol and develop a way to catalog site's historic value with partner.

Promote historic properties that preserve their natural resources

Natural Resources should not be thought of as separate from heritage resources, but rather as part of the fabric that connects our region. A recreational trail or old train line can connect our sites to bring in new visitors. A protected wetland can also preserve the visual backdrop to a historic battle site.



1) Educate partner sites about the value of natural resource preservation by highlighting relevant sections of the management plan.

Advocate for growth that supports natural resources

This strategy will assist FFNHA in its goals of preserving authentic places and creating a place where people want to live. Eco-tourism, land conservation, ecological management of agriculture, landmark trees, smart growth, and land trusts can often be used as tools that balance economic development with quality of life.



1) Facilitate a meeting of invited participants to identify to help to forge a region-specific definition of "quality growth" and to identify existing efforts in the region.



2) Develop Private Property Protection Pledge for members to sign.



3) Prioritize possible projects or project areas based upon development pressures and threats while adhering to FFNHA pledge.

Promote programming that ties into seasonal ecological events


Seasonal events such as bird migrations, proscribed burnings, and even severe thunderstorms have been a critical component in the history of the heritage area. Targeting marketing and interpretation during season events can provide a unique opportunity for FFNHA to market the heritage area and forge local partnerships.



1) Determine the range of possible partners (volunteers, staff) who could help with this work.






2) Create master lists of existing and possible seasonal events to support ecological understanding.

S FFNHA Staff and Trustees	V FFNHA Volunteers	P Partner Organizations
L FFNHA Locations	C FFNHA Volunteer Committee	I Independent Specialists
LEGEND (see notes on page 4-15)		
	FFNHA Staff, Volunteers, or Locations	

FOLLOW-UP ACTIONS

LONG TERM & POTENTIAL PARTNERS

<p>C 1) Implement training programs as needed.</p> <p> 2) Determine schedule and process for natural resource identification throughout the region.</p> <p>C 3) Increase coordination with regional partners to support natural resource protection efforts.</p> <p>S 4) Continue to seek public input on natural resource issues as they relate to the FFNHA mission.</p>	<p>LONG TERM</p> <p>I 1) Develop Geographic Information System to catalogue historic landscapes, buildings, and natural resources. (see <i>Heritage Preservation Plan</i>)</p> <p>All Universities, Kansas Department of Wildlife and Parks, Missouri Department of Natural Resources, Nature Resources Conservation Service, NPS Historic American Landscapes Survey</p>
<p>V 1) Identify locations worthy of recognition in the FFNHA region.</p> <p>S 2) Share information about exceptional natural resources at FFNHA locations on the FFNHA website and in marketing materials.</p>	<p>LONG TERM</p> <p>P 1) Encourage the development of a interpretation program with natural resource partners.</p> <p>State Departments of Tourism, National Park Service, Kansas Alliance for Wetlands and Streams, Missouri Wetlands Reserve Program, Tallgrass Legacy Alliance, The Nature Conservancy</p>
<p> 1) Raise match for grant funding.</p> <p>S 2) Secure grant funding to conduct a broad assessment of existing conditions and potential strategies in priority areas.</p>	<p>LONG TERM</p> <p>S 1) Assess continuing conditions and strategies of funded projects over time.</p> <p>American Rivers, Conservation Districts, Kansas Biological Survey, Landmark Tree Program, Land Trusts, Congress of New Urbanism, Mid-America Regional Council</p>
<p>C 1) Create criteria to evaluate potential value for inclusion as an ecological event.</p>	<p>LONG TERM</p> <p> 1) Promote continuing programs that tie ecological events with FFNHA themes.</p> <p>University Extension Offices, State Birding Clubs, Ducks Unlimited, State Departments of Tourism, National Oceanic and Atmospheric Administration Acquisition and Grants Office</p>


RECREATIONAL & NATURAL RESOURCE CONSERVATION

Foster an Appreciation for Environmental History

INITIAL ACTIONS


Encourage or support research into environmental history related to FFNHA theme/sub-themes

The “Power of Place” document provided a broad review of the Heritage Area’s environmental history. FFNHA can foster this emerging study of the relationship of humans and their habitat through an educational series. The uniqueness of the heritage area’s place in relation to its story can be further explored through targeted research. Grant programs can enhance critical components of the “Place” story that can benefit a large number of heritage area partners.

-  1) Determine the range of possible partners (Universities, expert agencies, etc.) who could help with encouraging environmental history related to FFNHA.



Develop an environmental history resource packet for heritage interpretation sites


Heritage area partners can benefit from tying their stories, places, and events to the natural resources and environment. FFNHA can create generalized packets to assist in telling these stories, or can offer specialized grants to improve the quality of interpretation of environmental history on a site.

-  1) Provide information to partners about environmental history and its role in FFNHA through components in the management plan.

Develop partnerships with conservation programs to integrate historic themes into planning

Many wildlife and habitat organizations are challenged with providing information that fosters public acceptance and appreciation of wetlands and prairie. FFNHA can partner with these organizations by integrating the historic importance of these areas into their stories.

-  1) Identify existing natural resource organizations that would benefit from tying to the FFNHA theme/sub-themes.
-  2) Provide information to assist organizations in natural resource conservation at sites with significant ties to FFNHA themes.

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LEGEND (see notes on page 4-15)		
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FOLLOW-UP ACTIONS

LONG TERM & POTENTIAL PARTNERS

<p>C 1) Support OR develop a round-table discussion on environmental history and its role in the heritage area.</p> <p>C 2) Share findings with FFNHA sites via newsletter or website.</p>	<p>LONG TERM</p> <p>I 1) Perform a professional environmental history study of the heritage area.</p> <p>All Universities, State Historical Societies, Mid-America Regional Council, Kansas Association for Conservation & Environmental Education, Missouri Environmental Education Association,</p>
<p>C 1) Develop an tool for locations to identify important natural resources and how to preserve and interpret them.</p> <p>C 2) Identify significant locations that tell the environmental history of FFNHA.</p>	<p>LONG TERM</p> <p>S 1) Offer specialized grants to improve the quality of interpretation of environmental history at FFNHA locations.</p> <p>All Universities, State Historical Societies</p>
<p>C 1) Share information about noteworthy environmental history events as an interpretive and educational tool</p> <p>S 2) Promote partnerships through the FFNHA website and marketing materials.</p>	<p>LONG TERM</p> <p>S 1) Develop specialized requirements to incorporate conservation areas into the Location and Events program.</p> <p>Conservation Districts, US Army Corps of Engineers, National Park Service</p>

RECREATIONAL & NATURAL RESOURCE CONSERVATION

Tie FFNHA into Recreation Programs

INITIAL ACTIONS

Promote interpretation in recreational facilities

Interpretation at recreational facilities such as parks, camp grounds, and docks can be improved via interpretive signage, historically relevant siting, and educational resources.

- S** 1) Develop a plan and cost estimate for interpretive signage. For recreational facilities, consider both significance and geographic diversity in selecting signage locations. For kiosks, consider locations along major roadways that serve as gateways to the region.

Coordinate the development of bike trails & paddling routes with other organizations

As trails and river use can be planned to enhance the experience of the heritage area, canoeing, hiking, biking, hunting, and birdwatching organizations can benefit. By partnering with recreational organizations, these recreational systems can be developed that enhance both FFNHA interpretation and recreation opportunities.

- V** 1) Identify and connect with potential partners.
- V** 2) Provide information to partners about FFNHA and discuss the importance of site connections and the importance of experience cultural landscapes.

Promote free-play on sites


Planning for recreation in Freedom's Frontier locations can allow for children to play spontaneously in nature while preserving historic character. It should not promote the construction of playgrounds on historic sites, but promote the ability for children to experience historic facilities and landscapes in a manner similar to children in the past.

- S** 1) Identify and connect with potential partners.
- P** 2) Provide information to partners about free play and its connection and its role in FFNHA through components in the management plan.

Outreach to park & recreation officials and professionals





Awareness of FFNHA's mission and goals should be promoted regularly to parks and recreation officials. In addition to fostering partnerships, The Freedom's Frontier grassroots network can stay aware of emerging ideas and technologies in recreation and natural resource conservation.

- S** 1) Identify existing recreational facilities that provide information about local history, heritage, or otherwise tie into the FFNHA theme or sub-themes.
- V** 2) Provide information to targeted park and recreation officials about FFNHA through components in the management plan.

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FOLLOW-UP ACTIONS

LONG TERM & POTENTIAL PARTNERS

 1) Raise match for grant funding. S 2) Secure grant funding for recreational facility interpretation programs.	<p>LONG TERM</p> <p>S 1) Develop layout for interpretive signs.</p> <p> 2) Install signs and include locations in FFNHA materials.</p> <p>Kansas Department of Wildlife and Parks, Missouri Department of Natural Resources, National Park Service, US Army Corps of Engineers</p>
<p>V 1) Assist in a partner-sponsored meeting to identify and promote existing efforts in the heritage area.</p> <p> 2) Prioritize possible projects or project areas base on their relevance to FFNHA themes and their connections to FFNHA locations.</p>	<p>LONG TERM</p> <p>I 1) Develop Geographic Information System to catalogue recreational trails and paddling routes.</p> <p>State Departments of Transportation, Friends of the KAW, Friends of the Neosho, Kansas Canoe Association, Missouri Canoe & Floaters Association, Missouri River Natural Resources Committee, Kansas Trails Council, Missouri Bicycle Federation</p>
<p>S 1) Catalogue FFNHA locations that allow free-play on their land.</p>	<p>LONG TERM</p> <p>S 1) Incorporate free-play examples at FFNHA sites into marketing materials.</p> <p>Kansas Association for Conservation & Environmental Education, Nature Learning Initiative, Children & Nature Network, Environmental Learning Centers, Discovery Centers</p>
<p>S 1) Create and distribute an annual online survey to specified parks and recreation officials with recreational sites that tie to FFNHA theme or sub-themes.</p> <p>S 2) Promote recreational sites that celebrate FFNHA theme or sub-themes.</p>	<p>LONG TERM</p> <p> 1) Speak at annual meetings to inform park and recreation officials of recreation sites that celebrate FFNHA.</p> <p>Kansas Association of Park and Recreation Planners, US Fish and Wildlife Service Partner Programs, US Geological Survey.</p>

TOURISM & MARKETING PLAN

The FFNHA Vision for 2028 sets a goal that FFNHA be “an internationally recognized region” with “historically aware” residents.

In order for the Freedom’s Frontier grassroots network to meet its vision, marketing is necessary. Unless the coordinating entity develops and carries out a marketing strategy, these two goals cannot be reached. Likewise, no one will take advantage of the “compelling learning experiences, interpretation, and preservation” promised in the Vision that will offer “an understanding of the region’s importance” without letting visitors and residents know about these opportunities through marketing.

Tourism is also a key to reaching the Freedom’s Frontier Vision of sharing stories with visitors and creating a place with a diverse economy. Many heritage areas engage in travel and tourism as a means to stimulate local economies and demonstrate the value and relevance of historic, natural, and cultural resources. In the past decade, federally-designated heritage areas have added to their responsibilities the role of managing the quality of visitor experiences. As the Freedom’s Frontier organization is keenly interested in providing a quality experience for visitors and residents alike, taking an active role in tourism will not only produce economic benefits for the area but will help raise awareness for and support of neighborhood revitalization projects, historic preservation, conservation of natural resources, and generate a sense of pride of place.

This section outlines ways in which Freedom’s Frontier can provide a tourism and marketing framework to help partners in the region share stories about the struggles for freedom throughout the region. The tourism recommendations in this section support a seamless visitor experience for travelers and residents by aiming to ensure top-quality story-based tourism services and products are offered throughout the region. Likewise, the marketing recommendations included here will make residents and others outside the region aware of the national heritage area and the opportunities it provides for visitors and residents.

In addition to the tourism and marketing recommendations for the Local Coordinating Entity found in this section, tips and advice for individual sites or organizations can be found

in the “Tourism and Marketing Toolkit” in the “Power of Action” section of this plan. The Tourism and Marketing Toolkit empowers local groups and individuals within the region to develop their visitor experiences effectively as part of the Freedom’s Frontier National Heritage Area. The Toolkit provides tips to help become a high-quality story-based location or event. The Toolkit also provides advice about how to deliver your message to your target audience.

Opportunities

As Freedom’s Frontier National Heritage Area seeks to become internationally recognized with historically aware residents and visitors who take advantage of learning opportunities and create diverse economies, tourism and marketing is essential. During the planning process stakeholders identified several opportunities for action to promote the region’s unique historic and cultural resources. They include coordinating across boundaries, supporting sustainable growth, establishing a brand identity, empowering stakeholders, and educating residents. Below is a summary of these opportunities—and some recommendations for addressing them.

Coordinating across Boundaries

Freedom’s Frontier has many opportunities to coordinate across boundaries. These include consistent data collection, coordinating marketing efforts, and advocating for funding.

The Kansas and Missouri tourism offices collect market information differently. Because of this, it is difficult to get consistent data analysis for the region. Currently, there is a lack of consistent, comprehensive baseline data that demonstrates the full impact of tourism on the region—in part due to incompatible collection methods between states, counties, and local sites. Freedom’s Frontier partners can bridge these gaps by helping to obtain information that can provide a clear picture of tourism markets in both states.

Likewise, states, regions, cities, towns, and attractions within the area have their own messages and audiences.

The Freedom's Frontier grassroots network can build on the existing marketing efforts. FFNHA should review existing marketing activities at the national, state, regional, and local level. Collaboration among convention and visitor bureaus and other Kansas and Missouri tourism organizations is vital to the Heritage Area's focus on product development and marketing. Increased collaboration from the tourism industry will ensure the success of FFNHA's tourism program. That success will return increased tourism revenue throughout the region, and increased understanding of the important stories of Freedom's Frontier by both residents and visitors.

City councils, county commissions, state tourism offices, and state legislatures need to be educated about the impact of funding on regional tourism growth. The Freedom's Frontier grassroots network can use models from other areas to develop fundamental return-on-investment arguments for legislative bodies, in effect, only "borrowing" monies from the city and state coffers that encourage increased numbers of visitors who, in turn, pay for goods and services while in the area.

Supporting Economically Sustainable Growth

Tourism can help a region achieve economic sustainability. To increase the economic prosperity of the region, enhance the quality of life for residents, and maintain an attractive region for people to live and visit, FFNHA partners must encourage sustainability in heritage attractions, focus on preserving what is unique about the area, and advocate for upgrades in infrastructure to achieve their vision of sustainability.

