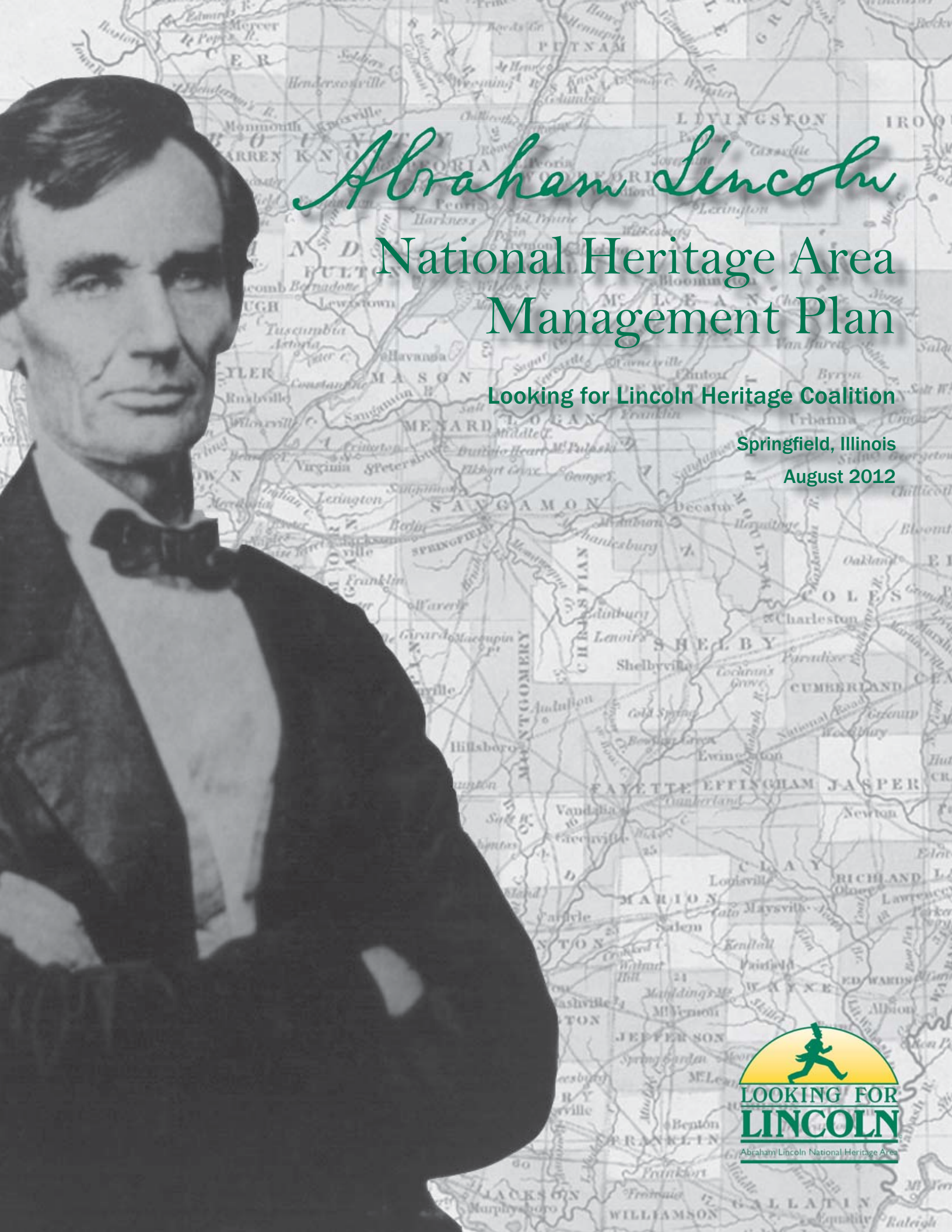

Abraham Lincoln National Heritage Area Management Plan

Looking for Lincoln Heritage Coalition

Springfield, Illinois

August 2012

LOOKING FOR LINCOLN

Abraham Lincoln National Heritage Area

Cover image source: Abraham Lincoln, candidate for U.S. president. Half-length portrait, seated, facing front. Butler, Preston, photographer. Springfield, Illinois, August 13, 1860. Gelatin silver print. Available from the Library of Congress Prints and Photographs Division Washington, D.C. http://www.loc.gov/pictures/item/2007686672/. Background map: A New Map of Illinois, with its proposed canals, roads, and distances. Published by S. Augustus Mitchell, 1846.

Abraham Lincoln

National Heritage Area Management Plan

Looking for Lincoln Heritage Coalition

Springfield, Illinois

August 2012

LOOKING FOR LINCOLN

Abraham Lincoln National Heritage Area

LOOKING FOR LINCOLN
Abraham Lincoln National Heritage Area

July 30, 2012

Mr. Ken Salazar
Secretary
U.S. Department of the Interior
1849 C Street NW
Washington, DC 20240

Dear Secretary Salazar:

We are pleased to submit to you the Management Plan for the Abraham Lincoln National Heritage Area pursuant to Public Law 110-229.

For the past twelve years, the Looking for Lincoln Heritage Coalition has been partnering with communities in central Illinois to interpret the story of the life and times of Abraham Lincoln. Most recently, in the last two years a broad array of partners have collaborated in the development of a plan for the Abraham Lincoln National Heritage Area that will enhance our ability to promote appreciation of the historic, cultural, and natural resources significant to the life and times of Abraham Lincoln and the nation. Through this work, we continue to implement a comprehensive program of interpretation, preservation, revitalization, and stewardship aimed at raising awareness of our common heritage and contributing to the quality of life of our citizens.

We sincerely appreciate the support that the Congress, the President, and your offices have provided to our efforts. The Abraham Lincoln National Heritage Area is a grassroots initiative of many local and regional organizations and individuals. The guidance and support of the Federal government in general and the National Park Service in particular have been crucial in catalyzing the initiative and providing it with the visibility and resources necessary for its success. We look forward to our continuing partnership.

Sincerely,

Marcia Young

Dr. Marcia Young
Board President

Mail: #1 Old State Capitol Plaza ▪ Office: 209 South 6th Street ▪ Springfield, Illinois 62701 ▪ 217-782-6817 ▪ www.LFLHC.org

RICHARD J. DURBIN

ILLINOIS

ASSISTANT MAJORITY LEADER

United States Senate

Washington, DC 20510–1304

COMMITTEE ON APPROPRIATIONS

COMMITTEE ON FOREIGN RELATIONS

COMMITTEE ON THE JUDICIARY

COMMITTEE ON RULES AND ADMINISTRATION

May 10, 2012

The Honorable Ken Salazar
Secretary
Department of the Interior
1849 C Street, N.W.
Washington DC 20240

Dear Secretary Salazar:

I am writing to lend my wholehearted support to the National Abraham Lincoln Heritage Area project and its management plan authored by the Looking for Lincoln Heritage Coalition.

As you know, I sponsored the Abraham Lincoln National Heritage Area Act which was enacted in 2008 and designated the Looking for Lincoln Heritage Coalition as managers of the Heritage Area. Both entities cover the same 42 counties of central Illinois with the common goal of preserving, interpreting and promoting the culture and heritage of the area, in the context of Abraham Lincoln's life in Illinois.

Partnerships are continually being formed to develop educational programs and programs to enhance Lincoln sites and Lincoln-connected communities. Community involvement at many levels of government, education, museums, historical societies as well as by committed individuals, has been fostered by this collaborative approach and ensures its success.

Since 1998, the Looking for Lincoln Heritage Coalition has focused on linking the sites and communities featuring the life and stories of Abraham Lincoln. The American Lincoln National Heritage Area, under the management of the Coalition, has tremendous potential to generate substantial tourism dollars, visitor experiences, and Lincoln legacy projects and programs .

Once again, I strongly endorse and support the management plan put forth by the Looking for Lincoln Heritage Coalition for the National Abraham Lincoln Heritage Area.

Sincerely,

Dick Durbin

Richard J. Durbin
U.S. Senator

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STATE OF ILLINOIS
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Pat Quinn
GOVERNOR

July 17, 2012

Director Jonathan Jarvis
United States Department of the Interior
National Park Service
1849 C Street, N.W.
Washington D.C. 20240

Dear Director Jarvis:

This letter is being sent on behalf of the Abraham Lincoln National Heritage Area. In Illinois we have a strong and longstanding commitment to the natural, historical, cultural, educational, scenic and recreational resources found in the Land of Lincoln. I am pleased to approve and support the management plan of the Abraham Lincoln National Heritage Area, authored by the Looking for Lincoln Heritage Coalition and the actions, commitments and recommendations outlined in the plan.

The Looking for Lincoln Heritage Coalition, as the coordinating entity for the Abraham Lincoln Nation Heritage Area, has been building relationships and partnerships in its 42 county area of central Illinois since 1998. The Coalition has taken the important lead in developing the management plan, which has become the framework and guide for the heritage area. In accordance with the heritage area's enabling legislation, Public Law 110-229 (May 8, 2008), I concur this framework 1) preserves the close working relationship with all levels of government, private sector, and the local communities in the region; and 2) provides appropriate linkages between units of the National Park Service and communities, governments and organizations within the heritage area.

Community involvement at many levels of government, education, museums, historical societies as well as by committed individuals, have been fostered by the heritage area's collaborative approach and ensure its success. The management plan demonstrates the partnerships already built - the Illinois Historic Preservation Agency

and the Illinois Department of Commerce and Economic Opportunity have long been Coalition partners. Lincoln Home National Historic Site is also a long time Coalition partner, collaborating with the Coalition and the many other historic site treasures found in Springfield and central Illinois. The implementation of this plan ensures these partnerships, and many others, will continue.

On behalf of the Land of Lincoln, I offer my wholehearted support for the management plan for the Abraham Lincoln National Heritage Area and the Looking for Lincoln Heritage Coalition's leadership role in protecting and developing the significant resources in this area of our State.

Sincerely,

Pat Quinn

Pat Quinn
Governor

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"My friends, no one, not in my situation, can appreciate my feeling of sadness at this parting. To this place, and the kindness of these people, I owe everything. Here I have lived a quarter of a century, and have passed from a young to an old man. Here my children have been born, and one is buried. I now leave, not knowing when, or whether ever, I may return, with a task before me greater than that which rested upon Washington. Without the assistance of the Divine Being who ever attended him, I cannot succeed. With that assistance I cannot fail. Trusting in Him who can go with me, and remain with you, and be everywhere for good, let us confidently hope that all will yet be well. To His care commending you, as I hope in your prayers you will commend me, I bid you an affectionate farewell."

Lincoln's Farewell Address at the Great Western Depot in Springfield, Illinois, February 11, 1861. (Photo: Lincoln Home National Historic Site, Springfield).

Ferry crossing on the Lower Illinois River.

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The Gudgel White Oak (ca. 1750) in Menard County.

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City Hall, Beardstown (former Cass County Courthouse).

Community Profiles

This management plan for the Abraham Lincoln National Heritage Area emphasizes the participation of communities in the heritage area's interpretive presentation, including the formation of Community Working Groups to steer local interpretive planning, tourism, historic preservation, and other community heritage-area projects. Included in this plan are 27 community profiles based on submissions written by community participants in the management planning process. Many more communities are expected to participate as the National Heritage Area develops over the life of this plan.

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** While these communities are not within the National Heritage Area's boundary they are custodians of highly important stories concerning Abraham Lincoln's life and times in Illinois. They are included here because they have been participants in the heritage area planning process and are active partners in the Looking for Lincoln wayside program.*

Acknowledgements

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Chapter 1 • Concept & Approach

Mission for the Abraham Lincoln National Heritage Area

The Abraham Lincoln National Heritage Area is a partnership of organizations and individuals dedicated to enhancing the communities and landscapes of central Illinois through recognition and support of their significant natural, cultural, and historical legacies.

Photo: Lincoln Home National Historic Site, Springfield.

The Abraham Lincoln National Heritage Area is a collaboration of local, regional, state, and national partners working together to tell the story of Abraham Lincoln's life and times and to improve the quality of life for residents in central Illinois. We have joined in partnership around a common vision that connects people to our shared heritage and employs that heritage as a means of strengthening our communities. This management plan lays out a comprehensive and flexible program for local and regional action in which we can each play a part. Our coordinated actions are organized within the heritage area's broad regional framework for mutual support and the common good.

Through the Abraham Lincoln National Heritage Area program, we tell our stories, are good stewards of our special places, and help build a stronger local economy. This chapter outlines the heritage area concept and presents our approach to its realization. Our work has been based upon the purposes delineated in the heritage area's enabling legislation, enacted by Congress in 2008. We move forward by implementing the heritage area program presented in Chapters 4 through 9 and addressing interpretation for residents and visitors; engaging young people through educational forums; historic preservation; natural resource conservation; community enhancement; and heritage tourism. Priorities and details for implementation are addressed in Chapter 9.

Few individuals have so profoundly influenced American history as did Abraham Lincoln. Millions around the world are inspired by the story of Lincoln's rise from humble beginnings to the presidency, his qualities of integrity, courage, self-initiative, and his decisive leadership which carried a fragile nation through one of its most trying periods. Photo source: Library of Congress.

Why We Must Act

Illinois is known as the "Land of Lincoln," and central Illinois has a significant assemblage of historic, cultural, natural, and scenic resources associated with Abraham Lincoln's life and times. The story of the settlement and early development of Illinois, including the background of its significant natural history, is central to

Vision for the Abraham Lincoln National Heritage Area

The Abraham Lincoln National Heritage Area is a nationally significant landscape and network of sites associated with the social, cultural, economic, and political complexities of the Antebellum period of our nation's history. The heritage area explores this history and its meaning through the lens of Abraham Lincoln's life and times.

As the result of the heritage area's work, communities across the region understand their history and appreciate how life here has evolved over time. The region's legacy gives meaning and context to experiences today. Heritage area partners work collaboratively to preserve significant resources and strengthen local and regional economies through heritage-based initiatives and innovation. Success is accomplished through a common vision of building prosperity through recognition of this shared heritage.

Residents explore the region's communities and landscapes and seek to know them better. The region's breathtaking and bountiful agricultural landscapes

(continued on next page)

a particularly critical time in our nation's history. Understanding of that history is important to our identity as a nation, and the Abraham Lincoln National Heritage Area is a place where that history can be told and appreciated. The role of Abraham Lincoln in shaping our national identity cannot be underestimated. The cultural landscape of central Illinois in the mid-nineteenth century shaped Abraham Lincoln's life experiences, including natural, agricultural, and community landscapes. It is important that we recognize the significance of this cultural landscape and foster its stewardship.

The need for action in establishing this heritage area as a prime mover in preservation and interpretation is high. While a handful of the resources associated with Abraham Lincoln and telling the stories of Lincoln's times are well known and widely recognized, such as the Abraham Lincoln Presidential Library and Museum and the Lincoln Home National Historic Site, a majority of the resources pertaining to the Lincoln story are not well known, well preserved, or well supported. Resources important to the Lincoln legacy, especially natural and cultural landscapes, remain to be identified and preserved.

Historically significant towns are suffering, and irreplaceable historic resources are being lost. The issue is both perceptive and economic. Communities need to be encouraged to consider their heritage resources as catalysts for revitalization. New strategies need to be implemented to help make these resources economically viable again.

As the early advocates who helped create the heritage area recognized, central Illinois as a whole and individual communities in particular cannot thrive in the face of changing populations, loss of resources, scarce funding, and economically struggling commercial centers given the current level of ad hoc preservation and revitalization efforts. The region and its communities would benefit from a coordinated program focused on heritage-based revitalization.

Such a program can be undertaken though the telling of the nationally significant Lincoln story with its connections to the broader story of Antebellum challenges and struggles within our country. In telling this story, we will awaken community and visitor interest in historic communities and resources. We will focus upon preserving the remaining physical and cultural landscapes of Lincoln's times, revitalizing historic communities, and emphasizing the relevance of the region's legacy to today's culture and society. Our heritage area partners have identified a clear need for action that will be addressed through the development of the Abraham Lincoln National Heritage Area.

Conceptual Foundation

The heritage area's mission and vision are presented in accompanying sidebars. Based upon the mission and vision we have developed eight primary goals to guide heritage area management and implementation. Together, the mission, vision, and goals provide a conceptual foundation for the heritage area and should be kept in mind as we undertake our work. They underscore the partnership nature of the endeavor and its commitment to public engagement and community betterment.

Guiding Principles

In addition to the mission, vision, and goals, the following guiding principles shape our work:

Long-term Interests: We work in the best long-term interests of central Illinois, its people, communities, natural and historic resources, and environment.

Partnership: We work through a partnership structure; we will welcome and respect each partner's input, perspective, and capabilities.

Purpose & Management: The federal enabling legislation for the heritage area is the fundamental guide for this plan and all programs and actions deriving from it.

Planning: Good planning is key to a successful endeavor. Every action we undertake is well planned for successful implementation.

Resource Stewardship: Historic preservation and natural resource conservation underlie all that we do and are a key means through which we achieve our goals.

Communities: Strong communities are central to our work both in how we are organized and in what we seek to achieve. Community character based upon our shared heritage is among our primary interests.

Property & Privacy: We respect private property rights and the privacy of individuals, especially their homes and neighborhoods.

Authenticity: We support authentic places and seek authentic experiences associated with our heritage and the stories we wish to tell.

Sustainability: We promote ecological and economic sustainability in our planning and our actions. We seek economic sustainability in our organization and operations.

Communication & Transparency: We maintain a policy of openness and frequent communication within our partnership, with other organizations, and with the general public.

Hospitality: We make our neighbors and visitors feel warmly welcomed within our communities and across the region.

Abraham Lincoln's National Story

Few individuals in our nation's history have as broadly exemplified the qualities of integrity, courage, self-initiative, and principled leadership as did Abraham Lincoln, and few have so profoundly influenced American history as did our sixteenth president. The story of Lincoln's rise from humble beginnings to holding the highest office in the nation, and his decisive leadership which carried a fragile nation through one of the most trying periods in its history, continues to inspire millions both within the country and around the world.

This compelling American figure came of age and matured into a leader capable of grappling with national issues of unity, equality and race relations, and democratic government and ideals in a unique setting: the physical, social, and cultural landscape of central Illinois. Antebellum Illinois exemplified nineteenth-century

Vision for the Abraham Lincoln National Heritage Area (cont.)

and preserved natural areas touch the soul. Community centers are active and vital places where residents like to gather. Cultural programs and events express residents' interest in community interaction and their commitment to education. Visiting audiences are attracted by the region's quality of life and hospitality and are intrigued by its stories. Even difficult and unpleasant stories have meaning and convey lessons to help guide daily life. Every place has a story to tell; authenticity and quality are prized.

Through heritage area initiatives, new ways of working together are forged across the region; communities are strengthened; and new generations are inspired to community action and betterment.

Goals for the Abraham Lincoln National Heritage Area

Goal 1: *Maximize the heritage area's effectiveness through strong partnerships that link communities, sites, organizations, ideas, and actions.*

Goal 2: *Create engaging experiences that connect places and stories throughout the heritage area and promote public awareness of the region's history, culture, and significance.*

Goal 3: *Promote heritage, cultural, and recreational tourism and related heritage development that support increased economic activity and investment in heritage resources.*

Goal 4*: Participate in a national dialogue on keeping America's promise by examining national issues associated with the Antebellum period and in particular Abraham Lincoln's life and evolving thought.*

(continued on next page)

Photo: Old State Capitol State Historic Site, Springfield.

American social, cultural, economic, and political complexities and ideals, and these dynamics can be explored through the life of Abraham Lincoln. His life and experiences serve as a metaphor for the overall American experience of his generation.

For these reasons, central Illinois is the heart of what has long been known as the "Land of Lincoln." Not only did the people and his experiences in this place shape Abraham Lincoln, but Lincoln also shaped the people and places of Illinois. Lincoln left his own traces across the Illinois landscape in the form of stories, folklore, artifacts, buildings, streetscapes, and landscapes. Though scattered geographically and in varying states of development and interpretation, together they bring an immediacy and tangible quality to the powerful Lincoln legacy.

The Heritage Area Concept

Abraham Lincoln's nationally significant story is rooted in central Illinois and is a defining aspect of the region's character (see Figure 1-1 for a map of the heritage area's boundaries). Lincoln's legacy is physically evident in buildings, communities, and landscapes throughout the heritage area. These are the special places where his rich, multifaceted story can be told. Lincoln's story of growth and maturation is significant to our appreciation of ourselves as individuals, as communities, and as a nation. Appreciation of these stories awakens values that help shape our decision-making for the future in positive ways. The story is significant, and this is the place to tell it.

Creating a public presence across the heritage area is a means of building community awareness and appreciation through which we engage residents and encourage participation in community action. We establish this broad public presence in variety of ways:

- Through identity and communications;
- Through **storytelling** in many different places using many different means;

- Through public art and other community enhancements;
- Through programming and events; and
- Through educational initiatives.

Appreciation of the stories encourages public recognition and stewardship of the historic, cultural, and natural resources to which the stories relate. This in turn results in strengthening community character and supporting community revitalization by re-envisioning and restructuring the local economy of historic communities using heritage based development.

Heritage Area Partnerships

The Abraham Lincoln National Heritage Area is a network of partners working together toward a common vision by implementing the collaborative programs described in this management plan. Each partner implements aspects of the plan in accordance with its interests, goals, and capabilities, adhering to agreed-upon heritage area criteria, guidelines, and processes. The management and partnership structure of the heritage area is discussed in detail in Chapter 8 of this plan. Its conceptual organization, however, is outlined below. *When referring to "the heritage area" or using the terms "we" or "our" in the text of this plan, we are referring collectively to the ALNHA as a whole - including the Looking for Lincoln Heritage Coalition as coordinating entity - including all of its partners.*

Looking for Lincoln Heritage Coalition

The Looking for Lincoln Heritage Coalition, an independent non-profit organization, is the "coordinating entity" for the heritage area as designated in its enabling legislation. The Coalition's role is to develop and oversee programs; manage day-to-day operational affairs; coordinate the participation and work of partners; and apply heritage area criteria, guidelines, and standards. The Looking for Lincoln Heritage Coalition will also undertake certain heritage area-wide actions in support of partnership activities. Most projects, however, will be undertaken by local partners within their own communities under the auspices of heritage area programming.

Advisory Steering Council

An Advisory Steering Council will support heritage area-wide communications and decision making concerning grants and other partner development activities. It will have responsibility for receiving recommendations from advisory committees and making final recommendations to LFL's Board of Directors for distributing LFL resources to partners. This group will be comprised of representatives from the board, the advisory committees and networks, Communities Working Groups, Heritage Interpretation Sites, and, as appropriate, other agencies and institutions. Appointments to this committees are to be made by the LFL Board of Directors. The Steering Committee established by the board to guide and participate in the management planning process is expected to form the core of the council as it begins.

Advisory Committees

While the Looking for Lincoln Heritage Coalition is responsible for coordinating the overall guidance and direction of the heritage area, specific areas of activity will be supported by Advisory Committees that directly involve and serve partners

Goals for the Abraham Lincoln National Heritage Area (cont.)

Goal 5: *Raise public consciousness about the needs and benefits of preserving the historic and cultural legacies of central Illinois.*

Goal 6: *Facilitate initiatives for the preservation and stewardship of the region's physical legacy of historic resources, communities, and landscapes.*

Goal 7: *Strengthen the ability of sites and resources associated with Abraham Lincoln and his legacy to achieve long-term sustainability.*

Goal 8: *Encourage and facilitate the enhancement of community character and quality of life related to the region's heritage for the benefit of residents and to strengthen the visitor experience.*

Alton commemorates the last of the eight Lincoln-Douglas debates held on the steps of the courthouse, since demolished, with a beautiful plaza overlooking the Mississippi River. Life-sized bronze statues represent Stephen A. Douglas and Abraham Lincoln as they appeared during their Senatorial campaign in October 1858.

Elijah P. Lovejoy, a local newspaper editor martyred in 1837 for his Abolitionist views in what some historians view as 'the first shot fired in the Civil War,' is remembered in Alton with this beautiful memorial in the town cemetery on a bluff high above the Mississippi River.

Community Profile: Alton, Madison County

Following the Louisiana Purchase in 1803, the land making up present-day Alton opened to settlers from the eastern states. It was not until 1815 that Colonel Rufus Easton, a federal judge and later postmaster of St. Louis, bought the land near the Mississippi River, believing it would be good for trade and commerce. He started a town and named it for one of his sons – Alton. By 1818, Easton had built four log cabins and started his own ferry services to carry supplies across the river to settlers in the West. A number of streets in town are named for members of his family - Easton, George, Alby and Langdon Streets.

Lime quarrying, pottery making, brick making, and flour milling were among early industries that spurred Alton's growth, along with its advantageous location on the Mississippi River. In 1839, more than a thousand steamboats docked at Alton, typically carrying grains, flour, butter, hides, pork, beef, lard, lead, and bacon. A railroad connection completed in 1852 only increased the city's prosperity. Its significant 19th century wealth is evident from many architecturally significant historic buildings, including the home of Senator Lyman Trumbull, the co-author of the 13th Amendment to the U.S. Constitution to abolish slavery.

Alton's Civil War saga begins with the story of the murder of abolitionist editor Elijah P. Lovejoy in 1837, sometimes called 'the first shot fired in the Civil War.' The story continues with multiple visits from Lincoln, including his work as an attorney for Alton clients and a notorious duel that never happened with James Shields. The seventh and final Lincoln-Douglas debate was also held in Alton in 1858.

A prison for Confederate soldiers found its way to Alton, where much disease and death occurred, including a significant small pox outbreak. More than 1,200 soldiers died while in the prison or the island where prisoners with small pox were quarantined. A mass burial grave is located at the Confederate Cemetery in Alton. An additional National Cemetery in Alton serves as the final resting spot for many Union supporters and soldiers.

Today, the Meeting of the Great Rivers National Scenic Byway passes through the heart of downtown. Riverfront warehouses of the early 1800s have been replaced by riverfront parks, bike trails, and a first-class marina. And Alton celebrates its rich history with such programs as the Lincoln & Civil War Legacy Trail linking ten sites throughout the city.

Representative Community Enhancement Initiatives

- *Local History & Genealogy Center, Hayner Public Library.*
- *Elijah P. Lovejoy Exhibit, Alton Museum of History & Art.*
- *Alton streetscape, beautification & wayfinding.*
- *Jacoby Arts Center enhancements.*
- *Lincoln & Civil War Legacy Trail maintenance/upgrades.*
- *Flood Memorial Plaza/Riverfront Park Promenade.*

and report to the Advisory Steering Council. Advisory Committees coordinate various areas of activity, such as interpretation, education, preservation, and heritage tourism. They are comprised of representatives of grassroots partners with experience in the area of activity. They are generally chaired by a Coalition board member who provides the Committee with a connection to issues and events that are occurring on the heritage area-wide level.

The Advisory Committees are responsible for managing the heritage area program of their particular area of concern, each of which is described in a chapter of this management plan. Using heritage area criteria and guidelines, they will decide which projects will be undertaken or supported and the nature and timing of the support. They will guide and assist partner initiatives and monitor the initiatives so that progress achieved is in accordance with heritage area principles and guidelines. The Advisory Committees are discussed in detail in Chapter 9.

Partner Participation and Community Working Groups

Partners participate in the heritage area program individually and/or as part of a local Community Working Group. Central to our heritage area concept is the idea that most partners will work through their local communities. Communities are the key organizing element within the heritage area landscape. In central Illinois, communities are located at a distance from each other and function largely as distinct entities, separated from their neighboring communities by the broad agricultural landscape.

This organic structure of the central Illinois landscape is part of the region's Lincoln-era story. It also provides us with a way of organizing partnerships and activities. Many participating heritage area communities have created a Community Working Group as the primary entity through which partners will act. Communities and their Community Working Groups join the heritage area by completing a partnership agreement in which they agree to work together toward the heritage area's common mission and vision and abide by the heritage area's guiding principles.

The Community Working Groups organize the participation of the wide range of constituents and stakeholders within their communities including government leaders, business leaders, historic sites, educators, planners, and others. They also communicate with the general public and receive public input that can help shape their activities. Individual partners located in or near communities participate in their Community Working Groups as a way of coordinating their actions within the local context. Each Community Working Group collaborates with other Community Working Groups within their regional 'constellation,' with the Looking for Lincoln Heritage Coalition, and with the heritage area as a whole.

Role of the National Park Service

As a partnership program of the National Park Service (NPS), the Abraham Lincoln National Heritage Area is a federally designated program with a strong programmatic and structural relationship with the NPS. Federal funding allocated through the NPS provides organizational seed money for our National Heritage Area initiative. Just as important, the NPS provides us with technical assistance and guidance as we create and implement our programming at the regional and local levels. The NPS's identity and brand helps us establish and communicate

A close working relationship between our National Heritage Area and the National Park Service is essential. Locally, we maintain a close working relationship with the Lincoln Home National Historic Site, whose staff participates in our organizational structure and programs. Nationally, we continue to work closely with the NPS Midwest Regional Office in Omaha, Nebraska, which manages the heritage area program in the Midwest. The NPS can provide us with guidance, support, and technical assistance as we craft our programs related to historic preservation.

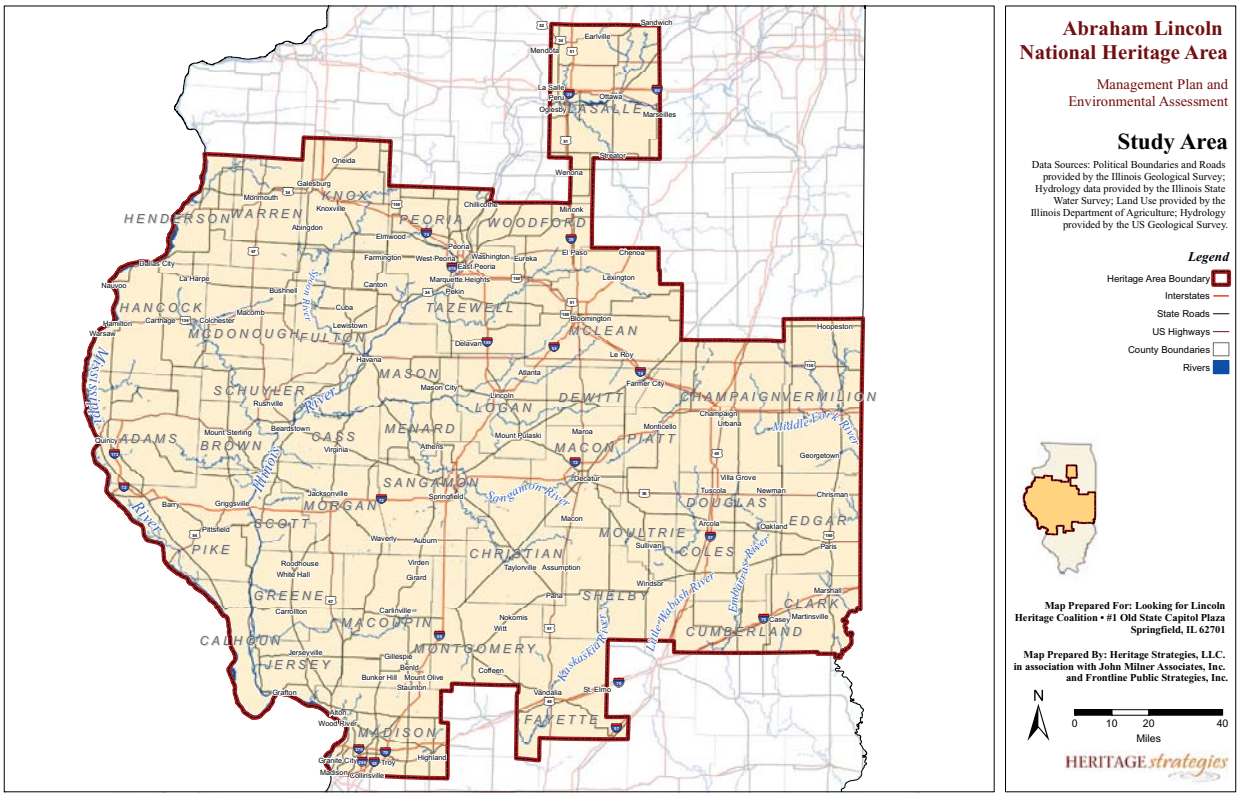


Figure 1-1: Map depicting the Abraham Lincoln National Heritage Area Boundaries.

the level of quality to which we aspire. A close working relationship between our National Heritage Area and the NPS is essential. A discussion of the working relationships and roles of the National Heritage Area, LFL, and NPS is included in Chapter 9 of this plan, Business Plan.