Rural areas that provide authentic experiences through their historic, cultural, and natural resources face unique challenges in developing and managing tourism. Authentic locations have to ensure that tourism contributes to the overall sense of place. Without appropriate conservation and preservation policies, the irreplaceable resources and unique and quality experiences that lure visitors may be compromised. Partners will need to work with specific places where stories can be told in order to move visitors around the region, thereby increasing their stay and spend potential.

Advocating for infrastructure improvements is important to tourism development. Lack of infrastructure minimizes the opportunity to direct and inform residents and visitors about FFNHA-related locations. Securing investment to develop new tourism products and services that complement existing attractions is vital. Freedom's Frontier staff must consider how it can work with its partners to help realize tourism goals in tandem with interpretation, conservation, recreation, and preservation priorities.

Prioritizing the heritage area's activities depend on realistic expectations regarding tourism's contribution to the FFNHA vision. The desire to develop new products and services that further the ability for FFNHA to tell its unique stories must be balanced with the sustainability of the resource or business. Sound business planning will help determine the potential for sustainability. Once tourism businesses are operational, keeping them prosperous is a healthy objective for FFNHA partners. Providing grants, leveraging capital investments, or offering business acumen to accelerate growth are important services that many heritage areas engage in to support tourism and foster sustainability.

Establishing a Brand

A brand—a mark that identifies goods and services of a seller—is different from a logo. It is a philosophical commitment to and a promise of exceptional quality. Through branding, Freedom's Frontier as a grassroots organization can communicate its brand promise, set itself apart from other heritage areas and heritage organizations, and identify components of the FFNHA experience through signage, marketing, and other strategies.

Currently, the Freedom's Frontier brand means many things to its stakeholders and nothing to those who haven't been introduced to it. In order to engage in a comprehensive branding campaign, FFNHA staff and partners should determine the brand promise. This brand promise, drawn from the vision and mission for the heritage area, is then communicated through graphics and messages to target audiences. To ensure that Freedom's Frontier sets itself apart from other heritage areas, the brand must affirm the FFNHA statement of national significance. When established, the FFNHA brand will convey the promise of a high-quality

story-based experience. Upholding this promise will be the responsibility of Freedom's Frontier affiliated businesses, locations, and events. Freedom's Frontier should monitor how the brand promise is delivered in order to maintain the integrity of the brand.

As the Freedom's Frontier brand develops and markets its brand as one large experience weaving together the places and activities that tell the region's significant stories, protecting the brand—and all that it stands for—is vital for growth and sustainability. The business and tourism community must invest in and support the promise and delivery of a brand that is worthy of the region's history and protect it for the benefit of future generations.

Empowering Willing Partners

One of the goals of Freedom's Frontier as an organization is to empower residents. In order for Freedom's Frontier to become internationally known and for partners to play an active role in the heritage area, Freedom's Frontier staff can offer partners the tools they need to share consistent messages about the heritage area, foster movement of visitors around the region, and expand tourism business opportunities for local residents.

For Freedom's Frontier to expand its stakeholder base, it will need to educate residents about the heritage area, creating advocates for the organization. By engaging in branding, staff can ensure that all stakeholders understand and convey the brand promise. Building upon the brand promise, the Freedom's Frontier Locations and Events Program will help ensure that all affiliated locations and events deliver on the promise. Promotional materials produced by Freedom's Frontier staff will also help stakeholders share consistent messages about Freedom's Frontier National Heritage Area.

Achieving tourism benchmarks will involve fostering the movement of visitors around the region. The Freedom's Frontier grassroots network can help locations connect their stories by encouraging collaboration. Freedom's Frontier can provide concrete tools to foster the movement of visitors, including maps, brochures, driving tours, and directional signage.

Educating Residents

Through their support of Freedom's Frontier, local individuals and entities have the power to endorse, celebrate, fund, and champion specific activities or policies that benefit the region. Increasing and maintaining their strong knowledge of the region is crucial for these stakeholders to contribute to the creation of vibrant communities.

A key role for Freedom's Frontier, and most heritage areas, is advocating certain policies and procedures. Advocacy is important in securing federal and state funds for the heritage area as well as supporting the adoption of programs and policies in keeping with the vision and mission for the heritage area. Once funds are secured, FFNHA stakeholders must demonstrate its ability to wisely leverage federal and state funds and match the contributions with private sector donations. These efforts must be communicated and the outcomes championed by Freedom's Frontier to build a strong foundation and respected reputation with local constituents, businesses, elected officials, and other major stakeholders in the region.

Understanding Current and Future Audiences

Not all residents and visitors value the same products, services, and experiences. Understanding how these current and potential customers shop for and purchase items, are motivated to travel, spend discretionary income, and obtain information is critical to making informed marketing decisions. As Freedom's Frontier expands and grows its programs, market research also affords the organization the ability to measure effectiveness of their work, attribute success to their efforts, and determine levels of customer satisfaction.

For heritage areas, it is important to recognize the sectors that provide the greatest potential to advance their respective agendas. These sectors are divided into two categories:

- Internal audiences – those persons residing in the heritage area and directly benefiting from or contributing to the region's sustainability
- External audiences – those persons residing outside the region that can contribute to or benefit from the heritage area's sustainability through their spending, influence, or messaging.

Internal Audiences

Nearly three million residents live in Freedom's Frontier National Heritage Area. Raising awareness of our unique heritage in this area will provide a strong sense of place and a pride in the place in which they live. Increasing and maintaining their knowledge of the region is crucial for these stakeholders to contribute to the creation of vibrant communities.

One particularly important target segment within FFNHA's internal audiences is youth. Working with school-age students on projects and encouraging school districts to include curriculum focused on Freedom's Frontier stories will provide the next generation with an understanding of the importance of their heritage to the national story.

External Audiences

External audiences help shape the image and brand recognition for the heritage area through word-of-mouth and electronic and print media sources. External audiences are bombarded by an abundance of information, and may or may not have the level of interest or understanding about the heritage area as internal audiences. Clear, concise, and consistent communication with external audiences is important to ensure that the desired messages are delivered and received.

Internal Audiences

Local Residents

- Youth
- Civic organizations
- Social, military, religious, educational, fraternal, cultural, and heritage groups
- Individuals residing in the area

Business and Private Sector

- Businesses directly involved in FFNHA activities
- Businesses located in the region and not directly involved in FFNHA
- Non-governmental organizations
- Not-for-profit organizations
- Chambers of Commerce
- Media
- Financial institutions
- Funding entities

Government

- Federal, state, county, and city/town agencies
- Elected officials

External Audiences

Media

Providing content as well as photographs to historic and travel publications will make it easier to gain much sought after editorial content for Freedom's Frontier as a regional destination.

- Travel (consumer and trade)
- Business
- Preservation
- Conservation
- Interpretation
- Community-based/focused

Affinity Groups

- Businesses with interests or holdings in the region, but headquartered elsewhere
- Financial institutions/foundations currently or potentially supporting the area
- National organizations and government agencies involved or associated with the area

Example: Alliance of National Heritage Areas, National Trust for Historic Preservation, Travel Industry Association of America, American Association of State and Local History, Nature Conservancy, etc.

- Elected officials
- Federal Agencies

Example: National Park Service, National Register of Historic Places, National Endowment for the Humanities, U.S. Fish and Wildlife Department, Environmental Protection Agency, etc.

Travelers

See Business Plan

Key Ways for FFNHA to review Tourism and Marketing Progress

Through the planning process, Freedom's Frontier partners have identified ways to track the success of initiatives to preserve historic and natural assets. Freedom's Frontier staff should measure its success annually and share its findings in its Annual Report.

1) Building Awareness

- Website hits, unique visits, user metrics.
- Increased attendance at sites, events, and service providers.
- Increased spending at sites, events, and service providers.
- Length of stay and subsequent transient taxes collected.
- Recognition by local and national media of the importance of FFNHA.
- Knowledge of FFNHA by participant sites, events, and businesses.

2) Empowering Residents

- Increased funding and budgets at local and state levels.
- Visible increases in the volunteer base and in local pride.

Tourism & Marketing Recommendations

The recommendations to follow were developed by Freedom's Frontier Partners. For each, actions to achieve them are set out along with a list of partner agencies, groups, and organizations that can provide support and expertise.

The recommendations included in this plan provide a phased approach for development including "Initial" recommendations for the first year, "Follow-up" recommendations for the next 2-5 years and "Long Term" recommendations for the next 5-10 years. Details about the staffing for these recommendations are included in the color-coded implementation boxes next to each recommendation item. Additional budget and staffing recommendations are included in the business plan.

Build and Monitor FFNHA Awareness via Marketing

Develop the Freedom's Frontier brand based on the Statement of National Significance and monitor the experience to ensure brand promises are upheld.

Build a foundation for communicating Freedom's Frontier messages and stories.

Establish a system to collect comprehensive and consistent visitor data.

Tourism & Marketing Website Suggestions

Visitors section

- Orientation to Freedom's Frontier, including explanation of national significance
- Calendar of events
- Searchable listing of participating locations and events
- Downloadable itineraries
- Interactive map with links to participating locations' and events' websites
- Lists of participating visitor services
- Online itinerary builder with mapping capabilities
- Links to bibliographies to learn more about region
- Downloadable driving tours
- Online virtual tours
- Downloadable maps
- Downloadable brochures
- Blog with stories about the region
- Open discussion boards for visitors to discuss their visit, the meaning of freedom, or post their photos or video
- Information about geocaching

Coordinate Marketing Efforts to Attract Tourism

Establish a system to identify the region's tourism products, services, and events.

Maximize the Freedom's Frontier website as a virtual interpretive and marketing tool for visitors and residents.

Develop a comprehensive tourism marketing program that complements the region's individual destinations and site programs.

TOURISM AND MARKETING

Build and Monitor FFNHA Awareness via Marketing

INITIAL ACTIONS

Develop the Freedom's Frontier brand

For tourism development and management, the FFNHA brand and brand strategy will define how the region is set apart from its competitors and focus on its statement of national significance.

- S** 1) Host a brand manager from a local company to discuss how they brand their company. Investigate other heritage areas that recently engaged in branding campaigns to determine lessons learned.
- ★** 2) Conduct a branding exercise to determine the promise elements to include and address.
- C** 3) Review the current logo to determine if it meets the visual representation of the brand promise. If not, secure funding to conduct a comprehensive branding study.

Build a foundation for communicating Freedom's Frontier messages and stories

Essential to a strong brand is a solid foundation of quality communication tools and documents. Providing information in an easy-to-use and desired format will help stimulate media interest and educate local residents. The Freedom's Frontier website will play a major role in communicating information about Freedom's Frontier. It will be addressed in a separate recommendation.

- S** 1) Update the Freedom's Frontier brochure, PowerPoint presentation, and welcome packet. Engage partners in a discussion about what is most effective to help them share messages about FFNHA.
- ★** 2) Compile a list of organizations and individuals, including public officials and stakeholders, who need to be more knowledgeable about the story and informed about Freedom's Frontier. Devise appropriate outreach strategies.
- S** 3) Revise the general news release about Freedom's Frontier and make it available to media and partners.
- C** 4) Establish a technology committee to monitor Freedom's Frontier participation in social networking, to update social networking sites as necessary, and to investigate new social networking opportunities.

Establish a system to collect comprehensive and consistent visitor data

Currently, there is a lack of consistent, comprehensive base-line data that demonstrates the full impact of tourism on the region—in part due to incompatible collection methodology between states, counties, and local sites. Capturing qualitative and quantitative information from key customers will help Freedom's Frontier partners make good decisions.

- S** 1) Gather information from all sources that currently collect visitor data within Freedom's Frontier and analyze for similarities, gaps.
- C** 2) Identify categories of data to be collected and various methods of collection.

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LEGEND (see notes on page 4-15)		
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FOLLOW-UP ACTIONS

LONG TERM & POTENTIAL PARTNERS

- I** 1) Enlist the creative services of a graphic designer to revise or enhance the existing logo, if necessary, and to create a comprehensive branding image package that can demonstrate how to use the logo on marketing materials, merchandising, and throughout the region.
- C** 2) Outline guidelines for graphic usage of brand imagery, including application and acceptance process.
- S** 3) Create a PowerPoint presentation to articulate the brand campaign and how the corresponding graphics will be used, distributed, and evaluated. Test at a partnership meeting prior to wider distribution.
- S** 4) Fund creation of new collateral materials, revisions to website, and distribution of logo to qualifying entities.

LONG TERM

- S** 1) Conduct independent assessments or intercept surveys (where patrons/customers are asked their opinions about their experiences) to gauge how well the brand promise is being delivered.
- C** 2) Adjust marketing messages to accurately reflect the experience.
- 3) Periodically review usage of logo and brand to ensure brand promises are upheld.

Kansas Travel and Tourism Division, Missouri Division of Tourism, stakeholders

- C** 1) Establish a working group to focus on attracting local and national media.
- 2) Continue hosting familiarization tours (education tours), for qualified journalists and other targeted individuals to deliver the FFNHA brand through first-hand experiences and stories.
- S** 3) Tap public television and local radio for announcements about FFNHA Encourage promotion of regional activities and Freedom's Frontier updates.
- S** 4) Send a compelling and up-to-date information packet to the media list when there is news, updates, and as part of an annual outreach, performance report to stimulate interest and coverage.

LONG TERM

- S** 1) Keep the media contact list current and continue to expand it.
- S** 2) Update the regional media list for meeting announcements and news about FFNHA.
- S** 3) Expand communication efforts to include a monthly newsletter and visually-appealing annual reports.

Kansas Department of Commerce, Missouri Department of Economic Development, Chambers of Commerce, Convention & Visitors Bureaus, Local media

- C** 1) Establish a system of visitor data collection.
- S** 2) Recruit partners to assist with visitor data collection.
- L** 3) Carry out data collection.
- I** 4) Analyze data and make results available to partners and participants.

LONG TERM

- S** 1) Use data to inform tourism and marketing decisions.

Kansas Department of Commerce, Missouri Department of Economic Development, Chambers of Commerce, Convention & Visitors Bureaus, FFNHA locations and partner organizations, Universities and colleges

TOURISM AND MARKETING

Coordinate Marketing Efforts to Attract Tourism

INITIAL ACTIONS

Establish a system to identify the region's tourism products, services, and events.

In order to create a seamless visitor experience and to ensure that tourism products and services are available, the existing database should be expanded to include all tourism products and services related to Freedom's Frontier National Heritage Area.

- S** 1) Encourage continued use of the existing Visitor Readiness Form available online and analyze for similarities and gaps.
- C** 2) Determine qualifications for tourism products and services to become recognized by Freedom's Frontier National Heritage Area.

Maximize the Freedom's Frontier website as a virtual interpretive and marketing tool for visitors and residents.