Locally, we maintain a close working relationship with the Lincoln Home National Historic Site, whose staff participates in our organizational structure and programs. Nationally, we continue to work closely with the NPS Midwest Regional Office in Omaha, Nebraska, which manages the heritage area program in the Midwest. The NPS can provide us with guidance, support, and technical assistance as we craft programs described in this management plan.

Using the Management Plan

This management plan is a reference document and guide that will be used by heritage area partners over the 15-year period under which Federal funding support is authorized in the heritage area's enabling legislation. The plan outlines the heritage area vision, identifies potential actions that support the vision, and provides guidelines and processes for undertaking desired actions. Partners will consult the management plan over the life of the plan as a touchstone to shape their collaborative endeavor.

The policies, programs, and initiatives outlined in the management plan are flexible and adapt to conditions, experience, and opportunities. Each chapter

addresses a subject relevant to the heritage area's purpose and mission and includes recommendations for implementation specific to that subject. These recommendations inform decision-making consistent with the heritage area concept and program we have developed as a whole.

Our interpretive program provides a geographic and thematic framework to organize and present interpretation at sites and in communities across the heritage area.

Management plan chapters are organized into two parts. The introductory part summarizes the background and context to briefly remind ourselves of the context in which we are working and the reasoning behind our thinking by including the heritage area vision, goals, and strategies related specifically to the subject. The introduction concludes with a statement on our **conceptual approach** to the subject. Additional detail on background and context is provided in Appendix B, The Planning Context, and Appendix C, The Planning Process.

The second part of each chapter addresses potential initiatives in which we may engage, with each chapter addressing multiple areas of activity. We use **action statements** to identify activities we intend to undertake. Action statements are phrased broadly so as not to limit flexibility, as there may be multiple ways in which a desired action may be achieved. The implementation of actions will be dependent upon the priorities we develop, the interests of partners responsible for the actions, and the availability of resources for their implementation.

Associated with each action statement is a **discussion** of that action and area of activity. The discussion generally precedes the action statement and provides guidance to help us shape the manner in which we undertake it. With many different partners involved in implementing the management plan, different partners may choose to implement actions in different ways. The discussion associated with the action statements will assist us in planning, implementing, and evaluating our initiatives. In some cases, the discussion describes specific processes we will use to undertake an action, including guidelines, criteria, and benchmarks. In other cases, the discussions are more conceptual and intended to shape and inspire thinking. Some discussions provide ideas and directions that we have identified during development of the management plan.

Actions identified in each of the management plan chapters are listed and **prioritized** in Appendix J. Responsible partners are identified for each action. We will use this list to create, implement, and update our work plans over the life of the management plan. Every year we should assess what we have accomplished and make adjustments for the future. The management plan provides guidance for those adjustments. Some actions that have been identified are required to provide a heritage area-wide structure in which more specific actions may be undertaken. In general, these heritage area-wide actions will be the responsibility of the Looking for Lincoln Heritage Coalition.

Aside from identifying the initiatives we want to undertake, the action statements are useful for **evaluating** our effectiveness in reaching our stated goals. For this reason, the action statements are brief and distinct from each other. Discussions, on the other hand, will not be used for evaluation.

Photo: Jonathan Browning Home and Gun Shop, Nauvoo.

Approach to the Heritage Area's Stories

Interpretation is at the core of the Abraham Lincoln National Heritage Area's purpose and mission. We envision undertaking a wide range of activities as outlined in our heritage area's enabling legislation. Most of these activities are grounded in our appreciation of the historic character and significance of communities throughout the region. Interpretation is a primary means through which we strengthen this appreciation. It begins with the telling of local and regional stories within the context of the nationally significant stories that are the reason the national heritage area was created.

The heritage area's interpretive framework is laid out in Chapter 5 of the management plan, Presenting the Heritage Area Stories, and shows how we are implementing a rich and invigorating interpretive program through the initiatives of many participating heritage area partners. Our initiative builds upon the impressive achievements of the Looking for Lincoln Heritage Coalition (LFL) over the past decade. It broadens and deepens the level of partner and community engagement that has already been demonstrated through the Looking for Lincoln program.

Our interpretive program is the framework through which interpretation at sites and in communities across the heritage area will be organized and presented. This framework is both geographic and thematic. It provides a process and guidelines through which we will plan and implement interpretive presentations at our sites and within our communities. One result of our efforts will be an increased appreciation of historic resources and historic interpretive sites as community assets. Our program is comprised of six organizing elements:

We will add to our rich network of interpretive sites, coordinating our storytelling through the heritage area themes. Our interpretive network provides three levels with distinct criteria, and each with a distinct role.

New Salem State Historic Site, two miles south of Petersburg. Photo source: Ben Kiningham.

Creating a Heritage Area Context and Presence

The heritage area becomes visible to residents and visitors as they move from one visitor experience to another, collecting them into one well-designed and collective whole. It creates a visible presence within our communities. Heritage area-wide initiatives are the context and structure for actions so that local interpretive presentations are recognized as part of the larger national heritage area program.

Many of our heritage area-wide initiatives will be led by the Looking for Lincoln Heritage Coalition. They include:

- Providing **technical assistance, funding, and support** for implementation of partner initiatives;
- Installation of **orientation exhibits** to introduce heritage area-wide themes and stories;
- Coordinating and supporting **programming and events**;

Building upon the existing LFL program, we will create four levels of community participation as part of a wider community designation program, each with distinct benefits, criteria for participation, roles, and responsibilities.

- Coordinating **projects** undertaken by partners;
- Further developing the heritage area **website** as an interpretive resource;
- Collaborating on a family of interpretive **publications and media** to support local storytelling;
- Strengthening our heritage area brand and **identity**; and
- Introducing a program of **signage and wayfinding** to support communities and sites.

Heritage Interpretive Sites

We will add to our rich network of interpretive sites, coordinating our storytelling through the heritage area themes. Our interpretive network provides three levels with distinct criteria, and each with a distinct role as outlined in Chapter 5.

Community Interpretive Sites fill out the heritage area presentation with a rich and diverse variety of local stories that make the National Heritage Area themes come alive in authentic places. Community Interpretive Sites range from house museums, to other types of small museums and exhibit venues, to authentic historic places that are interpreted to the public using outdoor exhibits. Most of the community sites currently featuring Looking for Lincoln wayside exhibits are already contributing to the interpretive network.

Regional Interpretive Sites are the interpretive work horses of the heritage area. They include interpretive sites with a strong Lincoln Era interpretive connection, year-round operations, and staff of professional interpreters or trained volunteers. Thematically, the Regional Interpretive Sites are most directly related to the heritage area's key Lincoln themes. Interpretively, they are capable of providing an informative and high quality visitor experience.

Gateway Sites are existing sites with significant capacity and programming. They introduce visitors to heritage area-wide themes and interpretive opportunities, encouraging visitors to explore.

Looking for Lincoln Communities

Community interpretation is a fundamental part of the Looking for Lincoln (LFL) interpretive program. Building upon the existing LFL program, we will create four levels of community participation as part of a wider community designation program (discussed in Chapter 7), each with distinct benefits, criteria for participation, roles, and responsibilities:

Story Trail Communities host Community Interpretive Sites in accordance with the Looking for Lincoln interpretive program. The most common Community Interpretive Sites are those featuring outdoor exhibits designed and installed in accordance with LFL guidelines. There are presently 52 Story Trail Communities within the heritage area. Many of these communities have other types of Lincoln interpretive sites in addition to their LFL outdoor exhibits.

Partnership Communities provide enhanced interpretation and high-quality services to visitors. Partnership Communities also demonstrate a commitment to revitalization through the preservation of historic resources.

Community Profile: Springfield, Sangamon County

The pioneer settlement that would become Springfield started in 1820 when John Kelly built the first cabin at the northwest corner of what is now Second and Jefferson Streets. Others came from North Carolina, Virginia and Kentucky to take advantage of the area's fertile soil and trading opportunities. Originally named Calhoun after Senator John C. Calhoun of South Carolina, the town received its permanent name in 1832 after the senator fell from public favor.

In 1837, the state capital was moved from Vandalia to Springfield through the legislative efforts of a young lawyer named Abraham Lincoln and eight friends known as the "Long Nine" (so called because their aggregate height was 54 feet). That same year, Lincoln came to make the frontier town his home. Abraham Lincoln spent most of his adult life as a member of the Springfield community. It was here that he began his career as a lawyer and a legislator, and ultimately as President-elect of the United States. It was here that he married and had a family, and purchased the only home he ever owned. And, it was in Springfield that Mr. Lincoln and most of his family were laid to rest.

The Civil War brought mixed blessings to Springfield. The war took men to fight, but returned many economic benefits in the form of new industries and businesses. The growing railroads made Springfield an important link in the state railway system. By 1900, coal mining was a major occupation along with politics and farming.

As the state capital, Springfield boasts a rich cultural history, thriving business community, higher education opportunities and cutting-edge medical facilities. Primary employment sectors are government, medicine and healthcare, education and insurance. The rural areas surrounding Springfield possess some of the most fertile and valuable agricultural land in the United States.

Springfield continues to be home to the largest critical mass of authentic Lincoln historic sites anywhere in the world, and is home to the world-class Lincoln Presidential Library & Museum. As a destination, Springfield is the anchor to the entire Abraham Lincoln National Heritage Area – drawing over one million visitors a year from around the globe. Because of its status as a viable multi-day tourist destination – destination for both leisure and business travelers – Springfield is fully equipped with amenities and services required by visitors, including accommodations, restaurants, retail stores, cultural events, and outdoor recreational facilities. It is also centrally located with easy access to all of the counties in the Lincoln National Heritage Area.

Representative Community Enhancement Initiatives

- *History Comes Alive (a program of entertainment and street events throughout the summer celebrating Springfield's Lincoln stories).*
- *Downtown streetscape Improvements.*
- *Restoration and Interpretation of the Great Western Depot.*
- *Revitalization and interpretation of the Enos Park Neighborhood.*

Springfield has a vibrant historic downtown serving visitors and residents. Revitalization plans are being implemented throughout the downtown district to capture the essence of the historic ambiance and provide pedestrian-friendly movement throughout the area.

The Abraham Lincoln Presidential Library and Museum is the most-visited Presidential Museum in the country. It features 40,000 square feet of galleries, theaters and historic displays using state-of-the-art technology, and takes visitors on a journey from Lincoln's humble beginnings through his rise to the presidency. The Lincoln Collection at the Library is the world's largest holding of the papers and possessions of Abraham Lincoln and his family.

Photo: I&M Canal National Heritage Corridor Lock, LaSalle.

Cornerstone Communities are Partnership Communities that are closely associated with a Regional Interpretive Site or Gateway Site located in or near the community.

Gateway Communities are portals into the heritage area and are Partnership Communities or Cornerstone Communities that have undertaken additional initiatives to enhance their historic character and revitalize their historic downtowns. They are exemplary of the revitalization program promoted within the heritage area and discussed in Chapter 7.

Community Collaboration

We promote collaborative programs and presentations between and among participating communities, including the development of tour itineraries, themed presentations, coordinated events, and visitor services. Development and enhancement of the Lincoln Douglas Debates and 8th Judicial Circuit Tours are two of the primary means through which our communities will collaborate interpretively.

The Landscape Lincoln Knew

Remnants of the early landscape associated with Lincoln's times still remain and play a key role in our interpretive presentation. Our parks and preserves present themes and stories associated with the natural landscape, and historic sites featuring landscape interpretation draw connections between the natural and cultural landscapes. Landscape interpretation increases public awareness and encourages appreciation of the historic and cultural landscape.

Partnering with Other Regional Initiatives

We partner with initiatives such as the scenic byways program, natural resource sites, Native American sites, and the region's non-Lincoln historic communities to relate our Lincoln-era stories to other stories and subjects significant to

central Illinois. We explore ways in which heritage area themes and stories can be interwoven with the themes and stories offered by other regional partners to present a holistic presentation of central Illinois and its development over time.

We take a comprehensive, cultural landscape approach to preservation and conservation in our communities and the surrounding landscape. Our work supports the preservation of resources from all eras and historic periods.

Approach to Education and Engagement

Educational programming is an important part of our heritage area mission. Many successful educational programs are currently offered by partnering sites and organizations within the heritage area. We provide support to strengthen and promote these existing programs. The management plan's discussion on educational initiatives is presented in Chapter 5, Education and Research. We focus upon six areas of endeavor:

K-12 Educational Programming: We coordinate with and provide support for sites that are currently undertaking K-12 programming. We identify best practices, assist emerging sites in developing curriculum guides and programming, and provide a forum for technical assistance and funding support.

Teacher Training: We collaborate in adapting successful teacher training programs to be used on a local basis with interpretive sites.

Student Enrichment: We collaborate in developing models and provide support for student enrichment programs that we can replicate across the heritage area. These models may include programs such as summer day camps, apprentice programs, arts initiatives, living history experience, and internship opportunities.

Engaging Youth Organizations: We develop collaborative programs with regional youth organizations as a way of reaching out to young people and encouraging them to become involved with sites, undertake projects, develop leadership skills, and undertake activities through which they can gain an appreciation for community heritage.

Programming for the General Public: We provide forums for the support and promotion of our public programming, coordinate events and programming with each other, and create heritage area-wide events.

Approach to Preservation and Conservation

In accordance with our legislative purposes, we provide regional leadership by coordinating preservation activities and providing mutual support. We take a comprehensive, cultural landscape approach to preservation and conservation in our communities and the surrounding landscape. Our work supports the preservation of resources from all eras and historic periods. Interpretation plays an important educational role in support of our preservation activities:

Historic Preservation Network: Through our partners and community working groups, we are coordinating a preservation network as a collaboration of communities and preservation interests within the heritage area. Through the network, we work together to provide information, technical services, training programs, mentoring, financial support, and advocacy for our mutual benefit.

State and National Collaboration: We coordinate closely with state and national historic preservation nonprofit organizations and strengthen linkages between them and our local preservation organizations.

Through our heritage area initiatives, we help strengthen our communities so they are economically viable as centers of community, social, and economic life.

Coordination with IHPA: We coordinate closely with the Illinois Historic Preservation Agency's Preservation Services Division, promoting their preservation programs and facilitating program implementation. We collaborate in providing technical assistance to our local communities supporting historic preservation.

Community Preservation Programs: We encourage and support the development of community preservation programs through the preservation network and in coordination with Community Working Groups. We support the development of local resource surveys, preservation plans, historical commissions, historic districts, preservation ordinances, and other preservation tools by local communities.

Heritage Area Landscapes: We support the inventory of remaining landscapes related to Lincoln's era and assess threats to their preservation. We work with our counties and land conservation organizations on landscape conservation, regional surveys, and educational programs aimed at private sector preservation and the maintenance of historic farmsteads.

Natural Resource Conservation: We collaborate closely with organizations preserving natural landscapes throughout the heritage area. We keep ourselves informed and involved in their initiatives, and we provide support where possible. Our educational programming helps build public support for their initiatives.

Approach to Community Planning and Enhancement

The revitalization of historic communities requires sustained planning, preservation, enhancement, and business development at the local level. Through our heritage area initiatives, we help strengthen our communities so they are economically viable as centers of community, social, and economic life. We collaborate with state, nonprofit, and local initiatives supporting the revitalization of historic communities, capitalizing on heritage tourism by residents and visitors as an economic development driver. Chapter 7 of the management plan addresses community planning and enhancement, with three primary elements:

Community Designation Program: We are further developing the existing LFL community designation program to incorporate preservation, interpretive, and revitalization strategies. The interpretive portion of the program has been outlined under the interpretive approach noted above and in Chapter 4. We are filling out the program with preservation and planning components, creating additional incentives, benefits, and responsibilities for the four levels of community participation.

Main Street: We encourage communities to participate in the Illinois Main Street Program within the heritage area. Main Street participation is a recommended element in meeting criteria related to the designation program for Partnership, Cornerstone, and Gateway Communities noted above. Through the designation program, we make technical assistance, training programs, matching funds, and collaborative programming available to Main Street communities for qualifying initiatives. We encourage communities that are not part of the Main Street Program to nonetheless use Main Street techniques to help revitalize their historic downtowns.

Heritage tourism is an element of the heritage area's federally legislated purpose and a component of our economic revitalization strategy for historic communities.

Photo: Event on the courthouse square in Pittsfield.

County, Regional, and Statewide Planning: We coordinate with and support county, regional, and statewide planning initiatives that are in line with the heritage area's mission and goals.

Approach to Heritage Tourism and Marketing

Heritage tourism is an element of the heritage area's federally legislated purpose and a component of our economic revitalization strategy for historic communities. Wherever visitors start – with the Lincoln story or with non-Lincoln activities – we encourage them to discover something else that interests them in the region. We collaborate in weaving together, stimulating, and informing a compelling visitor experience. Chapter 8 of the management plan is titled "Heritage Tourism & Marketing" and outlines strategies in the following areas of activity:

Audience: Our initial marketing program focuses upon (a) visitors in major population centers within driving distance of the heritage area and (b) residents within the heritage area who are visiting neighboring communities and sites. Statewide tourism programs reach out to national and international audiences.

Product Development: We encourage and support the development and enhancement of the heritage tourism offerings by our partners in accordance with the interpretive framework outlined above. The role of Looking for Lincoln Heritage Coalition is to provide a heritage area-wide context, coordinate presentations by individual partners, and foster a standard of quality.

Product Marketing: Our primary product concept is 'Lincoln's America' – marketing the historic character of the region and the stories and experiences to be discovered here. Lincoln's life and times are the nationally significant story within which our sites and communities tell our stories. We market our presentations using heritage area branding within identified guidelines.

Visitor Experience: We use our community designation program to improve and enhance visitor experience in historic communities providing

As a partnership endeavor, the heritage area program involves many different organizations and entities in its implementation. We work together to prioritize our actions, define roles and responsibilities, and implement decision-making and work processes that enable us to achieve success.

visitor services. Programs for sites and communities include initiatives to attract and train volunteers, docents, guides, living history interpreters, and 'ambassadors.' Programs for communities may include designation programs for cooperating businesses.

Performance Measures: We use performance measures to measure effectiveness quantitatively in product development, marketing, and visitation. The heritage area and partners intend to conduct visitor research periodically.

Getting the Work Done: We collaborate with, coordinate with, and support our local tourism and convention bureaus and the Illinois Office of Tourism in enhancing the visitor experience and in marketing of the heritage area. Our communications plan includes marketing initiatives under the guidance of our Tourism Advisory Committee that coordinates internal and external communications strategies and products.

Approach to Business Planning (Management and Implementation)

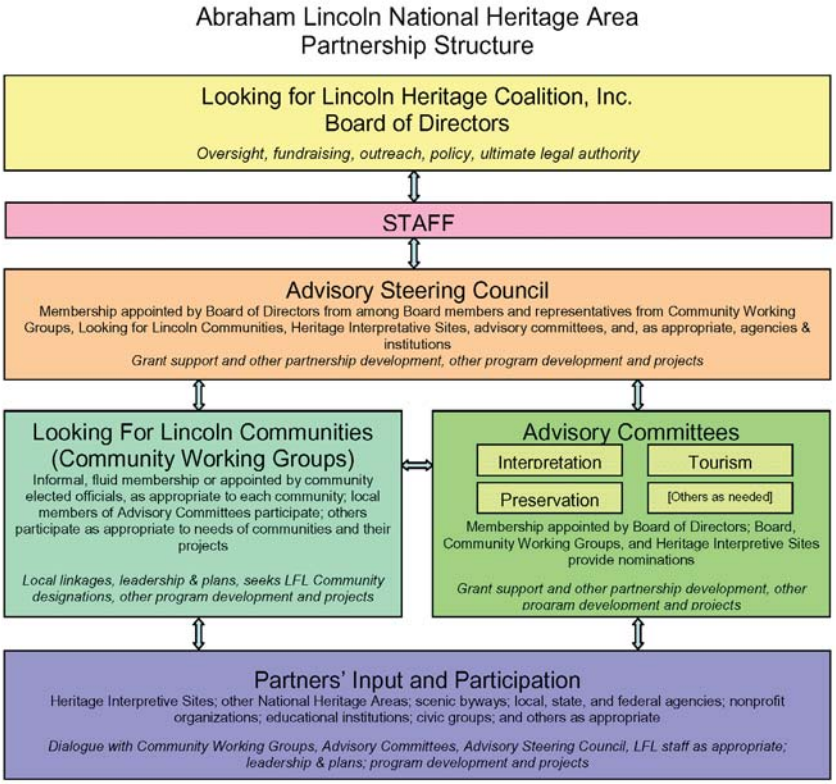
As a partnership endeavor, the heritage area program involves many different organizations and entities in its implementation. Each chapter of the management plan outlines strategies, guidelines, and actions related to areas of heritage area activity. Chapter 9, Business Plan, addresses management and implementation. We work together to prioritize our actions, define roles and responsibilities, and implement decision-making and work processes that enable us to achieve success, emphasizing the following:

Partnership System: Our partnership system encourages involvement by communities and organizations that wish to participate in the heritage area. Depending upon the nature of the activity, partners may be involved individually, as part of a Community Working Group, and within the Advisory Committees that coordinate the various areas of activity. As the heritage area's coordinating entity, the Looking for Lincoln Heritage Coalition has the responsibility for guiding the heritage area process and programs.

Communications: Because good communication is key, between partners, to other community stakeholders, and to residents and visitors, we are building the heritage area's identity and visibility among residents, enabling communication with and among partners, and reaching out to other stakeholders using a variety of media and techniques. Success in communications enables long-term success in developing funding relationships and resources.

Development & Fundraising: As the residents of this National Heritage Area, we will be achieving long-term financial sustainability through a broad-based funding strategy that matches resources with the results that funding entities are seeking. Because successful fundraising relies upon excellent relationships with existing and potential funders, we defined the funding environment in which we are operating to set the Looking for Lincoln Heritage Coalition on a course toward active and aggressive fundraising on behalf of the heritage area and its partners.

Operations & Staffing: The Looking for Lincoln Heritage Coalition operates with the minimum number of staff necessary to achieve an effective heritage area program. Staff size may change over time as resources become available and programs evolve. Staffing is critical to address administrative



Abraham Lincoln National Heritage Area Partnership Structure (for larger image, see Chapter 9, Figure 9-1).

needs, development and fundraising, and program management, including technical assistance in such areas as interpretation, historic preservation, and community revitalization.

Implementation: Our management plan assembles the actions and recommendations from the various chapters and establishes priorities for implementation. Priority-setting is the responsibility of the Looking for Lincoln Heritage Coalition in consultation with partners. High-priority activities for the Coalition include activities for which no other organizations are directly responsible and which create a regional framework encompassing and setting long-range expectations for communities, sites, and partners:

- Building the interpretive system;
- Designing and beginning the community designation program;
- Coordinating the Looking for Lincoln preservation network;
- Encouraging existing marketing organizations to collaborate with one another and the heritage area; and
- Supporting certain operational needs, especially fundraising and communications.

Evaluation: We are undertaking regular evaluation of our individual and collective activities to assess whether we are achieving our stated goals and to determine whether adjustments in our programs and processes are needed. Evaluation helps us implement more effectively and provides us with the information we need to develop financial and programmatic support. Through all of our management processes, we are sure to collect the information needed to effectively evaluate our efforts.

Chapter 2 • The Natural Landscape

At the time of Abraham Lincoln's birth near Hodgenville, Kentucky in 1809, the lands that were to later to become the state of Illinois represented the western frontier. Incredibly rich in natural resources and strategically situated along the Mississippi and Illinois rivers, the land contained thousands of miles of navigable waterways, an abundance of timber, and some of the richest agricultural soils in the eastern United States. Together these resources, along with the real or imagined opportunities associated with frontier life, beckoned the Lincolns and thousands of others like them who were willing to risk their lives and domestic comforts for the promise of a new beginning. This chapter describes the physical geography of the area and the unique natural resources that came together to shape the cultural landscape that Abraham Lincoln called home for more than 30 years.

Photo: Rolling landscape, Sangamon County.

The Natural Landscape

The landscape of central Illinois is a product of its geologic history, climate, and geography. The landforms, waterways, deep and fertile soils, and the diverse plant and animal habitats contained within, greatly influenced the land use and settlement patterns of the many generations that inhabited this place. This chapter describes these physical characteristics and their role in shaping the landscape we see today.

Geology

Much of today's physical appearance and natural bounty is attributed to widespread glaciation that occurred within Illinois over the last 300,000 years. Almost the entire state was covered with glaciers during previous glacial episodes (the Wisconsin, Illinois, and pre-Illinois glacial episodes), with only a few areas unaffected (see Figure 2-1). These glaciers directly influenced the topography, hydrology, and soil formation of Illinois. As the glaciers scraped the landforms they overrode, they modified the landscape, leveling hills, filling valleys, and building up long curving hills (known as end moraines) that are still evident today.

This is particularly evident in eastern half of the heritage area, which was affected by the Wisconsin glacial episode that reached its greatest extent about 25,000 years ago (and ended about 12,000 years ago). The continual floods of melting glacial water created new drainage ways and deepened old ones, and partly refilled them with the great quantities of rock and earth carried by the glaciers. These glacial deposits of ground up rock, gravel, sand, and clay, also known as glacial drift or till, measures up to 400 or 500 feet thick in some of the northern portions of the study area, particularly around the Peoria and Bloomington areas.

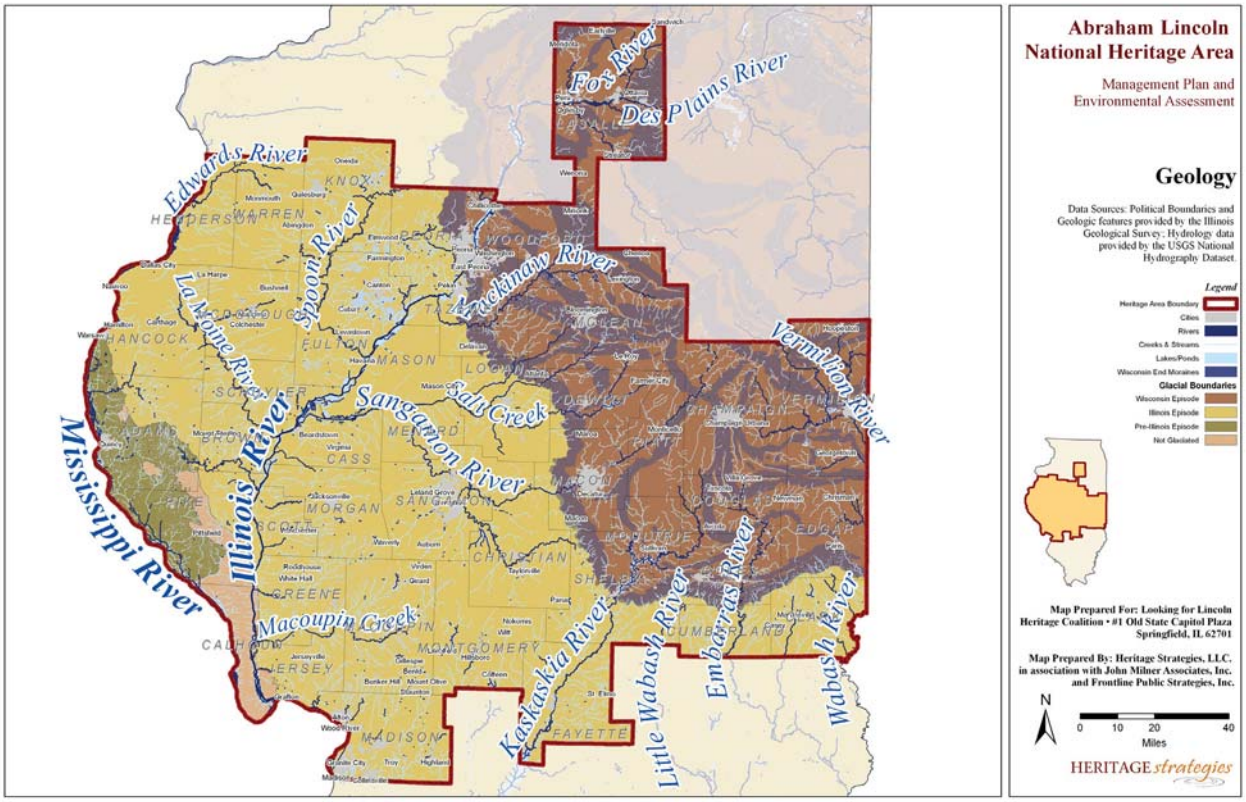


Figure 2-1. Geology and Glacial Boundaries within the Abraham Lincoln National Heritage Area.

Subtle changes in the landscape are evident today because of these glacial episodes. Physiography is the technical term used to define these character-defining differences in a region's terrain, soils, hydrology, and plant communities. If one pays close attention while driving east to west across the heritage area, the differences between these various regions are noticeable. They are important because the physical characteristics of each profoundly influenced the settlement of the landscape as we now know it.

Almost all of Illinois lies within the Interior Plains physiographic region of the United States. Within this physiographic region are several subsections. The largest is the till plains section, which makes up most of central Illinois and is further sub-divided into several prairie plains (Bloomington Ridged Plain, Galesburg Plain, and Springfield Plain; see Figure 2-2). The differences between these plains are derived from the glacial episodes.

The older Illinois drift forms the Galesburg and Springfield plains in the central and western portions of the study area, whereas the more recent Wisconsin drift formed the Bloomington Ridged Plain in the north and east. The Wisconsin drift areas have more notable end moraines, with ridges generally ranging from 50 to 100 feet high, one to two miles wide, and 100 to 500 miles long. These moraines are separated by areas with more subdued, undulating topography or "rolling" hills. Compared to the western portion of the heritage, however, these plains are relatively flat. Several cities are found at or near the edge of the extent of the Wisconsin drift and along its southernmost set of end moraines, including

Peoria, Delavan, Decatur, Atlanta, and Macon. Other major cities, such as Bloomington and Champaign-Urbana, are situated between or directly on other major moraine clusters. Some of the oldest roads, including US 150 and 45, also follow these ridgelines along portions of their routes.