Redesign of the content and graphics of the FFNHA website is essential. Continuously keeping the site current by adding upgrades, new things to see and do, stories, itineraries, tour packages, a current calendar of events, and links to other significant information like blogs and videos provides potential visitors and residents the opportunity to plan ahead and learn more about Freedom's Frontier.

- C** 1) Establish a technology committee to oversee future website redesign, monitor the website, make suggestions to keep the site fresh, upgrade content and design, expand brand opportunities, and maintain the positioning of keyword search.
- S** 2) Continue to update the current website and improve its functionality.
- C** 3) Identify a list of future needs/desires for a redesigned website.

Develop a comprehensive tourism marketing program that complements the region's individual destinations and site programs.

The Freedom's Frontier regional marketing program should promote the region and connect individual businesses, locations, and events to collectively promote and link key stories.


- S** 1) Collect and catalog copies of marketing materials, plans, and research for reference.
- ★** 2) Define FFNHA's regional role in tourism and marketing—as to development, marketing name, key areas of responsibility, how it works with other tourism and marketing entities in the region, and priorities for implementation and coordination.
- ★** 3) Identify existing programs in the region that meet FFNHA's marketing and overall heritage area goals and objectives.
- P** 4) Host an annual meeting with existing convention & visitors bureaus and other destination management organizations in the region to determine ways to collaborate, identify marketing issues to collectively address, and share information so as to build a complementary and integrated approach to reach target markets.
- ★** 5) Take advantage of upcoming commemorations, anniversaries (Civil War, National Park Service) with marketing and public relations/media relations assistance provided by the Kansas and Missouri Tourism Offices.


S FFNHA Staff and Trustees	V FFNHA Volunteers	P Partner Organizations
L FFNHA Locations	C FFNHA Volunteer Committee	I Independent Specialists
LEGEND (see notes on page 4-15)		
	FFNHA Staff, Volunteers, or Locations	

FOLLOW-UP ACTIONS


LONG TERM & POTENTIAL PARTNERS


- C** 1) Implement Freedom's Frontier Services Program as an addition to the Freedom's Frontier Locations and Events Program.
- P** 2) Work with interested partners to identify services that may qualify.

- LONG TERM
-  1) Continue to educate potential Freedom's Frontier services about the benefits of the program.
- Kansas Department of Commerce, Missouri Department of Economic Development, Chambers of Commerce, Convention & Visitors Bureaus, FFNHA locations and partner organizations, Universities and colleges

-  1) Write and distribute an RFP for redesign of the website and choose an independent specialist to redesign the website.
- I** 2) Website redesign. The home page of the website should provide users with four distinct areas, one each for visitors, educators, stakeholders, and researchers.

- LONG TERM
- S** 1) Continue to update website.
- FFNHA locations and partner organizations

- S** 1) Develop a calendar of domestic and international trade shows that provide an opportunity for the region to showcase its stories; allow buy-in for interested organizations at a variety of levels.
- S** 2) Meet with other heritage areas and regional/national networks engaged in story-based marketing or similar themes to identify collaborative ways to reach target audiences and package products and experiences.
-  3) Identify and partner with businesses, non-governmental organizations, and universities to increase awareness of Freedom's Frontier through joint marketing or sponsored activities.

- LONG TERM
- S** 1) Identify and secure funding for new collateral and branding materials.
 -  2) Organize and fund dedicated marketing activities that provide outreach and education for the region, such as exhibition at organizational conferences.
- Kansas Department of Commerce, Missouri Department of Economic Development, Chambers of Commerce, Convention & Visitors Bureaus, Local Destination Management Organizations, Individual Sites, National Park Service, Other Heritage Organizations, Main Street Associations, Universities

ECONOMIC DEVELOPMENT AND SUSTAINABILITY MANAGEMENT PLAN

The Importance of Business to FNNHA's story

A strong local economy has provided a healthy foundation for generations of residents. Early non-native settlers traveled to the region in search of economic prosperity. Fertile ground and river systems fostered an agricultural economy that is still evident today. As cities emerged and infrastructure improved, business opportunities expanded to include technology and commerce. During the century that followed, as residents had more discretionary spending and travel was a preferred activity, natural assets afforded local governments and businesses the opportunity to focus on and enhance recreation and tourism as new economic generators for the region. A diverse economy can be one of the best tools for historic preservation.

Good jobs, great recreation, vital commercial districts, attractive architecture, pristine landscapes, quality infrastructure and transportation, varied cultural activities, supportive government and healthy businesses all make the region an appealing place to live, work and play. While tourism is one key component for economic development efforts, it is neither feasible nor desirable to convert every historic building into a museum or to have an economy based entirely on tourism. The historic buildings and undeveloped cultural landscapes in Freedom's Frontier provide the setting and context for the stories that the heritage area has to tell, and sensitive heritage-based economic development strategies are a key component of ensuring that the important cultural, heritage and natural assets of this region are preserved for future generations to enjoy.

This section outlines ways in which Freedom's Frontier can pursue heritage-based economic development and a sustainability framework to help partners enhance and sustain economic development throughout the region. Rather than detracting from the historic, cultural, and natural resources of Freedom's Frontier, viable economic uses can be identified for these resources thereby ensuring they remain intact for the benefit of current and future residents. The economic development and sustainability recommendations in this section support a diverse economic future that is based on the region's unique assets and is sustainable for future generations.

Opportunities

As Freedom's Frontier seeks to develop a diverse economy, it is essential to think about stimulating sustainable growth, commercial revitalization, and long-term sources of funding. During the planning process stakeholders identified several opportunities for action develop and sustain the region's economy. They include: coordinating across boundaries, connecting businesses to technical and financial assistance, supporting sustainable growth of business and infrastructure; and including for-profit entities in Freedom's Frontier. Below is a summary of these opportunities—and some recommendations for addressing them.

Coordinating across Boundaries

Freedom's Frontier encompasses two states, forty-one counties, and numerous cities, towns, and villages, each with their own policies and procedures. While multiple levels of oversight may be necessary for governing the area, they make business development and sustainability more cumbersome in terms of regulations, paperwork, and financing.

Public policies developed with active citizen participation can promote sustainability. Local ordinances and tax structures provide the carrot and stick to guide appropriate development and other business activities that may impact the region. With FNNHA crossing two states, it is important to define and articulate a cohesive regional strategy for appropriate development and business growth. Dedicated taxes for these types of heritage business development (including tourism, recreation, and related commerce) should benefit the heritage area's long-term goals and objectives.

Connecting Businesses to Assistance

Both the Kansas Department of Commerce (www.kansas-commerce.com) and the Missouri Department of Economic Development (www.ded.mo.gov) offer programs and services that foster business growth and sustainability. Of particular note, both entities have financial incentives that entrepreneurs or communities can tap to help stimulate business growth. FNNHA can ensure that these existing resources and incentives are used by potential business owners with an interest in locating in a historic building.

Many organizations and government entities throughout the region provide stimulus packages to grow business and increase jobs. A more appropriate focus for FFNHA with regards to business growth and sustainability is how the development impacts— positively or negatively — the story eco-system. FFNHA can define and support recommended business practices that minimize impact on fragile resources, outline strategies to support smart growth, and foster conservation stewardship in local business practices.

Supporting Sustainable Growth

Thriving Main Street programs in Kansas and Missouri (both have designated communities in the FFNHA) foster commercial revitalization of historic downtowns. FFNHA should work with the Main Street programs to ensure that rural areas receive special attention by these two agencies as well. At the same time, FFNHA can advocate for the placement of new businesses in locations that will not detract from significant cultural landscapes. Iowa has developed a modified Main Street Program to target very small communities, and Kentucky is currently exploring a new program to provide the Main Street approach in very small crossroads communities. Preserving the landscape and traditional farm heritage is important, and providing stimulus to adapt the rural economy without compromising the integrity of the natural environment is a high priority for the region. Agribusiness is one of Missouri's eight targeted industry clusters, and Kansas also invests in sustaining agricultural programs, including "agritourism," in the FFNHA region.

Providing incentives for craftspeople, entrepreneurs and companies to produce desirable, high-quality work is as important

as developing the retail and business outlets to market and sell the items. Connecting the arts, nature, and preservation-based organizations with the business community, and demonstrating their value to residents and customers alike, is vital for smart and balanced growth in the region.

Once heritage businesses are operational, keeping them fiscally sound and prosperous is a healthy objective for FFNHA. Providing grants or leveraging capital investments, offering training and technical assistance are key services that many heritage areas engage in to foster smart growth with resource stewardship.

Advocating for or engaging in actual infrastructure improvements (including beautification, appropriate signage and transportation alternatives) are also frequent roles engaged in by heritage areas. FFNHA must consider how it can best serve its residents through business and commerce to help realize regional economic and social goals.

Allowing Participation of For-Profit Entities

An assessment of existing businesses in the region revealed that while many companies engage in activities or services that contribute to the economic sustainability of FFNHA, there is still much work to be done. More detailed information on the types and categories of products and services contributing to the FFNHA business profile is needed. In addition, this inventory must expand to include information on how each business measures performance, the type of technical and financial assistance that will make it more viable and sustainable, and how or if each business can expand its current deliverables to contribute to the enhancement of the FFNHA vision and mission

Enterprise partnerships provide a great avenue for private-sector employment and growth. Economic sustainability can also be achieved through partnerships with revenue-generating businesses. For Freedom's Frontier, the opportunities to team with local entrepreneurs are significant. An initial need is to define the relationship between FFNHA and existing economic development, tourism, preservation, conservation and related organizations. This effort will underscore the specific ways that FFNHA can support, enhance or engage in current individual and regional business development programs and centers, or offer alternative approaches for consideration and implementation.

Quick Reference Definitions

economic sustainability: The careful, efficient, and prudent use of natural, fiscal, and human resources over the long-term with minimal waste, and accounting for all (monetary and non-monetary) costs.

Source: businessdirectory.com

A full glossary of terms can be found in the appendix.

Key Ways for FFNHA to review Economic Development & Sustainability Progress

Freedom's Frontier staff should measure its economic development success annually and share its findings in its Annual Report. Benchmarks should include:

1. Increased sales tax revenues from purchases of FFNHA-branded products, services

2. Increased spending at FFNHA sites, attractions, and service providers

3. Increased employment/payroll at FFNHA sites, attractions, and services providers

4. Increased funding and budgets at local and state levels

5. Indirect and Induced Benefits, including

- New support jobs and services/payroll
- Reduced taxes paid by existing residents
- Enhanced local infrastructure
- New city services and personnel/payroll
- Enhanced real estate values
- Diversified economy
- New businesses
- Support for entrepreneurial opportunities
- Neighborhood revitalization
- Pride of place and enthusiasm of local residents
- Encouragement of historic preservation
- Improved destination image
- New social, educational, and cultural opportunities for the public
- Greater protection of natural resources

Economic Development and Sustainability Recommendations

The recommendations to follow were developed by Freedom's Frontier Partners. For each, actions to achieve them are set out along with a list of partner agencies, groups, and organizations that can provide support and expertise.

The recommendations included in this plan provide a phased approach for development including "Initial" recommendations for the first year, "Follow-up" recommendations for the next 2-5 years and "Long Term" recommendations for the next 5-10 years. Details about the staffing for these recommendations are included in the color-coded implementation boxes next to each recommendation item.

Enhance and Sustain Economic Development in Freedom's Frontier National Heritage Area

Support existing efforts for sustainable growth throughout the heritage area

Stimulate commercial revitalization through support of heritage development practices

Provide opportunities for private enterprise and property owners to participate, if desired, in FFNHA programs and activities

Provide information on state and federal economic stimulus programs for urban and rural communities.


Build a "sense of place" through a consistent wayfinding system in the region to recognize FFNHA's contributing assets

Enlist the support of Kansas and Missouri legislatures (state, county, and local) for line-item budgets and other legislated necessities (i.e., permitting laws, services requirements) to ensure long-term growth and success of the area.

Serve as a conduit/broker between funding entities and local businesses, sites and other non-profit organizations.


INITIAL ACTIONS

<p>Support existing efforts for sustainable growth throughout the heritage area</p> <p>FFNHA has a number of state and local agencies that can implement growth procedures as part of the region's sustainable development agenda. FFNHA can demonstrate support for policies and procedures that help foster the growth of appropriate and sustainable business and development in rural and urban communities.</p>	<p>S 1) Support the development of a master list of design professionals and other officials—especially from certified local governments—who can assist in defining sustainable growth in the region.</p>
<p>Stimulate commercial revitalization through support of heritage development practices</p> <p>Main Street and other heritage development strategies utilize existing assets for commercial revitalization. FFNHA can support these types of heritage development efforts through financial and marketing incentives and therefore heighten the potential for revitalization and sustainability of heritage structures.</p>	<p>V 1) Meet with local and state Main Street organizations and participating communities to identify ways to expand program to other towns and rural communities in the FFNHA area.</p>
<p>Provide opportunities for private enterprise and property owners to participate, if desired, in FFNHA programs and activities</p> <p>Local businesses and private property owners provide a unique opportunity for FFNHA to interpret and deliver its story through structures, products, and services. Some businesses and owners will actively contribute to telling the story through interpretation, other businesses and owners may simply serve as the stewards of a contributing historic site or cultural landscape. FFNHA must identify ways for these entities to participate in FFNHA programs and initiatives, if desired.</p>	<p>S 1) Post criteria for Freedom's Frontier Locations and Events on the FFNHA website.</p> <p>★ 2) Invite potential Freedom's Frontier Locations and Events to apply, with special encouragement to places already in the database that meet the criteria.</p>
<p>Provide information on state and federal economic stimulus programs for urban and rural communities.</p> <p>FFNHA can incorporate heritage development and revitalization practices with existing state and federal programs that address communities that are underserved or underfunded. FFNHA can provide this information as a resource for partner efforts.</p>	<p>★ 1) Develop a list of federal and state funding and grant programs that assist rural and urban communities with capacity development.</p>

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LEGEND (see notes on page 4-15)		
	FFNHA Staff, Volunteers, or Locations	

FOLLOW-UP ACTIONS

LONG TERM & POTENTIAL PARTNERS

<p>P 1) Facilitate a meeting of invited participants to help to forge a region-specific definition of “sustainable growth” and “capacity development” and to identify existing efforts in the region.</p>	<p>I 1) Regularly assess whether growth practices in the heritage area are improving resident quality of life and if FFNHA is having a significant impact in the region’s growth.</p> <p>Architects, landscape architects, community planners, Mid-America Regional Council, local CLG’s., Community and Regional Food Planning partners</p>
<p>V 1) Encourage existing Main Street communities to interpret their own FFNHA story.</p> <p> 2) Encourage existing Main Street communities to recruit businesses that pledge to support the FFNHA mission and vision.</p>	<p> 1) Encourage new Main Street communities to pledge to support the FFNHA mission and vision while monitoring existing Main Street community progress.</p> <p>Kansas Main Street Program, Missouri Main Street Coalition, City & County Managers</p>
<p>C 1) Regularly review completed applications for new Locations and Events are reviewed quarterly.</p> <p>S 2) Send notifications.</p>	<p>LONG TERM</p> <p>C 1) Use FFNHA resources to help stimulate and stabilize companies and businesses that revitalize historic structures and interpret their story for customers.</p> <p>Kansas Humanities Council, Missouri Humanities Council, Kansas State Historical Society, State Historical Society of Missouri, Kansas and Missouri State Historic Preservation Offices, local historians, local museum specialists .</p>
<p> 1) Identify regional success stories concerning economic development and revitalization that have not negatively impacted local heritage preservation.</p> <p>S 2) Encourage the use of these programs as an additional or alternate source for funding community development projects.</p>	<p>LONG TERM</p> <p>S 1) Assess number of rural and urban communities that take advantage of economic stimulus programs.</p> <p>HUD Community Development Block Grant Program, USDA Rural Housing & Community Facilities Programs, HUD Rural Housing & Economic Development Program.</p>

INITIAL ACTIONS

Build a “sense of place” through a consistent wayfinding system in the region to recognize FFNHA’s contributing assets

FFNHA staff must work closely with both Kansas and Missouri Departments of Transportation to develop an integrated signage system that allows ease of access and information on the roadways linking the area’s sites, attractions and services. Many other states have similar wayfinding systems in place and can serve as a model for use in the FFNHA. Uniform signage provides the opportunity to identify contributing assets for the region or story.