The Galesburg Plain lies between the Mississippi and the Illinois rivers, whereas the Springfield Plain generally lies southwest of the Sangamon River. Changes in topography within both these regions are steeper given the density of major river and creek corridors, especially those of the Spoon and La Moine rivers. Early settlements with this region were generally settled away from the river corridors because of this steeper topography. Carthage, Monmouth, Rushville, Carrollton, and Pittsfield all lay within upland areas.

Within the heritage area, the only land that escaped the effects of moving ice masses is a narrow stretch of floodplain between the Mississippi and Illinois Rivers, which is typified by the area of Calhoun County near Gilead (refer to Figure 2-1). Referred to as the Lincoln Hills section, which is part of the Ozark Plateau Province, the topography here is much more dramatic and noticeably different from the other regions. Sometimes referred to as 'knobs,' they resemble the rugged and forested hills of the Ozarks, rather than the rolling plains of eastern Illinois. Here the limestone bedrock has formed bluffs, glades, caves, springs, and sinkholes. Relief can vary by 400 feet locally in Calhoun and Jersey counties near the confluence of the Illinois and Mississippi rivers at Grafton

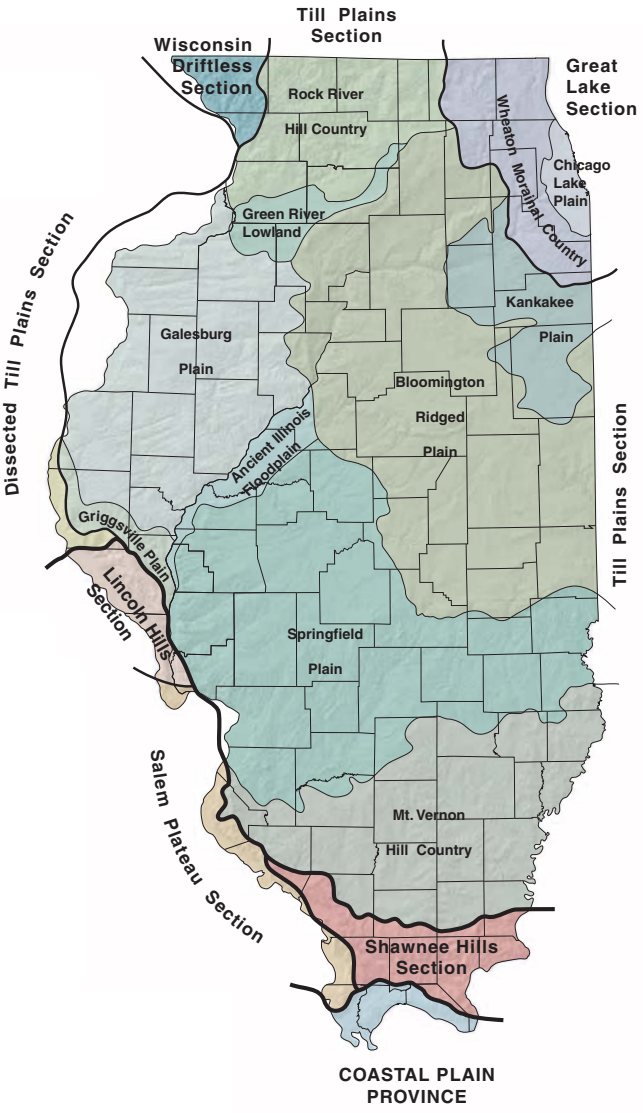


Figure 2-2. Physiographic Divisions of Illinois.

Climate

Because of its relatively flat to rolling topography and lack of surrounding landforms or moderating water bodies, central Illinois's climate is subject to extremes. Its weather is influenced primarily by cold Canadian Arctic air in the winter and warm humid air from the Gulf of Mexico in the summer. The yearly temperatures throughout the heritage area range from an average summer high of over 89 degrees in Madison County in the south, to average winter low of 13 degrees in LaSalle County in the north. Precipitation is typically abundant, with the heritage area slightly higher than the national average, ranging from more than 34 inches of rainfall in the north to just over 39 inches in the south.

In 1993, many states in the Midwest set records for annual precipitation, which resulted in massive flooding. Heavy, sustained precipitation in early spring through

In 2001 the Drummer Soil Series was selected as the State Soil of Illinois. Drummer soils are the most extensive soils in the state. The Drummer soils formed under a luxuriant growth of marsh grasses and sedges that was typical of much of the native prairie at the time of settlement. Soils formed under prairie vegetation are normally dark colored and high in organic matter content. Illinois is known for its "black dirt" with Drummer silty clay loam being the most common (Illinois Cooperative Soil Survey, 2010). If you look closely between the rows of corn, particularly in the eastern portion of the heritage area, you will catch a glimpse of this characteristically dark soil and know that a vast prairie once stood there.

Photo: Black soil is evident in this agricultural field, McLean County.

October of that year contributed to the wettest year on record for Illinois with 50 inches as the statewide average precipitation. The previous record was 49.5 inches, which was set in 1927 (Warner 1998, 11). Many river communities adapted to flooding hazards by building levees, which altered their historic relationship with the river--Alton and Beardstown are two examples.

Soils

The soils throughout Illinois, which are generally very rich and fertile, enabled the state to become one of the top agricultural producers in the country. Much of this soil fertility is attributed to its parent material of glacial till and windblown silt-size particles, also known as loess, which was picked up by the predominantly westerly winds and carried across the state. Loess is the most extensive soil parent material in Illinois as well as within the heritage area. It ranges in depth from less than 10 inches to more than 300 inches, making the soils very deep in some areas. The Mississippi and Illinois River valleys have the deepest loess deposits within the state, measuring as deep as 20 feet in the lower elevations.

The most predominant soil order or major soil group within the study area are mollisols, which are predominant east of the Illinois River and in the upland area between the Illinois and Mississippi rivers. Typically farmed today in acres upon acres of corn and soybeans, mollisols are dark-colored soils that formed under grass and were enriched by the decomposition of grass roots. They are deep soils that have high organic matter, and are generally very fertile although typically not well drained. Most are considered hydric, which means that they are sufficiently wet in the upper part of their profile to develop anaerobic conditions during the growing season. Mollisols are considered the world's most agriculturally productive soil order. They are classified by the state of Illinois as prime farmland, which is defined as land that has the best combination of physical and chemical characteristics for producing food, feed, forage, fiber, and oilseed crops (Illinois Cooperative Soil Survey, 2010).

Alfisols and entisols are generally found along the Illinois and Mississippi river floodplains and tributary drainage areas, as well as the Sangamon, Mackinaw, and Vermilion Rivers. The alfisols are deep soils that formed in loess under woodland conditions with less organic matter. Entisols are more lightly colored deposits of alluvium found along the drainage corridors (Illinois Cooperative Soil Survey, 2010). While these soils are not considered prime farmland, they do provide unique growing conditions that support a high diversity of plant and animal habitats.

There are 42 different primary "soil associations" (or soil sub-groups) that comprise the Abraham Lincoln National Heritage Area, but only six make up more than 60 percent of the land area (see Figure 2-3). A soil association is a group of related soil series that generally occur in a characteristic pattern of landscapes that have identifiable topographic features, slopes, and parent materials. East of the Illinois River, these are mostly the Tama-Ipava-Sable association, the Catlin-Flannigan-Drummer association, and the Herrick-Virden-Piasa association. Together, these associations cover a large continuous area of east-central Illinois. All of these soils formed in deep loess and are relatively flat, with slopes generally less than five percent. All are considered prime farmland soils. Currently their principal crops

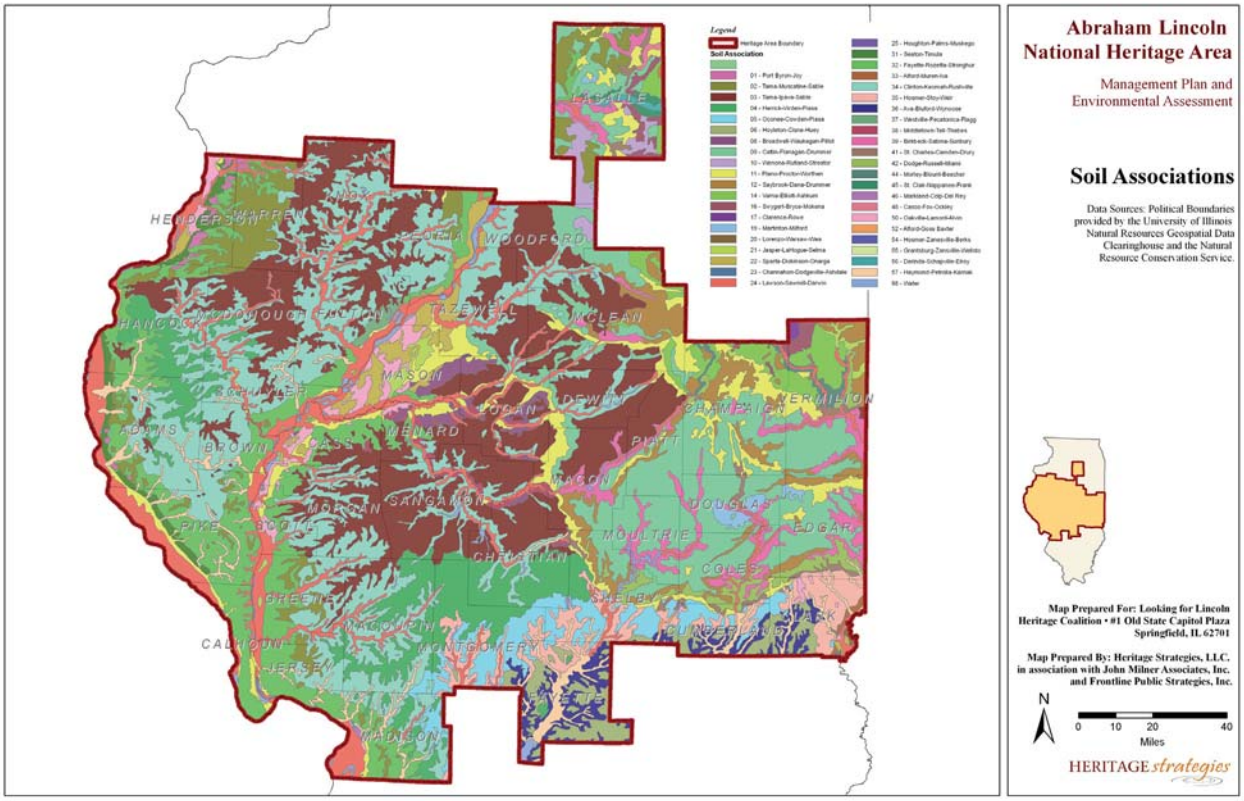


Figure 2-3. Soils of the Abraham Lincoln National Heritage Area.

are corn and soybeans, although their native vegetation was dominated by prairie grasses.

Hydrology

Illinois is blessed with an abundance of rivers, lakes, natural marshes, and wetlands that shaped not only its physical landscape, but its cultural and socio-political landscape as well. Prior to Euro-American settlement, Native Americans relied on these natural water features for travel, trade, and fishing. Floodplain agriculture gave rise to such villages as Pimitoui along the Illinois River in present-day LaSalle County and Kaskaskia and Cahokia (now a state historic site) along the Mississippi River and the "American Bottom," a fertile floodplain area south of the confluence of the Mississippi and Missouri rivers (and south of the heritage area).

The earliest French settlements in Illinois were also dependent upon the rivers for these same reasons, as well as for the natural defenses they provided their forts, such as Fort Crevecoeur and Fort St. Louis along the Illinois River and Fort de Chartres along the Mississippi in the American Bottom, where many of the earliest French settlements were established. Virtually all French towns, missions, forts, posts and early farms abutted navigable water (Davis 1998, 43).

It is along these rivers where the Indian and European cultures first intermingled, and where American settlers were drawn as they headed westward to form a new state. As stated in the Feasibility Study, "Lincoln's own life reflected the pioneer experience of crossing, navigating, and attempting to tame and channel frontier

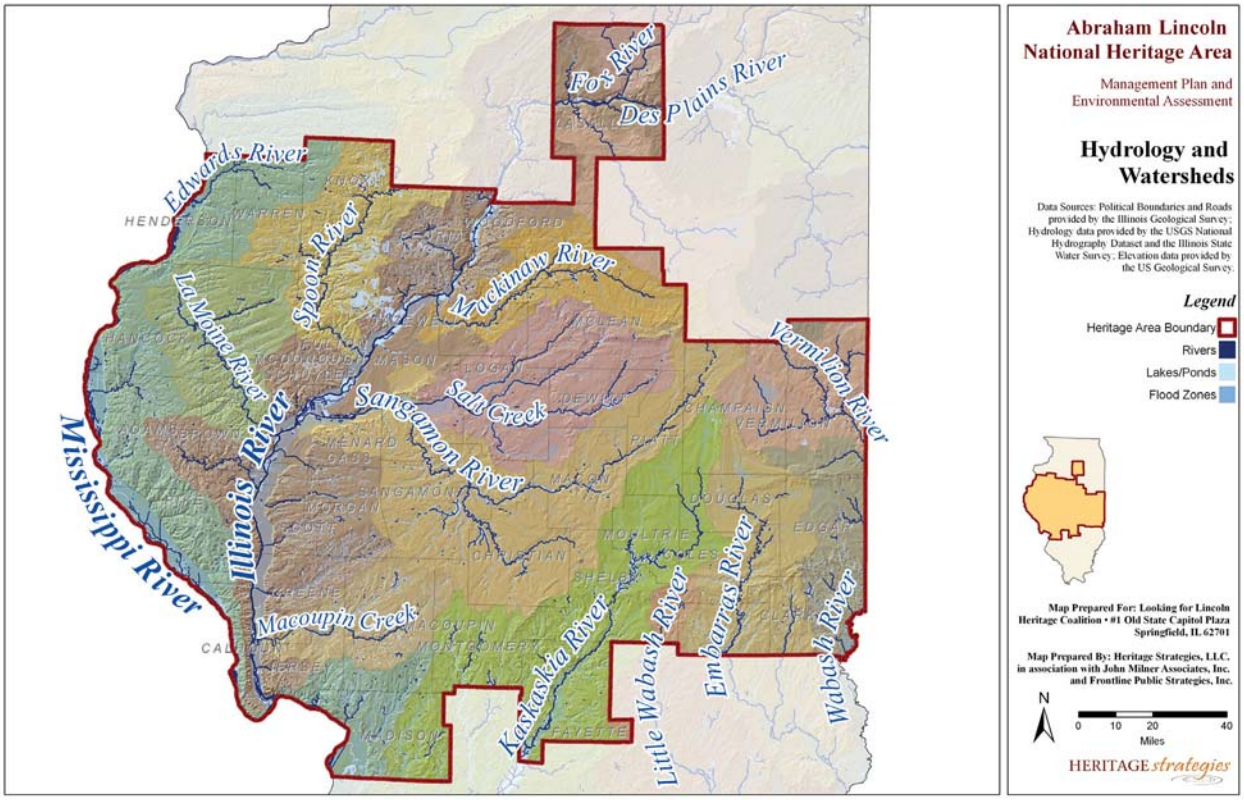


Figure 2-4. Hydrology and Watersheds within the Abraham Lincoln National Heritage Area.

rivers. At many locations there are scenic river vistas associated with pioneer development in Lincoln's time where people today may exercise their historical imagination" (Andreasen 2007, 24).