- S** 1) Contact the Missouri and Kansas Departments of Transportation to determine requirements, regulations and qualifications for uniform signage.
- C** 2) Develop a system for determining eligibility for the program.

Serve as a conduit/broker between funding entities and local businesses, sites and other non-profit organizations.

If FFNHA staff serve as the bridging entity between those with available funding and those in need, it not only aids in community development within the area, but also ensures a position of leadership in the region. The FFHNA grassroots network will also serve as the knowledge “funnel” on what is being proposed, its potential among other needs, and its potential impact on the region. Funders then recognize the FFNHA organization as an honest broker and turn to it for confirmation that an entity is worthy of funding and has the true potential to succeed as an integral part of the fabric of the area.

- S** 1) Identify and compile a list of key funders in the region; survey as to their interests and desires for business development and community sustainability.

FOLLOW-UP ACTIONS	LONG TERM & POTENTIAL PARTNERS
<ul style="list-style-type: none"> • Develop a business plan for the project, including a clear definition of the project's goals, objectives, and expected outcomes. • Identify potential partners who share the same vision and mission, and who can provide the necessary resources and expertise. • Conduct a feasibility study to assess the project's viability and potential for success. • Secure funding from investors, grants, or other sources to support the project's development and implementation. • Build a strong network of supporters, including mentors, advisors, and other stakeholders in the field. • Monitor progress and adjust the plan as needed to ensure the project stays on track and achieves its goals. 	<ul style="list-style-type: none"> • Academic institutions such as universities and research centers, which can provide access to cutting-edge research and expertise. • Government agencies that support innovation and entrepreneurship, such as the Small Business Administration or the National Science Foundation. • Private industry partners, including venture capitalists, angel investors, and corporate sponsors, who can provide funding and resources. • Non-profit organizations that focus on social impact and community development, such as the Bill & Melinda Gates Foundation or the Open Society Foundations. • Local community organizations that can provide support and resources, such as local business associations or chambers of commerce.

<p>I 1) Design a consistent system that recognizes locations, events, and businesses that support and contribute to Freedom's Frontier National Heritage Area.</p> <p>C 2) Determine these locations.</p> <p>S 3) Raise funds for wayfinding and directional signage.</p>	<p>LONG TERM</p> <p>I 1) Monitor effectiveness of wayfinding and directional signage through visitor and partner surveys.</p> <p>Missouri and Kansas Departments of Transportation, Scenic Byways programs</p>
<p>P 1) Host a forum to discuss key regional needs and how to collaborate effectively.</p> <p>S 2) Survey FFNHA business and non-government constituents to determine technical and financial needs.</p>	<p>LONG TERM</p> <p>★ 1) Compile a resource directory that can be posted as a reference tool on the FFNHA website.</p> <p>Community foundations, other regionally-based funding institutions</p>

INTERPRETATION & EDUCATION PLAN

Freedom's Frontier National Heritage Area is a story-based heritage area centered on the ideal of freedom. This region is a place of transition and tension where issues related to equal freedoms for all have been tested and debated. It is here that the forested landscape in the eastern United States transitions to the open plains of the Midwest, where early non-native settlers pushed Westward, paused by rivers and springs, before continuing their arduous journeys to the Rocky Mountains and beyond. In many ways the center of the continent, Kansas and Missouri are places of mixing—meeting points where the contemporary boundaries of “white settlement” and the “permanent Indian Territory” were debated.

It was here in the mid-19th century where the northernmost slave state bordered the Kansas Territory to form an uneasy border. Here the Kansas-Nebraska Act granted some citizens the freedom to determine whether Kansas Territory would enter the Union as a slave or a free state.

The resulting struggles touched off the firestorm of the Civil War to determine “a new birth of freedom.” This struggle continues to the present day as our nation's concept of “freedom for all” evolves. These stories described in the Power of Place, Power of Story, and Storytelling Toolkit can be told as part of interpretive and education programs for this region. The recommendations in this section will empower local groups in the region to work together to respect and be stewards of these diverse stories that connect regional history to the nation.

This section outlines ways in which Freedom's Frontier can provide an interpretive and education framework to help partners in the region identify, authenticate, connect, and share stories about the struggles for freedom throughout the region. The interpretation recommendations in this section support a seamless visitor experience for travelers and residents by providing connections and linkages between the sites and stories within the region. Likewise, the educational recommendations included here will make residents and others outside the region aware of the stories that are part of this region's heritage.

In addition to the interpretive and educational recommendations for the Local Coordinating Entity found in this section, interpretive tips and advice for individual sites or organizations can be found in the “Storytelling Toolkit” in the “Power of Action” section of this plan. The Storytelling Toolkit empowers local groups and individuals within the region to tell their stories effectively as part of the Freedom's Frontier National Heritage Area. The Toolkit provides tips to help choose interpretive tools that make the most sense for each individual site. The Toolkit also provides advice about how to offer authentic and engaging experiences that are tolerant and respectful of diverse stories from multiple perspectives.

Opportunities

As Freedom's Frontier seeks to share its unique stories, interpretation and education are essential. During the planning process, stakeholders identified many opportunities for interpreting the region's story and educating its residents and visitors. These opportunities include unifying the area, respecting multiple perspectives, recovering lost stories, and engaging changing audiences. Below is a summary of these opportunities—and some recommendations for addressing them.

Unifying the Area

Freedom's Frontier is unique among National Heritage Areas because it is based on American ideals of “Freedom”—an idea so powerful that it evokes emotional conflict and many definitions. Whereas many other National Heritage Areas are based on thematically linked sites, corridors, or canals, Freedom's Frontier is story-based and united by the geography of its 41 counties—a fabric of rivers, topography, soils, and vegetation that often influenced social and cultural interactions over time, including where stories occurred. The diverse geography and settings of Freedom's Frontier provide rich opportunities to tell the region's stories through interpretation and education programs, both at physical sites in the region as well as in the virtual world.

Based on local input, the themes outlined in the “Power of Story” section of this plan were agreed upon by Freedom’s Frontier stakeholders in the summer of 2008 and were adopted by the Freedom’s Frontier Steering Committee. Local stakeholders chose these themes because they were simple and easy to convey to regional interpreters, residents, and visitors. They provided a clear and concise framework tied to the national significance of the region to allow Freedom’s Frontier stakeholders to address the broad spectrum of stories related to struggles for freedom.

Respecting Multiple Perspectives

The desire to share unique, authentic and honest stories plays an integral role in the shared vision for Freedom’s Frontier. The first of the guiding principles states “be tolerant and respectful of diverse stories from multiple perspectives.” While much has been written about the different struggles for freedom within this region, for many people who live in this region these stories are still very personal. In some cases the stories are also still very emotional and painful. While personal connections have tremendous potential to help make these stories come alive, they also have the potential to create friction. This is particularly true when stories are presented from a perspective that conflicts with the perspective of someone from another location, race, or ethnicity.

Some indication of the diversity of stories and perspectives in the region can be seen in the Stories and Places document that was compiled as part of a participatory activity during the May 2008 Freedom’s Frontier Partnership meeting. A copy of this document is included in the Appendix. Freedom’s Frontier needs to continue to inventory and work to help authenticate stories as well as continuing to expand the inventory of sites using the story authentication process and registering locations and events outlined in this operational plan. This ongoing approach of inventorying both stories and place will help to provide a richer context for this heritage area, helping to define the intersections between story and place as well as identifying important stories that are not site-specific.

Recovering Lost Stories

One challenge is authenticating stories in the region. Some events, such as the Missouri-Kansas Border War with the utter chaos that gripped the region, meant that people often did not feel safe publicly stating their true opinions. In this situation, written records may not always accurately reflect people’s thoughts. It will be important to move forward in a thoughtful and supportive way to recover, verify, and share all of the stories that the region has to tell, including those that are told at smaller or lesser known sites in the region.

Engaging Changing Audiences

Successful museums and historic sites are more than curatorial facilities for artifacts. To be relevant in today’s competitive environment, they must also provide opportunities for the community and visitors to be engaged and involved. Helping museums and historic sites develop creative and engaging programming that allows visitors to relate history to their lives should be a priority. Museums and sites can achieve these ends through offering unique range of experiences, such as hands-on activities, volunteer programs, and creative use of technology.

As an increasing number of museums and historic sites compete for declining public funds, most museums struggle to maintain facilities, preserve their collections, and attract visitors. In a time when public expectations are changing, museums and historic sites struggle to preserve their buildings and collections, meet public calls for making collections and information available on the web, and provide their communities and visitors with relevant and distinctive experiences.

In the past, sites and museums have measured success or failure and justified public funding through attendance statistics. As entertainment choices expand and leisure time decreases, many sites and museums face declining visitation. In this changing environment, more and more sites and museums are measuring success qualitatively rather than quantitatively. Measures of success that include the number of people it engages, the quality of visitor experience, and appeal to both the local community and visitors provide museums and sites a deeper and more meaningful picture of success.

Key Ways for FFNHA to review Interpretation and Education Progress

The following list provides potential indicators that Freedom's Frontier can use to track the success of interpretive and education efforts. Measurement and evaluation can be compiled annually and shared as part of the Freedom's Frontier Annual Report. Some indicators listed below can be easily tracked by Freedom's Frontier. Some indicators can be measured by progress forms, some of which are indicated below and are included in this section.

The list provides suggestions for the kinds of measurement indicators that could be included. The final list of indicators used by Freedom's Frontier will vary based on the willingness of partners to provide data and the availability of funding available to complete evaluations of the heritage area.

Education Website Suggestions

Educators section

- Annotated links to existing online curriculum materials with review functions
- Educators Forum with discussion blogs and networking opportunities
- Educators newsletter
- Grant information
- Participating locations' and events' field trip opportunities

PROGRESS AREA

1) Participating Sites & Events

- *Number of locations and events in the recognized Freedom's Frontier Locations and Events program*
- *Increased visitation at participating sites and events (versus changes in visitation at non participating sites and events)*
- *Development of new exhibits or heritage attractions in the region related to Freedom's Frontier*
- *Increased knowledge amongst site/event staff and volunteer of other Freedom's Frontier places to visit or stories to tell*
- *Improved compelling sense of authenticity of stories shared at participating sites and events*
- *Discovery of new, authentic stories related to Freedom's Frontier*
- *Enhanced sensitivity in presenting stories from multiple perspectives and/or respecting different opinions*
- *Improved visitor satisfaction with experiences at participating sites and events*
- *Increased cross-promotion between Freedom's Frontier sites and events*
- *Increased quality in exhibits related to Freedom's Frontier*
- *Increased quality in programs and/or events related to Freedom's Frontier*

(continued on page 4-64)

PROGRESS AREA	
2) Training Workshops and Education Programs <ul style="list-style-type: none"> • Number of training workshops/educational programs offered • Number of people completing/attending training workshops/programs • Feedback from evaluation forms from participants or other written or verbal comments on workshops or programs 	6) Elementary/Secondary Education <ul style="list-style-type: none"> • Increased usage of curriculum promoted on website • Expanded amount of class time devoted to Freedom's Frontier related curricula • New curriculum materials have been created by Freedom's Frontier or others • Increased involvement by teachers in Freedom's Frontier training workshops • Increased number of field trips • Increased repeat visits by students returning with their families • Stronger emphasis on state and regional history in state curriculum guidelines
3) Interpretive Materials <ul style="list-style-type: none"> • Number of interpretive materials used (e.g. brochures picked up, publications sold) 	
4) Grants <ul style="list-style-type: none"> • Amount of grant funds provided • Cash and in-kind matching funds leveraged • Success of or results from grant funded efforts 	
5) Website <ul style="list-style-type: none"> • Number of hits on pages related to interpretation and education • Number of downloads of interpretive and education materials 	7) Public Awareness of Freedom's Frontier <ul style="list-style-type: none"> • More area residents are aware of Freedom's Frontier National Heritage Area and what it means • More area residents are familiar with the nationally significant stories told by Freedom's Frontier • Greater national and international awareness of the Freedom's Frontier stories • Enhanced community pride within the Freedom's Frontier region
	8) Tolerance for Multiple Perspectives <ul style="list-style-type: none"> • Increased mention of the existence of other perspectives at sites with referrals to visit other sites to hear all perspectives • Stories are presented with enhanced sensitivity • Less discord between stakeholders with different perspectives

Interpretation and Education Recommendations

The recommendations to follow were developed by Freedom's Frontier Partners. For each, actions to achieve them are set out along with a list of partner agencies, groups, and organizations that can provide support and expertise.

The National Park Service or the Alliance of National Heritage Areas may be able to provide assistance in this area as they have completed research surveys and evaluations for other National Heritage Areas. Stakeholder interviews and focus groups can be used to measure qualitative (as opposed to quantitative) results such as changes in attitude.

The recommendations included in this plan provide a phased approach for development including "Initial" recommendations for the first year, "Follow-up" recommendations for the next 2-5 years and "Long Term" recommendations for the next 5-10 years. Details about the staffing for these recommendations are included in the color-coded implementation boxes next to each recommendation item. Additional budget and staffing recommendations are included in the business plan.

Define Freedom's Frontier by recognizing and developing its resources, sites, story and brand.

Collect and present information about contributing heritage resources in a searchable databases

Link to existing online bibliographies and encourage dialogue about the region's history

Designate Freedom's Frontier Recognized Locations and Events.

Define and tell Freedom's Frontier's story by developing orientation materials to introduce visitors to Freedom's Frontier

Define and tell Freedom's Frontier's story by clustering sites into manageable visitor experiences

Enhance and connect available interpretive information about Freedom's Frontier sites with outdoor signage.

Enhance and Sustain the Sense of Place in Freedom's Frontier.

Develop targeted training materials and promote and/or offer workshops and other professional development opportunities on key interpretation and education topics

Create a peer mentor program to provide coaching opportunities for staff and volunteers at heritage sites in the region.

Establish a recognition program to encourage creative and interactive programming Museums and Historic Sites.

Create a matching grants program to provide targeted interpretive assistance.

Build a foundation for communicating the Freedom's Frontier message and stories

Maximize the Freedom's Frontier website as a virtual interpretive and marketing tool for visitors

Enhance existing curriculum materials to meet needs and fill gaps.

Develop education opportunities for the general public to increase awareness of Freedom's Frontier's significant stories

INTERPRETATION AND EDUCATION

Define Freedom's Frontier By Recognizing and Developing its Resources, Sites, Story & Brand

INITIAL ACTIONS

Create a searchable database for the inventory of contributing heritage resources in the region.

Include database fields that allow this inventory to be used to assist in evaluating sites as potential recognized Freedom's Frontier Locations and Events as well as fields to track stories. Expand database fields to allow for contributing events to be added.



1) Define categories and fields that will need to be included in the searchable database.



2) Continue to utilize existing Visitor Readiness database until a new system can be developed.

Link to existing online bibliographies and encourage dialogue about the region's history

Build on the existing digital archive projects by providing links to these resources on the Freedom's Frontier website and develop additional online bibliographies to fill any gaps in the existing resources that are available.



1) Approach historical societies and organizations about partnership opportunities.



2) Secure funds for expanded partnership effort.

Designate Freedom's Frontier Locations and Events.

Identify Freedom's Frontier Registered, Recognized, and Star Locations and Events to be listed in Freedom's Frontier brochures and the Freedom's Frontier website.



1) Post criteria for Freedom's Frontier Locations and Events on the FFNHA website.



2) Invite potential Freedom's Frontier Locations and Events to apply, with special encouragement to sites already in the database that meet the criteria.

Develop orientation materials to introduce visitors to Freedom's Frontier

Include basic information about stories and places to visit in the region. As the capabilities of the website, brochure, and guidebooks are expanded over time, work to provide enhanced features such as an interactive searchable map, customized itinerary builders, or downloadable audio tours.



1) Ensure that information about sites and stories in the region is included on the Freedom's Frontier website as a "virtual tour."



2) Develop a strategy and a budget for the Freedom's Frontier brochure.

Group sites into manageable visitor experiences

Group sites as suggested itineraries and ultimately as designated Freedom's Frontier Heritage Trails.



1) Identify existing trails and scenic byways in the FFNHA Resource Inventory to be included.



2) Promote existing trails or tours in visitor section of FFNHA website.

S FFNHA Staff and Trustees	V FFNHA Volunteers	P Partner Organizations
L FFNHA Locations	C FFNHA Volunteer Committee	I Independent Specialists
LEGEND (see notes on page 4-15)		
FFNHA Staff, Volunteers, or Locations		

FOLLOW-UP ACTIONS

LONG TERM & POTENTIAL PARTNERS

<p>S 1) Develop plan and scope of work for an expanded and enhanced online database and secure cost estimates.</p> <p>S 2) Secure funding.</p> <p>I 3) Expand/enhance existing online database system.</p>	<p>LONG TERM</p> <p> 1) Pro-actively work with location and event managers and FFNHA volunteers to expand information about continuing resources in the database.</p> <p> 2) Use database for the following activities:</p> <ul style="list-style-type: none"> - identifying, tracking, and evaluating participants in the FFNHA Location and Events Program - promote to researchers as a clearinghouse for primary source materials - develop tours to build other promotional materials - identify tourism product and service development needs. <p>Universities and colleges in the region, Missouri Humanities Council, Kansas Humanities Council, National Park Service</p>
<p>I 1) Develop expanded online bibliography.</p> <p>S 2) Promote expanded online bibliography through website and other channels.</p> <p>I 3) Enhance FFNHA website to provide enhanced interactive features.</p>	<p>LONG TERM</p> <p>S 1) Continue to update the bibliography and feature new works.</p> <p>Kansas State Historical Society, State Historical Society of Missouri, University of Kansas, Institute of Museum and Library Services, National Park Service</p>
<p>C 1) Regularly review completed applications for new Locations and Events.</p> <p>S 2) Notification letters sent.</p>	<p>LONG TERM</p> <p>C 1) Designated locations and events are evaluated regularly to ensure that they still meet the designated program qualifications.</p> <p>Kansas Humanities Council, Missouri Humanities Council, Kansas State Historical Society, State Historical Society of Missouri, Kansas and Missouri State Historic Preservation Offices, local historians, local museum specialists .</p>
<p>I 1) Contract, create and distribute brochure to participating sites, events and gateway centers.</p> <p>S 2) Research to determine the market for different kinds of guidebooks (e.g. a pocket guide versus a glossy coffee table publication).</p>	<p>LONG TERM</p> <p>S 1) Contract, create and distribute guidebook.</p> <p>S 2) Evaluate, revise, and reprint brochure regularly.</p> <p>Freedom's Frontier Sites, graphic artists, local historians</p>
<p>C 1) Evaluate driving tours and itineraries to identify other potential trails that would appeal to travelers and where there is local interest in developing a heritage trail.</p> <p> 2) Convene a series of meetings with local stakeholders along the trail.</p> <p> 3) Implement plan for trail development.</p>	<p>LONG TERM</p> <p>C 1) Monitor the success of the trail, continue to look for new heritage trail opportunities.</p> <p>Convention and Visitor Bureaus, National Scenic Byways program, tourism professionals</p>

INTERPRETATION AND EDUCATION

Define Freedom's Frontier By Recognizing and Developing its Resources, Sites, Story & Brand

INITIAL ACTIONS

Enhance and connect available interpretive information about Freedom's Frontier sites with outdoor signage.

Develop interpretive signage at key sites throughout the region.



1) Develop a plan and cost estimate for interpretive signage. For sites, consider both significance and geographic diversity in selecting signage locations. For kiosks, consider locations along major roadways that serve as gateways to the region.

INTERPRETATION AND EDUCATION

Enhance and Sustain Freedom's Frontier's Sense of Place

INITIAL ACTIONS

Develop training materials and promote OR offer workshops on key interpretation and education topics

Potential interpretive and educational workshop topics could include topics such as how to make sites come alive, what makes a successful museum or historic site, creative ways to foster a dialogue on the meaning of freedom, curatorial collections care or how to run successful events.



1) Identify existing interpretive and education workshops, training programs, and other professional development opportunities being offered in the region.




2) Promote existing professional development opportunities to the FFNHA Partnership Team.

Create a peer mentor program to provide coaching opportunities for staff and volunteers at heritage sites in the region.

Identify experienced volunteer mentors who can be matched up with sites who ask for assistance to help them work towards the recommendations in their assessment report.






1) Identify experienced individuals willing to serve as a volunteer mentor.

S FFNHA Staff and Trustees	V FFNHA Volunteers	P Partner Organizations
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LEGEND (see notes on page 4-15)		
	FFNHA Staff, Volunteers, or Locations	

FOLLOW-UP ACTIONS


LONG TERM & POTENTIAL PARTNERS


-  1) Develop layout for interpretive signs.
-  2) Raise funding for interpretive signage.

- LONG TERM
-  1) Install signs and include locations in FFNHA materials
- Freedom's Frontier Sites, graphic artists, local historians

FOLLOW-UP ACTIONS

LONG TERM & POTENTIAL PARTNERS

- S** 1) Create and distribute an annual online survey with workshop options to supplement existing training opportunities already available in the region.
- V** 2) Identify partners, faculty and host locations.
-  3) Promote OR offer workshops.

- LONG TERM
-  1) Review workshop evaluations as part of planning for future workshops.
- National Park Service, Missouri Museums Association, Kansas Museum Association, American Association of Museums, Association of Midwest Museums, Mountains-Plains Museum Association, American Association for State and Local History, Kansas Humanities Council, Missouri Humanities Council, Missouri State Parks, Missouri State Historical Society, Kansas State Historical Society

- C** 1) Develop a peer mentor program with volunteers which aims to provide relevant information from the management plan that may assist a specific location.
- C** 2) Monitor effectiveness of mentor program by surveying mentors and mentorees, modify program as appropriate.

- LONG TERM
- C** 1) Expand the mentor program to include offering mentor assistance to sites and events in advance of and as a follow-up to the on-site assessments.
- National Park Service, Missouri Museums Association, Kansas Museum Association, Kansas Humanities Council, Missouri Humanities Council

INTERPRETATION AND EDUCATION

Build a foundation for communicating the Freedom's Frontier Message and Stories

INITIAL ACTIONS

Develop unique childhood educational programs and empower local communities to educate children about their heritage outside of traditional school settings.

Establish a pilot heritage day camp program for children. Educating children will assist Freedom's Frontier in its aim to make residents of all ages historically aware.



1) Establish an educational task force of interested educators throughout the region.

Enhance existing curriculum materials to meet needs and fill gaps.

Promote existing educational resources and develop new curriculum to fill gaps or needs. Thirty educators in the region responded to an online survey. These educators indicated a desire for more curriculum materials focused on the Missouri-Kansas Border War, with an emphasis on materials that did not require extensive research or advance preparation and geared towards a lower student reading level. The complete results of this educator survey can be found in the appendix of this report.



1) Continue to expand the list of existing educational materials.



2) Create a dedicated section on the Freedom's Frontier website for educators and post links to the existing online curriculum materials along with a link to allow educators to review and rank the materials.

Develop education opportunities for the general public to increase awareness of Freedom's Frontier's significant stories

Identify educational programs relating Freedom's Frontier's significant stories offered by partners and work collaboratively to promote these existing programs to as broad an audience as possible. Encourage partners to offer additional programs as appropriate.



1) Promote existing educational programs offered by other FFNHA partners.

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LEGEND (see notes on page 4-15)		
	★ FFNHA Staff, Volunteers, or Locations	

FOLLOW-UP ACTIONS

LONG TERM & POTENTIAL PARTNERS

<p>C 1) Research and review existing models for children's program as well as assessing the need and interest for day camp opportunities within the region.</p> <p>C 2) Establish a team to outline a children's program for FFNHA that provides educational opportunities that further the mission of FFNHA while meeting identified needs for day camp/day care offerings in the region.</p>	<p>LONG TERM</p> <p>C 1) Evaluate successes and failures and adjust program as necessary.</p> <p>P 2) Using successful pilot as a model, replicate the day camp in other locations throughout the region.</p> <p>Kansas and Missouri Humanities Councils, Kansas and Missouri State Historic Preservation Offices, Kansas and Missouri Departments of Education, day-care facilities in the region, National Park Service, education consultant</p>
<p>★ 1) Meet with educators to reconfirm results of education survey regarding needs.</p> <p>P 2) Identify desired curriculum programs partners and funding to develop programs to meet those needs.</p> <p>P 3) Develop and offer programs or assistance.</p> <p>P 4) Evaluate effectiveness of curriculum programs or assistance on a regular basis.</p>	<p>LONG TERM</p> <p>C 1) Use database to identify needs and gaps in curriculum materials.</p> <p>Kansas State Department of Education, Missouri State Department of Education, National Park Service (Teaching with Historic Places), Social studies curriculum advisors employed by the school districts in the FFNHA area, local educators.</p>
<p>I 1) Conduct an annual e-survey to identify areas of interest for life-long learning opportunities.</p> <p>I 2) Create annual calendar of life-long learning programs and opportunities.</p> <p>★ 3) Promote life-long learning program offerings.</p>	<p>LONG TERM</p> <p>L 1) Offer life-long learning opportunities.</p> <p>I 2) Collect and analyze evaluations from life-long learning program participants.</p> <p>All colleges, universities, libraries and community centers in the FFNHA region, National Park Service</p>

BUSINESS PLAN FOR THE COORDINATING ENTITY

A ROADMAP FOR MANAGEMENT

Executive Summary

Freedom's Frontier National Heritage Area (FFNHA) is a national heritage area recognized by Congress in October 2006 as a partner of the National Park Service. Territorial Kansas Heritage Area (TKHA), a 501c3 organization, is identified in the enabling legislation as the management entity. It is governed by a Board of Trustees with a minimum of 25% representation from both Kansas and Missouri. TKHA is now doing business as Freedom's Frontier National Heritage Area (FFNHA) and is described as such in all official documents including in the Central Contract Registration (CCR) with the federal government.

Committed to protecting and promoting the cultural, historical and natural assets of a region, National Heritage Areas play a vital role in maintaining both the physical character and the cultural legacy of the United States. National Heritage Areas are recognized based on the nationally distinctive landscapes that they are committed to protect and promote. These landscapes are places where natural resources and human activity interact to create an area that is historically and geographically unique. They are representative of the national experience through the physical features that remain and the traditions that have evolved in those landscapes.

National Heritage Areas are acknowledged by Congress for their capacity to describe nationally important stories about the evolution of our nation. Participation in National Heritage Areas by those whose traditions helped to shape the landscape enhances the significance and establishes a stronger sense of place.

There are currently 49 designated areas in the country and many more in various stages of designation. With the likelihood that Congress will no longer consider creating national parks, the national heritage area movement is growing rapidly in partnership with the National Park Service.

Implementation of the Management Plan will be accomplished through a network of partnerships including government and non-government as well as dedicated individuals who will be coordinated by a minimal office staff. All will be offered technical assistance and encouraged to identify the greatest and most distinctive assets that make the area a desirable place to live or visit. The Board of Trustees will annually review the Business Plan and adopt an appropriately funded operating budget.

There are many viable organizations in the area dedicated to preserving our heritage. Freedom's Frontier National Heritage Area encourages all to embrace the regional identity which provides residents and consumers with a connected and, therefore, richer experience based on heritage. Exposure to and education of an area's heritage resources inspires pride and brings with it substantial economic development.

Business Description

Freedom's Frontier National Heritage Area (FFNHA)
947 New Hampshire Street
PO Box 526
Lawrence, Kansas 66044
785-856-5301
www.freedomsfrontier.org

Current Status

Statutory authorization was given with the signing of S.203: National Heritage Areas Act of 2006 on October 12, 2006. Territorial Kansas Heritage Alliance (TKHA) is the identified management entity with a 501c3 IRS status. TKHA is doing business as Freedom's Frontier National Heritage Area (FFNHA). Federal designation brings with it a partnership with the National Park Service that lends credibility to this newly formed organization.