The state's boundaries are defined by rivers – the Wabash on the southeast, the Ohio on the south, and the Mississippi on the west, the latter having provided a direct connection from Illinois to Louisiana, the Gulf of Mexico, New Orleans, and southern culture – including the tradition of slavery. A tributary of the Illinois River, the Des Plaines River, provided access via portage (and later via canal) to Lake Michigan and the other Great Lakes, and eventually the St. Lawrence River and Quebec, establishing ties to the north and east, the competing culture of the British colonies during the 17th and 18th centuries, and the northern states leading up to the Civil War. It is within this cultural context that each of the following major rivers, their tributaries, and other water bodies within the heritage area are discussed in further detail (see Figure 2-4).

Mississippi River

The Mississippi River flows south along the entire western border of Illinois. Its length along the border is 593 miles, and its major Illinois tributaries include the Rock, Illinois, and Kaskaskia rivers. When the Mississippi River reaches its confluence with the Ohio River near Cairo, it is draining wholly or partially 25 states, as well as portions of Canada (ILRDSS). As stated by Andreasen, the Mississippi River in Lincoln's time symbolized the western reach of American political and cultural influence. Moreover, it bound frontier Illinois to the wider

Preserved today in Mississippi River towns dating from Lincoln's day (such as Oquawka, Nauvoo, Warsaw, Quincy, and Alton) are spectacular river vistas and remnants of material and folk culture. The Nauvoo Historic District, the Warsaw Historic District, and three separate Quincy Historic Districts are on the National Register of Historic Places. The Great River Road National Scenic Byway borders the Mississippi River counties of Henderson, Hancock, Adams, Pike, and Calhoun. The Meeting of the Great Rivers Scenic Byway winds through the Illinois River counties of Greene, Jersey, and Calhoun. These byways help conserve the shorelines and ecosystems of these historically important rivers (Andreasen 2007, 25).

Photo: View of the Mississippi River in Quincy.

world of emerging trade networks that spurred a "market revolution" with significant consequences for Lincoln's generation and the nation. Lincoln knew firsthand the physical and cultural world of the Mississippi from navigating flatboats to New Orleans on two occasions and from numerous visits to river cities.

Illinois River

The Illinois River is a major tributary of the Mississippi River. Located in central and northern Illinois, it is 273 miles in length and drains of 28,906 square miles. The Illinois River Basin covers 44 percent of the state, and 90 percent of the population of Illinois resides in the counties overlapping wholly or partially within the watershed. Its major tributaries include the Macoupin, La Moine, Sangamon, Spoon, Mackinaw, Vermilion, Fox, Des Plaines, and Kankakee rivers. The river flows southwest across the state and drains to the Mississippi River near the city of Grafton (ILRDSS). The Illinois River was historically (and still remains today) the state's central commercial artery to the Mississippi. At Beardstown Lincoln and other militiamen crossed the river in pursuit of Sac and Fox Indians during the Blackhawk War, and here boatmen, farmers, and frontier entrepreneurs conducted the region's chief river trade from New Orleans and the South during the 1830s. Reminders of the river's historical importance are also preserved at river parks in Havana and Peoria (Andreasen 2007, 25).

Sangamon River

The Sangamon River, a tributary of the Illinois River, is located in central Illinois. It is 246 miles in length and drains approximately 5,370 square miles. Its major tributaries include Salt Creek, South Fork, and Sugar Creek. The headwaters of the Sangamon are located in McLean County. The river flows past the cities of Mahomet, Monticello, Decatur, and Springfield before joining the Illinois River at Beardstown (ILRDSS). As stated by Andreasen, the Sangamon River was integral to Lincoln's early years in Illinois and to the economic and cultural development

The square in Beardstown is now a lovely park with a bandstand, Looking for Lincoln exhibits, and magnificent trees.

The historic streetscape bordering the town square in Virginia features active commercial buildings.

Community Profile: Beardstown, Virginia, and Cass County

Beardstown was first platted in 1829, when Thomas Beard and Enoch March recorded the town's first 23 blocks. Well situated directly on the Illinois River, it quickly became a thriving commercial and shipping center. In 1837, Beardstown became Cass County's seat but lost that title in 1874 when the county seat was moved to Virginia, where it remains today. There are many colorful stories surrounding how exactly this change occurred. Beardstown, population 5,849 in 2009, is still the county's largest municipality.

Cass County's entire population, including Beardstown, is 13,646; its other municipalities are Virginia, Ashland, Chandlerville, and Arenzville. The county has faced the same challenges that many other rural communities have faced over the past two decades and has seen a downturn in the local economy, though residents in the county remain hopeful that they will be able to find their niche in the ever-progressing global economy.

Longtime pork processing facilities, particularly in Beardstown where a major Cargill plant is located, have attracted more than 25 different nationalities to live and work in Cass County. Farmers with European ancestry now have been joined by immigrants from South and Central America, the Caribbean, and Africa. Many of these new residents are excited about the opportunity to begin businesses and endeavors of their own, with the potential for creating a lively international gathering place and tourist destination.

Beardstown's first brush with Lincoln history occurred in 1832 when a newly formed company of enlistees to the Black Hawk War nominated Abraham Lincoln as its captain in what is now Schmoldt Park. Since that time many important Lincoln events occurred in and around Beardstown. The famous Almanac Trial of 1858 was held in the Beardstown Courthouse, still used for trials today, and the park in the town square is where Lincoln addressed potential voters during his presidential campaign.

Cass County has established an Overall Economic Development Commission (OEDC) whose goal is to enhance the quality of life for citizens of Cass County by creating high-quality jobs and other revenue generators within the community. The OEDC is concentrating on projects to breed cooperation amongst existing organizations, encourage local entrepreneurs and small businesses, and enhance the look and feel of the local area. Finding ways to incorporate new community members with a variety of different cultures and languages is a special challenge.

Representative Community Enhancement Initiatives

- *Beardstown Main Street.*
- *Volunteer Virginia.*
- *Overall Economic Development Commission.*

of central Illinois. The river cuts across the region's central counties. Many historically significant vantages have been preserved, including at the Lincoln Trail Homestead State Memorial Park near Harristown (where the Lincoln family built their first log cabin in Illinois); at Riverside Park north of Springfield (near where Lincoln helped construct a flatboat that he floated to New Orleans); and at New Salem and Petersburg (where Lincoln lived along the river for five years, helped guide a river steamboat – the Talisman – and struggled unsuccessfully in the legislature to have the river dredged and widened for riverboat traffic), (Andreasen 2007, 25).

There are many places throughout the heritage area that interpret the natural and cultural history of the rivers, including Native American use, early transportation, commerce, energy, and fish and wildlife.

Kaskaskia River

The Kaskaskia River, a tributary of the Mississippi River, is located primarily in south-central Illinois. In total, it is roughly 300 miles in length and drains approximately 5,810 square miles. It originates as Kaskaskia Ditch, which flows southwest for 21 miles before becoming the Kaskaskia River just north of the Champaign-Douglas county border. The river continues to flow southwest and drains to the Mississippi in Randolph County (ILRDSS). The Kaskaskia River was known to Lincoln and his generation as the waterway that connected the early state capital at Vandalia with the emerging market systems of the Ohio and Mississippi river valleys. Beginning at Lake Shelbyville in Moultrie County, river views are preserved in many rural settings, and in the old state capital city of Vandalia (Andreasen 2007, 25).

Wabash River

The Wabash River, a tributary of the Ohio River, forms the southeastern border of Illinois. Its major Illinois tributaries include the Little Wabash River, Embarras River, and Vermilion River. The Wabash flows south from Indiana, meeting the Illinois border in Clark County, which is the only county in the heritage area that directly intermingles with this water body (ILRDSS). During the period of early frontier settlement, the Wabash served as a major migration route as many settlers coming from the east arrived via steamboat on the Wabash by way of the Ohio River.

Embarras River

The Embarras River, a tributary of the Wabash River, is located in east-central Illinois with its headwaters at the city of Champaign. It flows south through seven counties before draining to the Wabash River in Lawrence County. It is 195 miles in total length and drains approximately 2,440 square miles. Its major tributaries include Muddy Creek and Big Creek (ILRDSS). The Embarras River and its ecosystem are preserved at Fox Ridge State Park and other locations in Douglas, Coles, and Cumberland counties. The Lincoln family and thousands of other upland Southerners from Kentucky and Tennessee crossed this river frontier while immigrating to Illinois during the decades before the Civil War (Andreasen 2007, 24).

Vermilion River

The Vermilion River in eastern Illinois is also a tributary of the Wabash River. Within Illinois, the Vermilion River has a length of 95 miles and a drainage area of approximately 1,300 square miles. Its major tributaries include Salt Fork Vermilion River and North Fork Vermilion River. The Vermilion River originates in Ford County as Big Four Ditch, which becomes the Middle Fork Vermilion

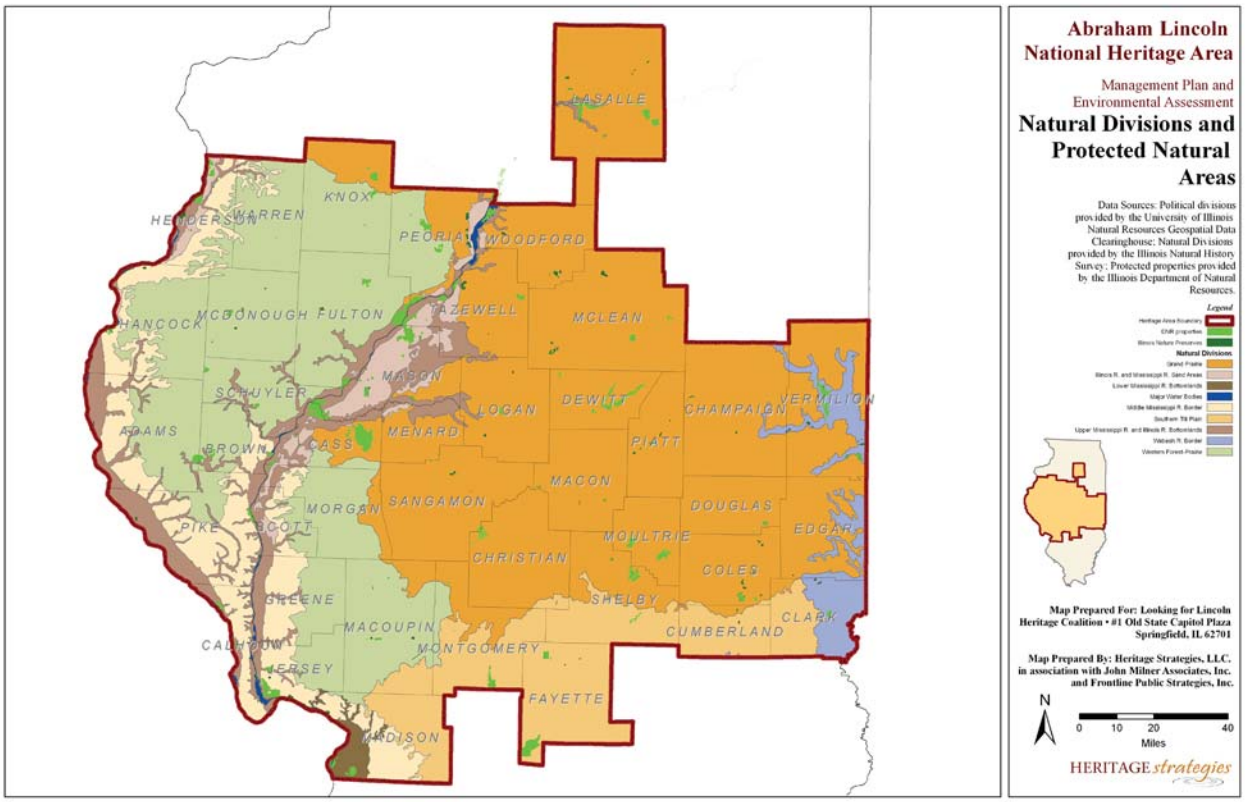


Figure 2-5. Natural Divisions within the Abraham Lincoln National Heritage Area.

River in Vermilion County (ILRDSS). The Middle Fork National Scenic River Area in rural Vermilion County – the only designated National Scenic River in Illinois – preserves sections of original prairie grasslands, in addition to 45 miles of trails, fish, and wildlife preserves (Andreasen 2007, 25).

Plant and Animal Communities

The Illinois landscape comprises 14 natural divisions. Each natural division represents a landscape region that is similar in topography, glacial history, bedrock, soils, and the distribution of native plants and animals. These natural divisions of Illinois were defined in 1973 in a technical report authored by then state botanist John Schwegman and his colleagues. Of these 14 natural divisions, there are seven that make up the Abraham Lincoln National Heritage Area (IDNR, Illinois Natural Divisions; see Figure 2-5). For the purposes of this management plan, several of the state's officially recognized natural divisions are geographically combined to simplify the understanding of the plant and animal communities at a very broad scale. A brief discussion of each natural division grouping (hereafter referred to as a region) within the Abraham Lincoln National Heritage Area is provided below.

The Grand Prairie Region

The Grand Prairie Region occupies more than 56 percent of the heritage area. It is composed of the vast glacial till plains that were historically characterized by the tallgrass prairie landscape. This prairie landscape was so unusual that early travelers had to turn to the sea for analogies, evoking "a sea of grass" or "a vast

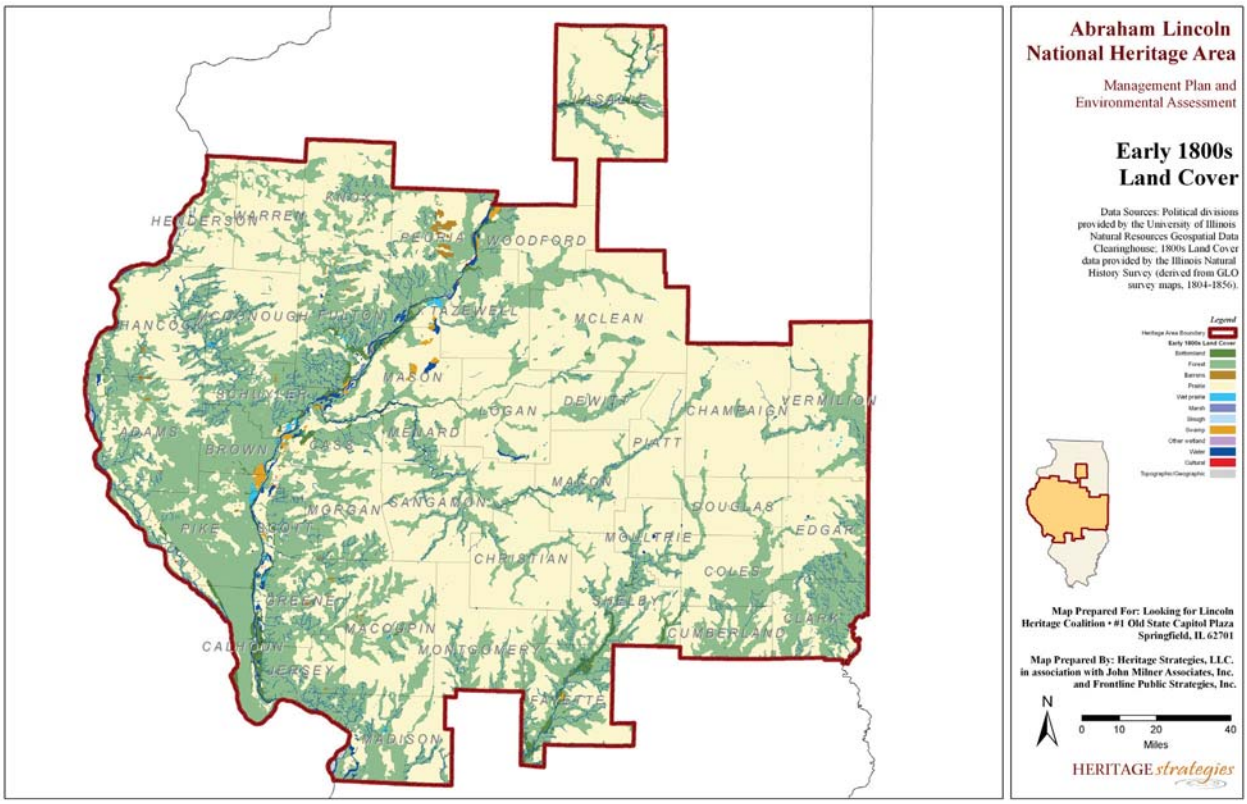


Figure 2-6. Early 1800s Land Cover within the Abraham Lincoln National Heritage Area.

ocean of meadow-land" (INAI). Prior to 1800, the majority of this region would have been covered in prairie grasses and herbaceous flowering plants, although woodlands would have interrupted the vast prairie landscape in floodplain areas, on slopes bordering streams, along river bends, and in isolated prairie groves or savannas (see Figure 2-6).