Since 1999, hundreds of interested residents have come together consistently bringing to reality this national heritage area based on our shared stories. In the beginning, it was a Kansas project, but those involved soon realized that without the Missouri stories, the interpretation would not be complete. It took some time to understand one another and to learn to respect the different perspectives from which we come to the discussions of our shared heritage. Today we are working together to realize a regional identity based on our nationally important stories.

Recognizing the leadership role from the inception by Douglas County, the City of Lawrence, Lawrence Convention & Visitors Bureau and individuals in the city, the Board of Trustees determined Lawrence to be the home office. The intent is that the management entity will be made up of a small staff of field practitioners. In order to share resources and reduce costs, the board will contract with a management entity to coordinate willing partnerships throughout the area and to assist with implementation of various projects connecting them with the regional identity.

As the 150th anniversary of the beginning of the Civil War approaches in 2011, Freedom's Frontier is preparing to make the nation aware of pre-Civil War events that lead to the firing on Fort Sumter, events that took place during the Civil War in our area and beyond to today.

Vision for 2028

Freedom's Frontier National Heritage Area (FFNHA) is an internationally recognized region in western Missouri and eastern Kansas where a young nation's diverse definitions of freedom collided. Through sharing authentic and honestly interpreted stories, residents respect multiple views of freedom. Compelling learning experiences, interpretation and preservation offer visitors and residents of all ages an understanding of the region's importance. Historically aware citizens collaborate to build diverse economies for current and future generations.

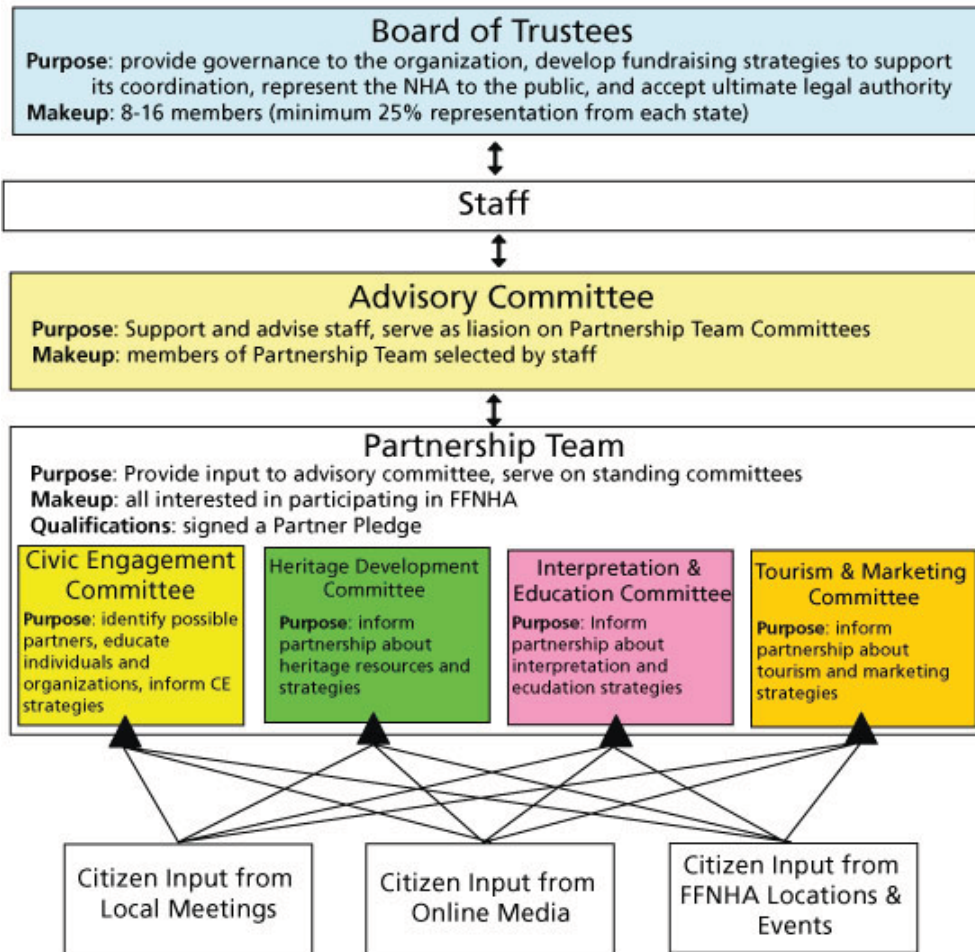
Management

The Lawrence (KS) Convention and Visitors Bureau donated staff time to provide guidance and leadership of the planning activities, both during the feasibility assessment and the management planning process. Work has been accomplished with 100+ partners from throughout the 41-county area each doing their part to move it forward. Monthly meetings for the past five years have been consistent with an average of 50-75 people attending and reporting collective expenses of \$6,000+ for each meeting.

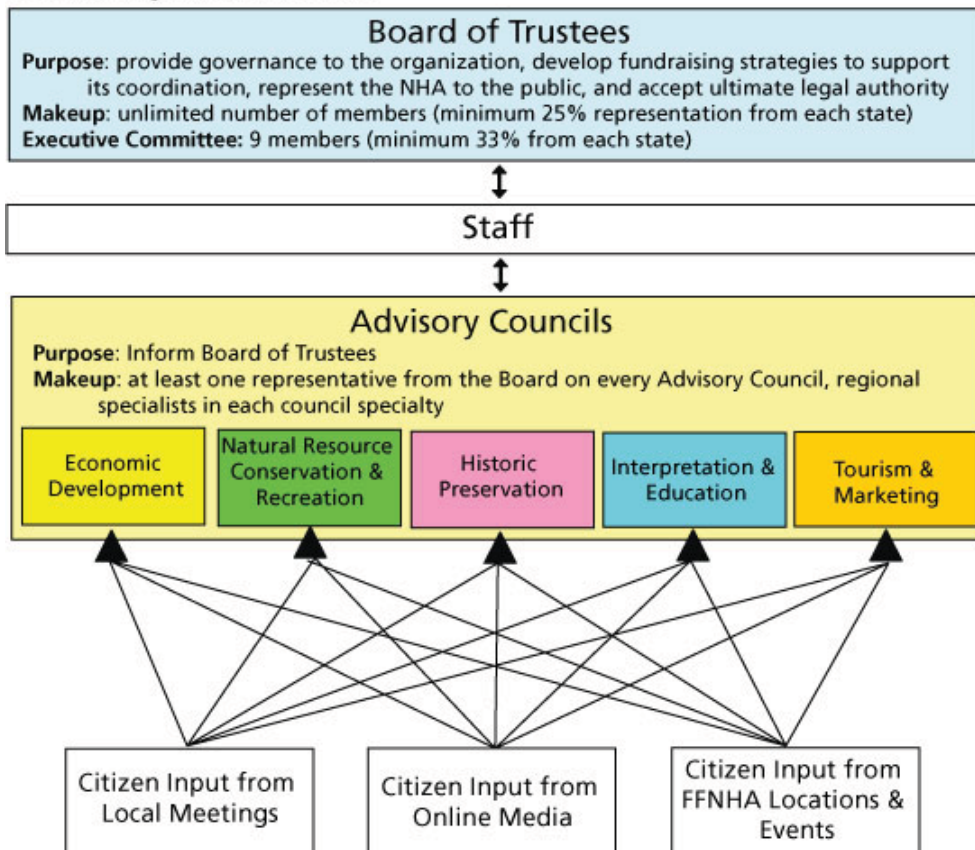
A Board of Trustees of the coordinating entity, Territorial Kansas Heritage Alliance, as authorized by P.L. 109-338, is doing business as Freedom's Frontier National Heritage Area. It re-established itself with new bylaws in 2005. The core membership of the 16-member board was nominated by partners from throughout the area. The bylaws state that the board will consist of not less than 25% from each of the two states. Members are opinion leaders from throughout the area and have made financial investments in the organization in addition to using their influence to raise the needed funding to date. The role of this board is to provide governance to the organization and develop fundraising strategies to support its coordination, represent the national heritage area to the public, and accept the ultimate legal authority for it.

The following Optional Organizational Structures have been considered. This Plan recommends the Grassroots Organizational Structure be adopted.

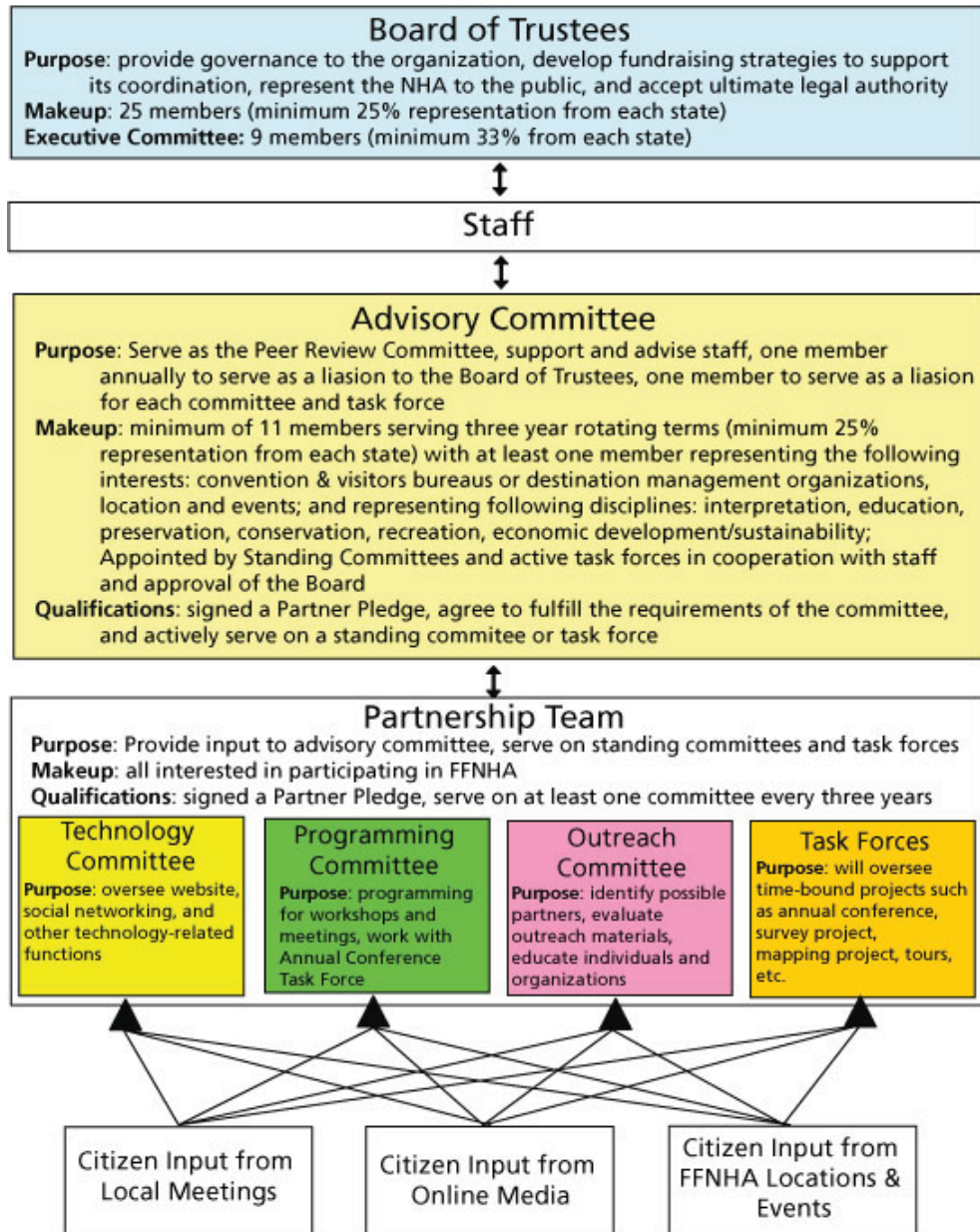
Status Quo Structure



Board Run Organizational Structure



Grassroots Organizational Structure



Investment to date has come from the Missouri Department of Tourism and Kansas Department of Commerce/Travel & Tourism, foundations, organizations, governments (specifically the City of Lawrence and Douglas County, KS governments) and many individuals to develop a feasibility study, work with Congressional offices to get legislation adopted and signed, and to develop the required Management Plan through a public process. Participation in future endeavors is open to those willing to partner and embrace the guidelines

set forth in the Management Plan approved by the National Park Service and signed by the Secretary of Interior.

Upon submission of the Management Plan for approval in June of 2009, the board will hire one staff member and determine how to efficiently manage the implementation of the plan to begin the process. Personnel policies, compensation structure and internal financial controls will be developed with oversight by the Board.

The Mission of Freedom's Frontier

Freedom's Frontier National Heritage Area (FFNHA) is dedicated to building awareness of the struggles for freedom in western Missouri and eastern Kansas. These diverse, interwoven and nationally important stories grew from a unique physical and cultural landscape. FFNHA inspires respect for multiple perspectives and empowers residents to preserve and share these stories. We achieve our goals through interpretation, preservation, conservation and education for all residents and visitors.

Product & Services

The coordinating entity for FFNHA intends to facilitate activities among willing partners to meet the following goals and actions stated in the Management Plan.

1. Build awareness of struggles for freedom that took place within the boundaries of Freedom's Frontier for current and future generations.

- Continue to organize monthly gatherings in various locations throughout the 41-county area to visit sites, have dialogues about our stories and to share resources,
- Broaden citizen thinking about the idea of freedom in the world of the 21st Century and how it relates to our shared heritage by facilitating workshops and conversations on the topic,
- Work with school districts and other appropriate groups to involve students in projects to further the discussions,
- Provide assistance to those interpreting our heritage to give them the skills to connect our heritage with the idea of freedom and to connect the stories one with the other in a thought-provoking way,
- Market the area as a regional experience empowering the consumers to make their own judgments about how this area influenced the development of our nation.

2. Enhance, sustain and preserve the unique cultural and historic assets within our nationally important physical and cultural landscapes that fostered these stories.

- Develop a comprehensive survey of heritage assets in the 41-county area,
- Encourage and support linking locations together in order to provide the resident or visitor a seamless and rich experience with various perspectives of the stories,
- Produce technical assistance workshops for interpreters to learn up-to-date preservation, interpretation and education techniques,
- Influence local and state governments about the importance of preserving and conserving our cultural assets,
- Research funding sources for partners involved in activities that follow the intent of the Management Plan.

3. Inspire tolerance and respect for multiple perspectives.

- Encourage keepers of the stories to link with places that interpret other perspectives of the story,
- Involve residents and visitors in discussions and education on reconciliation related to atrocities, perceived and real, that occurred in this area historically,
- Provide opportunities to educate the public about the authentic and important events that took place on the frontier as our country developed and grew westward.

4. Empower residents to preserve and share our nationally important authentic stories in an engaging way.

- Provide residents with support and the tools to do the work of Freedom's Frontier National Heritage Area,
- Encourage the connections between sites that interpret varying perspectives of the stories,

- Provide technical assistance and access to preservation and conservation resources and guidance,
- Assure that preservation and conservation of the story are protected in promoting our shared stories
- Develop and maintain state and federal partnerships that provide up-to-date guidance to residents.
- Four in ten historic/cultural travelers added extra time to their trip specifically because of a historic/cultural activity;
- 25% of historic/cultural travelers take three or more trips each year; and
- 44% of historic/cultural travelers include shopping among their trip activities compared to 33% of all other travelers.

Market Analysis

Heritage tourism is defined by the National Trust for Historic Preservation as traveling to experience the places and activities that authentically represent the stories and people of the past and present. It includes historic, cultural and natural resources. This matches the goal of Freedom's Frontier to promote our regional identity to potential travelers.

A March 2008 report by London-based World Travel & Tourism organization forecasts:

- U.S. travel market will expand by 1.1% to \$1.7 trillion in 2008.
- Global travel and tourism sales growth of 3% to \$8 trillion in 2008.

According to Historic/Cultural Traveler research by the Travel Industry Association of America (TIA) and Smithsonian Magazine in 2003:

- 81% of U.S. adults who traveled, or 118 million, are considered historic/cultural travelers;
- These travelers spend more money on historic/cultural trips compared to the average U.S. trip (average \$623 vs. \$457, excluding cost of transportation);
- 30% of historic/cultural travelers' choice of destination was influenced by a specific historic or cultural event or activity;
- Historic/cultural trips are more likely to be seven nights or longer and include air travel, a rental car and a hotel stay;

Subsequent research by PhoCusWright segments the heritage travel market in the U.S. alone at approximately \$70 billion per year domestically with 80 million travelers.

Travel Industry Association of America states:

- Historic Cultural travelers are slightly older;
- 4 in 10 are from Baby Boomer households (born between 1946 and 1964);
- 6 in 10 have a college degree;
- A third has a household income of \$75,000 or more;
- Baby Boomers travel more than any other age group in the U.S., registering more than 241 million household trips last year; and
- 14% pay \$1,000 or more for a vacation, excluding the cost of transportation.

According to a recent ThirdAge/JWT Boom study;

- Baby Boomers alone account for 78 million people in the U.S. and control more than 83 percent of consumer spending;
- Some 40 percent of the U.S. population is over 45, with 50 percent market growth projected in the next 15 years; and
- Boomer spending is expected to surpass \$4.6 trillion by 2015.

Target markets:

Residents of the area – 2.5 million residents live in Freedom's Frontier National Heritage Area. Raising awareness of our unique heritage in this area will provide a strong sense of place and a pride in the place in which they live.

Youth – working with school age students on projects, encouraging school districts to include curriculum focused on Freedom's Frontier stories will provide the next generation with an understanding of the importance of their heritage to the national story.

Civil War Enthusiasts – the nation's commemoration of the 150th anniversary of the beginning of the Civil War will provide an opportunity to market Freedom's Frontier stories to interested travelers.

Heritage Cultural Travelers – working with local Chambers, CVBs and state tourism organizations to promote the regional identity of Freedom's Frontier will offer a rich experience for a multi-day/week trip.

International Travelers – working with state tourism organizations to promote the regional identity of Freedom's Frontier offering a rich experience for those internationals who are interested in the American Civil War.

Media – providing content as well as photographs to historic and travel publications will make it easier to gain much sought after editorial content for Freedom's Frontier as a regional destination.

The 150th anniversary of the beginning of the Civil War is expected to generate more interest than that of the 150th of the Lewis & Clark Expedition and the 400th Anniversary of Jamestown. Each of those events generated tremendous national and international media coverage as well as a noticeable increase in travelers to connected locations which continues. Freedom's Frontier stories will generate new interest in the events leading up to the beginning of the Civil War and those events during the Civil War that took place on the western frontier.

The National Trust for Historic Preservation has announced the creation of a comprehensive online community designed to meet the needs of heritage-minded travelers while increasing the visibility of thousands of sites, attractions, destinations and events across the U.S. This web-based program will serve as a valuable resource for travelers and a global platform for destinations. The Lawrence Convention & Visitors Bureau, managed by Destination Management, Inc., is a charter member of this program with the hope that Freedom's Frontier and many of its partners will follow when there are the resources to do so.

Challenges & Opportunities

Working in two states and with 41 counties, each with its own system of government, while trying to establish a regional identity is a challenge. As FFNHA has developed, there has been excellent support by the two state tourism offices and most government jurisdictions. Consistent communication will allow us to build upon this foundation.

Many historical societies and museums are small and under funded. In 2009, both Missouri and Kansas budgets are suffering because of the current economy; therefore, state societies are under funded. Travel in America is down due to the economy. Competition for funding will continue to exist at every level. The concept of an umbrella organization that advocates for a regional identity and facilitates coordination and assistance is the way of the future. Official partnership with the National Park Service offers technical assistance, assures our story place in history is recognized and lends credibility to the organization.

The concept of heritage areas is to partner with various other organizations or to facilitate partnership among those with mutual interests, depending on the focus of the project, to accomplish mutual goals. Communities and entities within are strengthened by partnership. There are many opportunities to avoid competition by partnering. Working together brings greater opportunity than working alone. Just a few examples follow:

- The Heritage League of Kansas City, a membership organization, consists of many diverse organizations in and around the metropolitan area. Among other benefits is the offering of technical workshops. Freedom's Frontier encompasses a broader area and is more focused on specific themes; however, a partnership to offer technical workshops would be fruitful.
- A partnership with state departments of transportation and local governments will be required to create a bi-state scenic byway linking our stories together and to develop proper signs recognizing the significance of the area.
- A partnership with both state historic preservation offices to survey historic sites in Freedom's Frontier will be beneficial and will serve as a benchmark for future preservation projects.
- Partnerships in regional planning particularly in the Kansas City metro area with Mid America Regional Council offer technical assistance and skill building opportunities.
- Working with the Kansas Sampler Foundation and the Missouri Rural Foundation provides opportunities to offer rural communities marketing and technical expertise.
- Partnering with state and federal agencies for arts, humanities, tourism and others will provide opportunities for grants as well as collaborative projects.

Freedom's Frontier consists of willing partners in all types and sizes of communities throughout the 41-county area in Kansas and Missouri. The goal is to develop the unique stories authentic to specific locations with a connection to the "rest of the story." This will create a regional story that provides the context to make local stories meaningful to a broader audience. Optimally there would be cooperation rather than competition for the visitor dollar. Working together to raise the level of awareness of our shared heritage will have a profound affect on the residents' pride in our place.

Sales, Marketing & Delivery

With a partnership with the National Park Service and the 150th anniversary of the beginning of the Civil War in 2011, opportunities are limitless. The logo is strong and FFNHA is becoming an established identity. Freedom's Frontier already has a presence on the NPS Civil War website and will soon be placed on the main NPS website as an established national heritage area.

Following are ways used to market internally and externally. Some are in process already, others need to be developed.

Internal marketing

- Word of mouth to relatives, friends and neighbors,
- Quarterly Enews sent to a growing list of interested parties,
- News releases about timely events and topics of interest are sent to a comprehensive list of writers and editors in the area,
- Speakers bureau offering programs to civic clubs and other interested organizations,
- Monthly meetings open to anyone interested,
- Communicate with and encourage school districts to incorporate FFNHA history in curriculum,
- Further develop a comprehensive website for both internal and external use,
- Brochures and maps,
- Create special events and commemorations,
- Further develop the brand for consistency,
- Video production to be used for fundraising and at meetings,
- Communicate and encourage use of logo with guidelines by partners throughout the area,
- Become a member of appropriate organizations.

External marketing

- Word of mouth to relatives, friends and neighbors,
- Develop a comprehensive marketing website,
- Develop and distribute brochures and maps,
- Work with NPS for continued inclusion in websites and brochures,
- Create special events and commemorations,
- Work with both state travel offices, CVBs and Chambers throughout the area,
- Cooperative advertising in targeted publications,
- Work with travel journalists for editorial coverage,
- Pre-develop tours to guide the heritage traveler,
- Maintain a comprehensive database of interested travelers,
- Develop podcasts to be used on the website and downloaded by the traveler,
- Attend appropriate tradeshow,
- Video production to be used in viral marketing and on television stations,
- Partner with appropriate organizations to commemorate and market events connected with the 150th anniversary of the beginning of the Civil War in 2011,
- Survey visitors to begin benchmark measurements.

Preservation of our sense of place

In this era of franchises, it is sometimes difficult to find a place that offers a unique experience. One can travel throughout our country sometimes not knowing which city we're in.

Freedom's Frontier National Heritage Area has a distinct connection to the development of our nation. We will hold on to that distinction by educating government officials to keep

our heritage in mind when making decisions about development issues while continuing to move the region forward economically. This way of doing business creates a strong sense of place for residents and encourages young people to stay in the area after completing their education. It adds to the economic viability of the area by offering visitors a more comprehensive experience.

Direct results of the existence of FFNHA

Connected pieces within a larger regional network of natural systems and stories are easier to understand by the external audience than are the individual pieces that make up the network. While the Plan hopes that every community or site in Freedom's Frontier can embrace the goals defined in the Plan as well as the regional identity, it is also important for communities and sites to identify their individual goals.

Marketing the regional experience to the target audience of cultural and heritage travelers will result in increased economic development as well as pride in the place in which we live. Sustainable economic development is more likely to work if there is a network of government and non-government organizations as well as individuals dedicated to this goal.

Prerequisites for success

The Plan documents recommendations established by residents for building a foundation for success. A few of the short-term recommendations are prioritized as follows:

- Create a searchable database of historic sites, buildings and natural resources (this will require a partnership with both SHPOs as well as local preservation and historical organizations and government entities);
- Develop a comprehensive website;
- Establish brand identity and criteria to deliver brand promise.

The learning curve

There is still a steep learning curve to educate a greater number of residents about the special place in which they live. Since beginning the development of Freedom's Frontier National

Heritage Area (FFNHA) when very few in the area knew what a heritage area is, there has been good media coverage and word of mouth about it. We are experiencing increased interest each and every month.

Volunteers for the coordinating entity are learning about reporting to the federal government and how to access any federal money that is appropriated. This is an extensive process and one that needs diligent attention in the future.

Operations

The concept of a national heritage area began with the people of Douglas County, KS, researching the possibility of becoming federally designated. Very quickly, it was determined that the historic events that took place in Douglas County can only be told in context of the “rest of the story.” It has been a grassroots effort with several hundred residents coming together in various ways to bring federal designation to the area and to develop a Management Plan that will guide activities into the future.

Implementation of the Management Plan will be coordinated by staff working “in the field” and using the committee structure outlined in the organizational chart. The Board of Trustees will annually review the Business Plan and adopt an appropriately funded operating budget.

Guidelines for Making Decisions at all levels

Appropriateness:

- Does this action work toward achieving our legal mandate?
- Will this action help achieve our vision for 2028?
- Does this action fit within our mission?
- Does this action comply with our guiding principles?
- Does this action advance the achievement of our legal mandate?

- Does this action help move the area toward sustainability?
- Does this action contribute to connecting our story? Can it be used as a prototype for duplication in other locations? Does it bring partners together for dialog or to work toward common goals?

Priority-setting:

- Is this action time-sensitive? Is there a deadline?
- Does this fit with the priorities identified by the partnership? Priorities should be revisited by the partnership every few years.
- Is this action an immediate priority?
- Does this action contribute to the achievement of multiple goals?
- Does this action touch upon multiple disciplines (preservation, interpretation, conservation, education, recreation, economic development)?

Feasibility:

- Are there written commitments from potential partners to work with to make this action a reality?
- Are there technical resources available to assist in this action?

Funding:

- Does this action fit within the adopted budget for Freedom’s Frontier?
- Are there potential outside sources to fund this action?

Projects using federal funds will be determined through the committee process with staff involvement and presented to the Board of Trustees for approval. As funds are raised and available, educational programs will be established as well as a grant program with guidelines developed for disbursement.

Federal funds are held in a non-interest-bearing bank account. Capital assets are held in an interest-bearing sweep account and brought into the checking account as needed.

Financial Information

The federal enabling legislation authorized \$10m over a 15 year period. FFNHA has been able to access a small grant to assist with the management planning process. Future federal funds will depend on an NPS line item in the federal budget and/or earmark appropriations through our Congressional representation. Keeping our Congressional offices informed of the need to access funds authorized in our enabling legislation is imperative. Operating budgets are dependent on this funding source.

Because this is a start-up organization, we are projecting budgets based on our research of many of the other heritage areas some of which have been in business for over a decade. While each heritage area is different, there are some similarities in operations that allow for educated projections.

This organization has come this far without dedicated staff. Program funds will rely on the success of fundraising by the board with assistance of future staff. It will grow only as it gains financial support and will continue to work at the grassroots level to implement, with volunteers, as many recommendations in the Plan as possible. With the guidance of the NPS, FFNHA will develop a sustainability plan for the future.

On the following page is a four-year projected budget that will only be successful if funds are raised to support it.