Prairies

The prairie grasses would have included such species as big and little bluestem, panic grass, switchgrass, Canada wild rye, Indian grass, prairie dropseed, and a wide variety of other grasses, sedges, and rushes that are tolerant of drought, fire, and the poorly drained hydric soils. The latter supported many wet prairies, marshes, and potholes, particularly in the eastern section that was affected by the Wisconsin glacial episode (Wescoat 2007, 14-15). Within the area surrounding Springfield (including all of Sangamon County), the soils are better drained as they were not affected by the Wisconsin glaciers, and deep loess deposits supported dry hill prairies along the lower Sangamon River. Hill prairies usually occur only on the slopes, not on the tops of hills, where a combination of factors result in drought-like conditions.

Forests

Forests within Illinois are classified as Eastern Broadleaf Hardwood forests. Oak and hickory are the dominant species. Other common canopy tree species include maples, beech, ash, butternut, buckeye, black cherry, black walnut, yellow poplar,

Today, only isolated vestiges of the formerly vast prairie landscape remain. Much of the area that was historically prairie is presently in row crops of corn and soybeans. According to the Illinois Department of Natural Resources, which maintains the INAI, there are only a handful of relatively small sites that are known to contain these native prairie communities. These vary in ecological quality and management levels. Most of the prairie remnants are small and do not provide many of the functions of a real prairie. The largest prairie remnants and restoration areas in the state are in Will County, which is northeast of the heritage area. Within the heritage area remnants and restorations include Allerton Park in Piatt County and Kennekuk Cove County Park in Vermillion County. Spitler Woods State Natural Area in Macon County represents a prairie grove habitat and is one of the largest stands of old growth woods in central Illinois. A handful of other tallgrass prairie remnants are found in Coles, Cass, Douglas, and Montgomery counties (INAI).

Photo: Rexroat Prairie, Virginia (Cass County).

box elder, and the Kentucky coffee tree. Common native understory species include the shadbush, paw paw, redbud, crabapple, mulberry, and dogwood (Wescoat 2007, 14-15). Today, floodplain forests still exist, although more highly fragmented. Large areas, however, still grow in the valley of the lower Sangamon River, the Mackinaw River, the upper reaches of the Embarrass and Kaskaskia rivers, and their tributaries.

Savannas

Sometime called open woods, savannas have widely-spaced trees with a broad canopy, and an understory of grasses and other herbaceous plants that require high levels of light. They represented the interstitial zone between the forest and the prairie. Fire resistant oak species generally dominated this plant community. In Illinois savannas, the principal tree species include bur oak, white oak, black oak, and northern pin oak (Madany 1981, 179).

Called "groves," savannas were desired locations for the placement of early towns, as evidenced by many remaining place names. In McLean County for instance, Funks Grove, Cheney's Grove, Dry Grove, Big Grove, Blooming Grove, Twin Grove, and Randolph's Grove can be found on maps dating to 1836. They provided cool shade within an otherwise hot and uncomfortable prairie landscape. These plant communities were quickly altered, either by compaction of the tree roots, grazing of the understory grasses, or by elimination of fire that sustained the ecosystem. Most remaining individual savannas are small, usually less than 100 acres. The rarity of oak savannas has led to them being ranked as "globally imperiled" by the Illinois Natural Areas Inventory.

The Wabash River Border Region

Within the heritage area, the Wabash River Border Region comprises the Vermilion River drainages within Vermilion, Edgar, and Champaign counties, as well as a small portion of the Southern Uplands section in eastern Clark County, which drains to the Wabash River. While this region makes up only a small portion of the

Community Profile: Shelbyville, Shelby County

Shelby County is located on the Kaskaskia River, the second longest river in inland Illinois. Situated within the Grand Prairie region, it possessed the familiar mix of prairie and forest, first settled by Indians and later by the beginnings of a community with a mill, blacksmith, river crossing, and stage coach stop. Shelbyville, the county seat, was founded in 1827 and later was part of the 8th Judicial Circuit, which began the town's association with Abraham Lincoln.

Agriculture has always provided a strong economic base but as the railroad gained popularity, manufacturing became a mainstay as well. The first mechanical pick-up hay baler was developed here, a manufacturing tradition that continues with an International Paper mill. Coal mining and oil drilling were also important to the economy.

In 1970, the area's economic destiny changed as the U.S. Army Corps of Engineers completed and began filling Lake Shelbyville. With 11,100 water acres and around 7,000 acres of recreational land, Shelby County hosts outdoor enthusiasts including boaters, hunters, fishermen, campers, hikers, bikers and more.

Communities throughout the county have worked to retain their charm and traditions while growing in response to the stimulus of millions of visitors. The lake has brought renovations, restorations, and new growth, with added lodging, restaurants, shopping, and more to serve these visitors. The county has sponsored the MAPPING program of the Illinois Institute for Rural Affairs, a program of Western Illinois University, to help its communities envision their future.

With so much tourism naturally occurring, Shelby County has become the home of several popular annual events, including a spring Mushroom Hunt and Festival, spring Quilt Showcase, summer Findlay Walleye Festival, and fall Balloon Festival. Fishing tournaments and group and family meetings are popular group activities. In December, Shelbyville features a Festival of Lights.

Representative Community Enhancement Initiatives

- *General Dacey Trail.*
- *Lake Shelbyville Visitor Center and Exhibits.*
- *Looking for Lincoln Wayside Exhibits.*
- *Restoration of the Historical Chautauqua Auditorium.*

The Shelby County courthouse (c. 1881) is a spectacular example of the Victorian architectural style known as Second Empire.

Lake Shelbyville, which is managed by the U.S. Army Corps of Engineers, is a regional recreational destination providing opportunities for camping, boating, and fishing.

The Museum of the Grand Prairie, located in Mahomet, Champaign County, interprets the natural and cultural history of prairie settlement though several exhibits.

Photo (above): Museum of the Grand Prairie.

Photo (top right): Remnant savanna landscape.

heritage area (2.5 percent), it is a very distinctive natural area. It is characterized by rugged topography and beech-maple forests in the ravines along the rivers and their tributaries. The beech-maple forest represents a climax, deciduous forest type of the northeastern United States, which is found in Illinois only in the extreme eastern and southern portions of the state. In Clark County, there is also a high concentration of forests on the bluffs along the tributaries the Wabash River, where sandstone ravines support an unusual combination of plant species (IDNR, Illinois' Natural Divisions). Once inhabited by the Algonquin Indians, Danville was the white settlement within this region. Its strategic location along the river provided access to both lumber and water transportation, as well as the natural salt springs located a few miles upstream of the Vermilion River's Salt Fork tributary.

The Western Forest & Prairie Region

The Western Forest-Prairie Region covers approximately 24 percent of the heritage area. Located west of the Grand Prairie, it extends to the southeast and northwest of the Illinois River and generally covers portions of the strongly dissected Galesburg and Springfield Plains that are characterized by the older Illinoisan and Kansan glacial episodes. Native plant communities within this region contained about equal amounts of forest and prairie northwest of the Illinois River, with forests mainly along its tributaries to the Illinois River and considerable prairie found on the level uplands.

Southeast of the Illinois River, most of the land was covered with forest, with prairie accounting for only about 12 percent of the area. This region has a well-developed natural drainage system with major streams having significant floodplains. Macoupin Creek and the Illinois River are the major water bodies that drain this section. Much like the Grand Prairie, this region's towns, such as Carthage, Augusta, and Macomb were originally established along the interstitial border regions where the forest met the prairie.

Much of the Upper Mississippi River and Illinois River Bottomlands was historically forested, although areas of prairie and marsh were also found there. After settlement, however, many of the wet prairies in this area were drained and converted into agricultural fields and agriculture is the primary land use in the floodplains today. The big rivers, their fish and mussel communities, and the backwater lakes of the Illinois River are distinctive to this area.

Photo: The Pere Marquette State Park north of Grafton, Jersey County, is the largest state park. It interprets the Illinois River, wildlife habitat, prehistoric cultures, local history, and geology.

Within this region today, tree species of oak and hickory dominate a majority of the forests, although these woodlands are much more fragmented today than they were in the early 1800s due to agriculture and settlement. Other predominant natural communities within this division include prairie remnants, hill prairies, and savannas (which have been discussed earlier in this section), as well as seeps and barrens. Seeps are areas where groundwater flows to the surface in a dispersed manner; these support wetland vegetation. Barrens are classified as a type of savanna. These are areas having thin soils over underlying bedrock, usually sandstone or shale (Madany 1981, 180).

The Illinois and Mississippi River Region

The Illinois and Mississippi River Region includes several distinct natural divisions that occur along the border regions of the two river valleys (refer to Figure 2-5). These include the Upper Mississippi-Illinois River Bottomlands, Middle Mississippi Border, Illinois-Mississippi River Sand Areas, and the Lower Mississippi Bottomlands. Together they occupy approximately 17 percent of the heritage area. Because of their navigable waters, fertile floodplains, and bountiful fish and fowl, these river regions supported important Native American settlements and the first European forts and communities established within Illinois.

The Upper Mississippi River and Illinois River Bottomlands

The Upper Mississippi River and Illinois River Bottomlands encompasses the river and floodplains of the Mississippi River above the confluence with the Missouri River, and of the bottomlands and backwater lakes of the Illinois River and its major tributaries south of LaSalle. Havana, Beardstown, and Grafton characterize the communities within this region.

The Middle Mississippi River Border

The Middle Mississippi River Border area consists of a relatively narrow band of river bluffs and rugged terrain bordering the Mississippi River floodplain,

The National Great Rivers Museum, opened in October of 2003, is a regional visitor center operated by the U. S. Army Corps of Engineers. Located adjacent to the Melvin Price Locks and Dam, this museum tells the story of the Mississippi River. The natural ecosystem of the Mississippi River and how humans interact with it is one of the major themes of the museum.

Photo: View of the Melvin Price Locks and Dam located in East Alton, Madison County.

extending along the entire western border of the heritage area and including the lower Illinois floodplain. This is most evident near Quincy and Nauvoo where easy access to the river is balanced with settlement areas above the floodplain. Forest is the predominant vegetation with interspersed hill prairies common on west-facing bluffs. Limestone underlies most of this section and may often be seen in cliffs along the river bluffs. The dark-sided salamander and western worm snake are restricted to this division. Forested areas that are close to river foraging areas are important winter roosting sites for significant concentrations of bald eagles.

The Illinois-Mississippi River Sand Area

The Illinois-Mississippi River Sand Area is unique in that it encompasses several discrete patches of sandy areas along both rivers. The Illinois River Section is characterized by flat to gently rolling sand plains and sand dunes along the eastern side of the Illinois River within Peoria, Woodford, Tazewell, Mason, Cass, Morgan, and Scott counties. The Mississippi Section encompasses sand areas and dunes in the bottomlands of the Mississippi River in Henderson and Hancock counties. Scrub oak forest, dry sand prairies, and marshes are the natural communities of this division. Several relict western amphibians and reptiles, such as western hognose snake, Illinois mud turtle, and Illinois chorus frog, are known only from these sand areas. Many of its plant species, including yucca and prickly pear cactus, are more typical of the shortgrass prairies to the west of Illinois.

The Lower Mississippi River Bottomlands

The Lower Mississippi River Bottomlands follows the edge of the Mississippi River south of its confluence with the Missouri River. Within the heritage area, however, it covers a relatively small area and is found entirely along the western border of Madison County. It includes the Mississippi River and its floodplain between Alton and Madison. Heavily silt-laden, it contains a variety of such silt-tolerant species as plains minnow, sturgeon chub, flathead chub, and sicklefin chub.

Chapter 3 • The Cultural Landscape

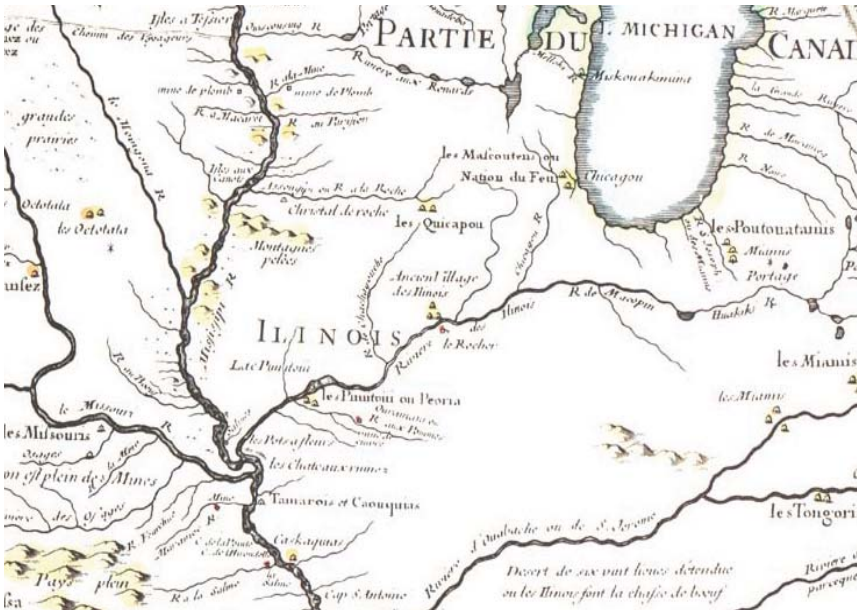


Figure 3-1. Detail of 1718 map showing locations of Indian villages.

Long before Abraham Lincoln arrived in Illinois in 1835, the land had been occupied for thousands of years by native peoples who had adapted to the changing natural environment discussed in the previous chapter, finding shelter and sustenance. Over time, they learned to adapt their environment to meet their needs. Populations ebbed and flowed, cultures flourished and waned, and settlements appeared and disappeared. The cultural landscape of central Illinois is rich with resources that tell the complex stories of these prehistoric people, and those that followed. In fact, the Mississippi and Illinois river valleys contain some of the richest archeological records in the nation.

The Cultural Landscape

The cultural landscape of central Illinois has been greatly influenced by thousands of years of environmental adaptation by various people and cultures. Some left an indelible mark on the landscape, while others vanished with little trace. All collectively influenced the settlement of the heritage area to varying degrees. This chapter describes these cultures and the ways in which they helped shape the landscape we see today.