FREEDOM'S FRONTIER NATIONAL HERITAGE AREA

Projected Budgets

2009-2012

REVENUES	2009	2010	2011	2012
Federal Appropriations	\$ 148,666.00	\$ 250,000.00	\$ 350,000.00	\$ 350,000.00
States Appropriations	\$ 150,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
City & County Government Funding	\$ 50,000.00	\$ 25,000.00	\$ 30,000.00	\$ 41,000.00
Private Funds	\$ 35,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Grants & Sponsorships for special projects	\$ 26,000.00	\$ 75,000.00	\$ 100,000.00	\$ 100,000.00
Friend Contributions	\$ 2,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Registrations for workshops/conference	\$ -	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
In-Kind contributions				
Miscellaneous				
TOTAL REVENUE	\$ 411,666.00	\$ 463,000.00	\$ 593,000.00	\$ 604,000.00
EXPENSES				
Administrative				
Personnel	\$ 21,000.00	\$ 45,000.00	\$ 85,000.00	\$ 100,000.00
Benefits	-	\$ 4,000.00	\$ 8,000.00	\$ 10,000.00
Payroll Tax	\$ 1,500.00	\$ 3,500.00	\$ 6,000.00	\$ 7,000.00
Insurance (to be determined)	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00
Contract for service/overhead	\$ -	\$ 7,000.00	\$ 9,000.00	\$ 9,000.00
Memberships	\$ 150.00	\$ 6,150.00	\$ 7,000.00	\$ 7,000.00
Travel & Meetings	\$ 500.00	\$ 2,000.00	\$ 2,000.00	\$ 3,000.00
Website/Communications		\$ 50,000.00	\$ 5,000.00	\$ 2,500.00
Professional Development	\$ 500.00	\$ 500.00	\$ 1,000.00	\$ 1,500.00
Program Expenses				
Special Projects				
Management Plan Contract	\$ 300,000.00	-	-	-
Workshops (4 per year)		\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
Online Data Survey	\$ 1,000.00	\$ 1,000.00	\$ -	\$ -
Map & Tour Project		\$ 100,000.00	\$ 50,000.00	\$ 30,000.00
Directional Signage		\$ 50,000.00	\$ 50,000.00	\$ 10,000.00
Conference/Annual Meeting		\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Video/Film Documentary	\$ 26,000.00	\$ 35,000.00	\$ -	\$ -
Grant program	\$ -	\$ 85,000.00	\$ 250,000.00	\$ 250,000.00
Education Projects	-	\$ 35,000.00	\$ 45,000.00	\$ 50,000.00
Benchmark Data Collection	\$ 300.00	\$ 500.00	\$ 500.00	\$ 500.00
Marketing & Promotion				
Advertising	-	-	\$ 15,000.00	\$ 15,000.00
Media Relations	-	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Travel/Trade Shows	-	\$ 5,000.00	\$ 5,000.00	\$ 10,000.00
Miscellaneous	\$2,000	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
TOTAL EXPENSES	\$ 353,700.00	\$ 463,400.00	\$ 572,250.00	\$ 539,250.00

Financial Sustainability for National Heritage Area Coordination

As with established national heritage areas, the enabling legislation for Freedom's Frontier sunsets fifteen years (2021) after the bill was signed by the President on October 20, 2006. It is important that the coordinating entity for this area establish itself with appropriate sustainability criteria in order to continue its work beyond 2021.

In 2008, Congress asked the National Park Service to evaluate nine (9) of the heritage area coordinating entities and their efforts on behalf of the heritage area. These evaluations are not completed at the writing of this business plan. The results may provide information that would invite an addendum or rewriting of this plan.

In 2009, Congress has directed the National Park Service to require the coordinating entities to create Sustainability Plans. Not only does this directive recognize the importance of having a coordinating entity, it charges the residents of each National Heritage Area to acknowledge this vital and necessary role through routine financial support.

Freedom's Frontier National Heritage Area (FFNHA) will work with the National Park Service, as clarified above, to achieve the legislated mandate. The Board of Trustees, the coordinating entity staff and any contracted staff, working committees and others will collectively move forward to implement a phased Sustainability Plan proposed below.

Phase I

Target: 15% of the local governments and one state agency

- Facilitate FFNHA sanctioned actions with state and local governments as the primary stakeholders.
- Negotiate budget line items in state and local budgets for achieving FFNHA partner actions.

Phase II

Target: Movement forward to this level for the Phase I targets and bring another 15% of the local governments and another state agency through Phase I.

- Obtain annual written commitment of staff time and financial resources from state and local governments for a specific timeframe for FFNHA sanctioned actions.
- Obtain budget line item in state and local budgets for achieving FFNHA partner actions that includes 15% administrative overhead for the coordinating entity.

Phase III

Target: Bring another 15% of the local governments and one more state agency on board at Phase I level.

- Move the initial group into Phase III and the second group to Phase II.

As we move forward in these phases, we will assure that this action does not negatively impact our actions focused on achieving our mandate. Based on limited practitioner staffing with volunteer board and committee members, we expect to achieve sustainability in approximately 25 years.

- Obtain budget line item in state and local budgets for achieving FFNHA sanctioned actions that includes specific annual commitment for the coordinating entity's administration, coordination and implementation assistance.
- Obtain a budget line item for implementation of FFNHA partner actions for the benefit of the region as a whole.

BENCHMARKING

Benchmarks are written for partners and staff to determine whether goals are being properly facilitated by the operations plan. By reviewing a location, program, or event, the benchmark rating sheets are designed to help to inform future planning in the implementation of Freedom's Frontier goals, particularly in determining where there is room for improvement or gaps.

How do we use the benchmarks?

These benchmarks are not a system for certifying or validating locations or events. The benchmarks are explicitly to review if the recommendations in the operation plans are meeting their intended purpose. While each operations plan has key ways to review progress in their area of focus, the benchmarks offer a method to review progress as a whole.

The FFNHA grassroots network uses the benchmarks to determine the quality in visitor and interpretive experiences. Because Freedom's Frontier partners seek to become known for telling our stories with passion, honesty, and debate, it is essential to ensure that all venues share a common vision for their heritage area.

How does FFNHA use benchmarks to make decisions?

The benchmarks sheets provide descriptions of expected standards for the principles that we seek to apply in how we tell our stories. These principles are described in the Power of Story section. Through numerical rating, the benchmarks guide the grassroots network in determining whether a location or event that has gone through the implementation process is seeing positive results. FFNHA staff and partners should continue to identify new ideas for benchmarks and to improve those already written.

How are the benchmarks organized?

Each set of benchmarks written for the operational plan is organized into the following categories:

- Location
- Interpretation
- Connection
- Stories
- Themes

CULTURAL LANDSCAPE BENCHMARKS

CULTURAL LANDSCAPE UNDER REVIEW: _____

LOCATION: _____

REVIEWER: _____

ORGANIZATION: _____

DATE: _____

The following document should be used to benchmark cultural landscapes in the region. The benchmarks can be used to rank which landscapes have demonstrated excellence in location, interpretation, connections, stories and themes, and accessibility. This is NOT a criteria document for inclusion into FFNHA.

Please consider FFNHA's Foundation Documents in responding to these statements on a 1-5 scale. Please also write any comments to share with colleagues in discussing your rankings.

5 = Strongly Agree/Yes

1 = Strongly Disagree/No

NA = Not applicable

Location

The landscape threatened by growth or development	n/a 1 2 3 4 5
The landscape located near other recreational, cultural and visitor opportunities	n/a 1 2 3 4 5
The location is highly visible	n/a 1 2 3 4 5
The beauty and character of the landscape part of the experience of traveling from one FFNHA site to another	n/a 1 2 3 4 5

Interpretation

The landscape currently historically and ecologically interpreted	n/a 1 2 3 4 5
This landscape's stories only be interpreted on-site	n/a 1 2 3 4 5
Visiting the landscape will provide visitors a better understanding of the region	n/a 1 2 3 4 5
This landscape connects to several Freedom's Frontier stories	n/a 1 2 3 4 5
This landscape provides invaluable insight into one or more of the FFNHA subthemes	n/a 1 2 3 4 5
This landscape offers unique opportunities to consider the definition of "Freedom"	n/a 1 2 3 4 5
Is the landscape tied to both a significant person and event?	n/a 1 2 3 4 5
The landscape has both ecological and historic significance	n/a 1 2 3 4 5
The landscape lends itself easily to ecological and historical interpretation	n/a 1 2 3 4 5

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The landscape conveys the feelings and associations that it once did during the period of significance	n/a 1 2 3 4 5
The visitor experience is currently as authentic as possible	n/a 1 2 3 4 5
Is it cost-effective to “restore” the landscape to its historically-significant character?	n/a 1 2 3 4 5
The landscape is ecologically rare or unusually diverse in species	n/a 1 2 3 4 5
Does the landscape tell specific stories better than other historically-related sites?	n/a 1 2 3 4 5

Connections

This historic landscape visually connected with other sites?	n/a 1 2 3 4 5
I learn something about regional ecology from visiting this site	n/a 1 2 3 4 5
The landscape offers story connections to other Freedom’s Frontier places?	n/a 1 2 3 4 5
The landscape contributes to the experience of travel throughout the region?	n/a 1 2 3 4 5

Stories and Themes

Stories or events happened here because of landscape elements such as water, topography, soils, plants and habitat	n/a 1 2 3 4 5
This historic landscape tell stories that an indoor exhibit could not	n/a 1 2 3 4 5
The cultural and natural resources of the landscape have a direct connection to the Freedom’s Frontier statement of national significance and its three sub-themes	n/a 1 2 3 4 5

Accessibility

The landscape is currently well-cared for and inviting	n/a 1 2 3 4 5
The landscape is easily reached from other FFNHA sites and regional attractions	n/a 1 2 3 4 5

Comments

HISTORIC BUILDINGS & STRUCTURES BENCHMARKS

BUILDING/STRUCTURE UNDER REVIEW: _____

LOCATION: _____

REVIEWER: _____

ORGANIZATION: _____

DATE: _____

The following document should be used to benchmark historic buildings and structures in the region. The benchmarks can be used to rank which facilities have demonstrated excellence in location, interpretation, connections, stories and themes, and accessibility. This is NOT a criteria document for inclusion into FFNHA.

Please consider FFNHA's Foundation Documents in responding to these statements on a 1-5 scale. Please also write any comments to share with colleagues in discussing your rankings.

5 = Strongly Agree/Yes

1 = Strongly Disagree/No

NA = Not applicable

Location

The building or structure is located closely to other FFNHA sites	n/a 1 2 3 4 5
The building or structure threatened by growth or development	n/a 1 2 3 4 5
The building or structure is located near other recreational, cultural and visitor opportunities?	n/a 1 2 3 4 5
The location is highly visible	n/a 1 2 3 4 5
The beauty and character of the building or structure offers a reason to travel from another FFNHA site	n/a 1 2 3 4 5

Interpretation

The building or structure is currently historically interpreted	n/a 1 2 3 4 5
Visiting gives me a better understanding of the region	n/a 1 2 3 4 5
This building or structure is deeply tied to one story	n/a 1 2 3 4 5
The building or structure tells stories that can only be interpreted on-site	n/a 1 2 3 4 5
The building or structure lends itself easily to historical interpretation	n/a 1 2 3 4 5
The building or structure conveys the feelings and associations that it once did during the period of significance	n/a 1 2 3 4 5
The visitor experience is currently as authentic as possible	n/a 1 2 3 4 5
It is cost-effective to "restore" the building or structure to its historically-significant character	n/a 1 2 3 4 5

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The building or structure is architecturally rare or unusually significant in construction techniques, technologies and materials	n/a 1 2 3 4 5
The building or structure tells specific stories better than any other location	n/a 1 2 3 4 5

Connections

The building or structure is visually connected with other sites	n/a 1 2 3 4 5
The building or structure connects to several Freedom's Frontier stories	n/a 1 2 3 4 5
I learn something about regional building materials and traditions from visiting this site	n/a 1 2 3 4 5
The building or structure offers story connections to other Freedom's Frontier places	n/a 1 2 3 4 5
The building or structure contributes to the experience of travel throughout the region	n/a 1 2 3 4 5

Stories

There are stories or events that happened here because of the presence of the building or structure	n/a 1 2 3 4 5
The building or structure tells stories that an indoor museum or website could not	n/a 1 2 3 4 5

Themes

The building or structure has a direct connection to the Freedom's Frontier statement of national significance	n/a 1 2 3 4 5
The building or structure tells a part of the Statement of Significance that no other site can	n/a 1 2 3 4 5
The building of structure has a direct connection to one or more subthemes	n/a 1 2 3 4 5
The site expresses more than one subtheme	n/a 1 2 3 4 5

Accessibility

The building or structure is currently well-cared for and inviting	n/a 1 2 3 4 5
The building or structure currently meets ADA guidelines	n/a 1 2 3 4 5
It is cost-effective to meet ADA guidelines	n/a 1 2 3 4 5

Comments

BUSINESS AND SERVICE BENCHMARKS

PRODUCT or SERVICE UNDER REVIEW: _____

LOCATION: _____

REVIEWER: _____

ORGANIZATION: _____

DATE: _____

The following document helps you to benchmark businesses, business products, and business services in the region. The benchmarks can be used to rank which facilities have demonstrated excellence in location, interpretation, connections, stories and themes, and accessibility. This is NOT a criteria document for inclusion into FFNHA.

Please consider FFNHA's Foundation Documents in responding to these statements on a 1-5 scale. Please also write any comments to share with colleagues in discussing your rankings.

5 = Strongly Agree/Yes

1 = Strongly Disagree/No

NA = Not applicable

Location

The business is located in Freedom's Frontier National Heritage Area n/a 1 2 3 4 5

The business is located closely to other FFNHA sites n/a 1 2 3 4 5

The business is located or resides in a historic or appropriately designed (and scaled) new structure that has low impact on FFNHA stories. n/a 1 2 3 4 5

Interpretation

This business is deeply tied to one story n/a 1 2 3 4 5

The business conveys the feelings and associations that it once did during the period of significance n/a 1 2 3 4 5

The business sells products that are made locally n/a 1 2 3 4 5

The business provides services that give me a better understanding of the region n/a 1 2 3 4 5

The business engages in or demonstrates social responsibility and ethical practices that complement the guiding principles of FFNHA n/a 1 2 3 4 5

The business belongs to an organization engaging in sustainable development practices n/a 1 2 3 4 5

The business is located in a district that employs smart-growth principles in their development and management n/a 1 2 3 4 5

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Connections

The business is visually connected with other sites	n/a 1 2 3 4 5
The business contributes to the experience of travel throughout the region	n/a 1 2 3 4 5
The business is owned by someone that supports or contributes to other FFNHA locations (through expertise, volunteerism, donations, in-kind services)?	n/a 1 2 3 4 5
The business encourages employees to donate their time and services (either through company-sponsored programs, liberal leave policies or annual fundraising drives) to FFNHA and its partner programs?	n/a 1 2 3 4 5

Stories

There are stories or events that happened here because of the presence of businesses like this one during the period of significance	n/a 1 2 3 4 5
The business tells stories that an indoor museum or website could not	n/a 1 2 3 4 5

Themes

The products or services sold here relate to at least one of the FFNHA sub-themes	n/a 1 2 3 4 5
The business or businesses similar to this one has a direct connection to the Freedom's Frontier statement of national significance	n/a 1 2 3 4 5
The business expresses more than one subtheme	n/a 1 2 3 4 5

Accessibility

The business is currently well-cared for and inviting	n/a 1 2 3 4 5
The building or structure currently meets ADA guidelines	n/a 1 2 3 4 5
It is cost-effective to meet ADA guidelines	n/a 1 2 3 4 5

Comments