Prehistoric Context

The long span of human occupation of central Illinois was greatly influenced by the geology, topography, and climate of the region, and most notably by the recession of glaciers at the end of the Wisconsin episode, about 12,000 years ago. Tundra conditions were eventually replaced by spruce and black ash woodlands, and then as the climate warmed further, deciduous forests began to establish. The changes in landscape, climate, and ecological resource availability brought about by the retreat of the glaciers affected human subsistence practices and settlement patterns throughout the prehistoric period.

Paleoindian Period (12,000 to 10,000 BP)

Based on the repeated discovery of distinctive chipped-stone spear points called Clovis points, archeologists know that by about 12,000 years ago small bands of hunters lived in the region now known as Illinois. These Paleoindians based their subsistence on hunting and gathering of resources whose availability was largely influenced by the season of the year and geographic distribution. Archeological evidence supports big-game hunting of mastodon, as well as white-tailed deer and smaller animals. They also may have fished, and they probably gathered a

A notable Archaic site within the heritage area is the Koster site along the lower Illinois River in Greene County. This site was occupied from 8,700 years ago until around 800 years ago. Evidence spanning 300 or more generations of American life was documented at the site through years of archeological field work and study by Northwestern University faculty and students.

variety of seasonally available foods such as fruits, seeds, and nuts. Judging from the small size of settlement sites, Paleoindian people lived in family groups, with each community probably made up of one or more generations. These people frequently moved through areas to intercept game, but rarely settled in any given area long enough to locate, explore, and routinely use natural shelters, such as rock shelters and caves. A later Paleoindian culture, the Dalton Group, began to adapt to the warming climate and the northward spread of deciduous woodlands. This culture was less nomadic and began to explore and use the landscape with greater intensity (Koldehoff and Walthall 2009, 4-5). A notable Paleoindian site within the heritage area is the Lincoln Hills Site, located along the Mississippi River in Jersey County. It represents a source of stone for tool making.

Archaic (ca. 10,000 to 3,000 BP)

The Archaic Period subsumes a diverse group of hunting and gathering cultures that occupied North America throughout dramatic environmental changes. As the glaciers retreated and the Ice Age came to an end in Illinois, deciduous trees replaced spruce and pine. Animals also changed their way of life and several, such as the mastodon, unable to adjust to the changing environment, became extinct. New species, such as white-tailed deer, raccoon, bear, rabbit, turkey, amphibians, fish, and migratory waterfowl, became common. These changes marked a new way of life for prehistoric peoples, which began about 10,000 years ago and lasted 7,000 years (Berkson and Wiant 2009, 6).

During this period, Native Americans hunted, fished, and gathered wild plant foods such as berries, seeds, and nuts, but they had a more varied diet than their ancestors. Archeologists have found numerous (more than 8,300) Archaic settlements throughout Illinois (see Figure 3-2). These include small, temporary campsites that may have been used by hunters and gatherers, as well as larger villages that were the location of long-term or repeated occupation (Berkson and Wiant 2009, 6). As time passed during the Archaic Period, people moved from place to place less frequently during the year. As a result, they took greater advantage of the variety of natural foods in the vicinity of their villages. Near the end of the Archaic Period, about 4,000 years ago, Native Americans were living in villages for much of the year. These were located near a variety of food resources and areas suitable for cultivating plants, such as sunflowers, goosefoot, and squash. Late Archaic villages along the Wabash River may have been home to as many as 200 people during the year (Berkson and Wiant 2009, 7).

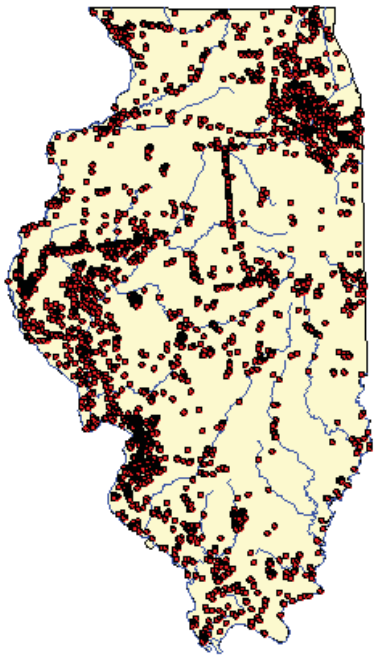


Figure 3-2. Map of Illinois showing locations of Archaic sites. Source: Illinois State Museum (www.museum.state.il.us).

Archaic sites are far more numerous than Paleoindian sites, suggesting a substantial increase in population. A notable Archaic

site within the heritage area is the Koster site along the lower Illinois River in Greene County. This site was occupied from 8,700 years ago until around 800 years ago. Evidence spanning 300 or more generations of American life was documented at the site through years of archeological field work and study by Northwestern University faculty and students, which was coordinated by the Center for American Archeology. Many important discoveries were made here, including some of the oldest evidence of the use of grinding stones for food preparation, the establishment of a cemetery for deceased members of the community, and the presence of domesticated dogs (Berkson and Wiant 2009, 6).

The Dickson Mounds Museum, located in Lewistown, Fulton County, is a branch of the Illinois State Museum and a National Historic Site. It offers a unique opportunity to explore the world of the American Indian in an awe inspiring journey through 12,000 years of human experience in the Illinois River Valley.

Woodland Period (ca. 3000 to 1,000 BP)

The Woodland Period is often distinguished from the earlier prehistoric periods by significant changes in culture resulting from adaptations to a growing Native American population. These include changes in social and religious systems, long-distance trade and communication, technology (notably the widespread production and use of ceramics and pottery), more intensive subsistence practices (often including the use of domesticated plants), increasing trends towards sedentary lifestyles and larger settlements, and use of the bow and arrow for hunting and territorial defense (Farnsworth 2009, 8).

The entire lower Illinois Valley was an ideal setting for the growth and development of this culture. Mounds and ritual centers were established at intervals along the river, between nine and twelve miles (Farnsworth 2009, 8). Late Woodland sites are numerous throughout Illinois after 700 A.D., which reflect population expansion, reliance upon agriculture, and developing political complexity. Notable Woodland sites within the heritage area are found near present-day Havana, situated on the banks of the Illinois River in Mason County. The Rockwell Mound in Havana's city park dates back 2,000 years and is the largest and best preserved American Indian burial mound in the Midwest.

Mississippian Period (1000 to 1500 A.D.)

Between about A.D. 600 and A.D. 1000 Late Woodland societies in the American Bottom were increasingly more sedentary and were living in many small communities spread across the region. About 1050 A.D. this all changed when the people abandoned their scattered villages and clustered into one of several large temple mound and plaza centers. Subsequently, single-family households re-occupied the countryside. Massive temple and burial mounds and large temples were built in the new population centers, becoming home to religious and political leaders, crafts specialists, and their supporters. The countryside also contained the homes and temples of some leaders, but the surrounding rural areas predominantly contained farmsteads and hamlets that housed small family groups who were the primary producers of the maize that allowed the towns to exist (Emerson 2009, 10).

The largest and most significant political and religious center of Mississippian culture is Cahokia, located in Collinsville, St. Clair County, immediately adjacent to the south edge of heritage area. Cahokia was one of the largest Native American cities in North America, housing some 20,000 people and consisting of about one hundred mounds. It is on UNESCO's World Heritage list, and contains the largest prehistoric earthen mound in the New World, Monks Mound, which covered fourteen acres and rose 100 feet.

The Center for American Archeology (CAA), located in Kampsville, Calhoun County near the confluence of the Mississippi and Illinois rivers, provides extensive interpretation of prehistoric cultures in the lower Illinois Valley. Established in 1953, the CAA pursues a mission of education, research and public service in archeology. Its purpose is to discover and disseminate the unwritten story of earlier Americans' lifeways, accomplishments and changing natural environment (www.caa-archeology.org).

Photo: Center for American Archeology in downtown Kampsville.

Notable Mississippian sites within the heritage area are found near Lewistown in Fulton County at the Dickson Mounds Museum. Here along the Illinois and Spoon rivers, this culture established a large town (the Larson Site) surrounded by smaller communities and a large cemetery. The Larson Site was also a stockaded village with a large flat-topped mound positioned at the end of an open plaza. The plaza was surrounded by rows of houses. Residents of this community relied on farming corn and beans, cultivating native plants, and hunting, fishing, and gathering food from their resource-rich surroundings.

For reasons that are still not entirely clear, Cahokia's influence as well as Mississippian civilization in general began to decline in the American Bottom about 600 years ago. There have been suggestions that this decline was caused by small but significant shifts in climatic conditions, increased internal disputes and external warfare, or deterioration of local environmental conditions due to over-exploitation.

In the Illinois River valley, the mound centers and extended networks of smaller settlements established after 1100 A.D. continued for several centuries when Late Mississippian sites became more common in the Sangamon and La Moine rivers region of the Illinois Valley. Although still rare, a few more small sites were found in the lower Illinois River valley. By 1450, however, Mississippians had largely abandoned the Illinois valley. A number of villages remained along the Mississippi River north of Quincy until 1500 but these were abandoned before European contact (Emerson 2009, 11-12). The Indian Mounds Park in Quincy represents and interprets this Late Mississippian culture within the heritage area.

Progressively through the late Mississippian Period, large areas of Illinois appear to have lost population, suggesting that there was much conflict. It was in this landscape lacking permanent settlements that the Illinois Tribe moved sometime after 1600 (Emerson 2009, 13).

Illinois Indians

Prior to European exploration and settlement, central Illinois was occupied by the Illiniwek or Illini, or the "Illinois" as named by the French. Prior to 1673, the date of first European exploration in Illinois, the Illini Confederation (a group of twelve to thirteen Native American tribes) extended along both sides of the Mississippi River from Prairie du Chien, Wisconsin to the mouth of the Ohio, and then south along the west bank to the Arkansas River. Among these various tribes, the Kaskaskia, the Cahokia, the Tamaroa, Peoria, and the Michigamea survived into the 1700s (Warren 2009, 14).

Early French estimates of the Illini population in the 17th century vary considerably because the different bands were constantly moving in and out of the large villages. Father Gabriel Dreuillettes in 1658 listed 20,000 Illini with 60 villages throughout the region, but the true number is unknown. The highest density of Illini population was clustered along the American Bottom and the Illinois River. These deep alluvial soils, replenished by flood, supplied maize, squash, beans, sunflowers, pumpkins, gourds, and other crops. Rivers and valleys also yielded wide varieties of fish and game.

Observing Indians in 1673, Father Marquette wrote, "They live by hunting, game being plentiful in that country, and on Indian corn, of which they always have a good crop; consequently they have never suffered from famine" (Davis 2009, 27). The Illinois were mobile and lived in three types of settlements during the year. Summer villages, located near rivers, were inhabited in the spring and fall during cultivation and harvest periods. Some of these villages contained as many as 350 mat-covered longhouses. Hunting camps were established in the prairies during the summer months during communal bison hunts. These were occupied only briefly and consisted of temporary bark-covered lodges. Winter villages were located in river bottoms where good hunting was expected. These were smaller than the summer villages, and contained from five to twenty mat-covered lodges called wigwams (Warren 2009, 14).

In the latter part of the 1600's the Illinois population and the size of their territory began to decline dramatically due to war and the encroachments of other tribes, including the Iroquois, Sioux, Fox, Kickapoo, and Mascouten. In addition, the French moved into this territory beginning in the 1670s, establishing forts, missions, and trading posts. Although the Iroquois made peace with the Illini in the early 1700's following years of war, tribal strength continued to decline due to smallpox and other deadly diseases brought by the Europeans, as well as infighting among tribes of the Illini Confederacy. Around this time, the Illinois are believed to have numbered about 6,730 people (Illinois State Museum).

Several significant late archeological sites have been documented within the heritage area. The most significant is the Grand Village of the Kaskaskia (the Zimmerman site), located along the Illinois River in LaSalle County. This area was occupied intermittently by the Kaskaskia and Peoria tribes from 1673 until about 1720 (Warren 2009, 15). Other known village sites include Pimitoui (later Fort Pimitoui) and Matchinkoa, both of which are located along the Illinois River near Peoria (refer to Figure 2-7).

"They live by hunting, game being plentiful in that country, and on Indian corn, of which they always have a good crop; consequently they have never suffered from famine."
- Father Jacques Marquette's observations of the Illinois Indians, 1673.

In 1809 the Kickapoo Indians ceded to the United States their lands on Wabash and Vermilion rivers and in 1819 all their claims to the central portion of Illinois. Important archeological sites of Kickapoo settlements within the heritage area include the Grand Village of the Kickapoo in McLean County and the Rhoads site in Logan County.

Kickapoo Indians

Upon further depletion of the Illinois Confederacy following the French and Indian War in 1764, the Kickapoo tribe moved in to establish settlements in central Illinois, particularly near present-day Peoria. The Kickapoo gradually extended their range, a portion centering about Sangamon River, while another part pressed toward the east, establishing themselves on the waters of the Wabash and Vermilion rivers. Closely related to the Sauk and Fox, the Kickapoo played a prominent part in the history of this region up to the close of the War of 1812, aiding Tecumseh in his efforts to side with the British against the United States. Many Kickapoo also sided with the Sauk and fought with Black Hawk in 1832. In 1809 they ceded to the United States their lands on Wabash and Vermilion rivers and in 1819 all their claims to the central portion of Illinois. Among others, important archeological sites of Kickapoo settlements within the heritage area include the Grand Village of the Kickapoo in McLean County and the Rhoads site in Logan County (Warren 2009, 15).

Historic Context

European exploration of central Illinois region began with French Canadian voyageurs in the 17th century, followed by French missionaries seeking Jesuit converts and French fur traders. Father Jacques Marquette (a Jesuit priest) and explorer Louis Jolliet were the first whites to visit Illinois, undertaking a canoe expedition along the Mississippi and Illinois rivers in 1673 (Davis 2009, 26). There they found the Illinois Indians, whose settlements were located primarily in the American Bottom region as well as along the Illinois River. Eventually Farther Marquette established the mission of the Immaculate Conception of the Blessed Virgin along the Illinois River near the Illinois village of Kaskaskia in LaSalle County (Davis 2009, 34).

Weakened by warfare with the Sioux and Iroquois and receptive to the teachings of the French, the Illinois forged a relationship with the French that was generally amicable. French goals and way of life generally complemented Indian culture, especially the fur trade where Indians often did the trapping, and the French handled the collection, transport, and marketing of furs and pelts (Davis 2009, 30). Intermarriage of French traders and Indian women also resulted in stronger ties and friendships between the two cultures. As written by Father Claude Dablon after arriving in Wisconsin, the Illinois Indians "showed us much politeness, caresses, and evidence of affection as will scarcely be credited; and this is especially true of the chief of that Illinois nation, who is respected in his Cabin as a Prince would be in his Palace" (Davis 2009, 31).

French Exploration, Forts and Missions

France, interested in settling and holding the Mississippi River Valley to exercise control of its New France territory and contain English influence to the east, sought to establish an arc of forts, posts, and missions that extended from the Gulf of Mexico to eastern Quebec. Illinois was viewed as the keystone (Davis 2009, 35). Critical to this vision was Fort Crevecoeur along the Illinois River at present-day Peoria. This was the first French fort in Illinois, established in 1680 by explorer Robert Cavelier sieur de La Salle, who two years later arrived at the mouth of the Mississippi River and claimed the entire Mississippi River Valley for the King of France, naming it Louisiana after Louis XIV.

Community Profile: Ottawa, LaSalle, LaSalle County

At the time of Europeans' first contact with Native Americans in Illinois, 6,000 lived on the Illinois River near Utica, at Grand Village – a meeting place for many tribes and where Frenchmen Louis Joliet and Father Jacques Marquette first visited in 1673. By the early 1800's settlers began moving to land along the Illinois and Fox rivers. Today, that area is LaSalle County, the state's second largest county and the nation's largest producer of corn in 2011.

The opening of the Illinois & Michigan Canal in 1848, connecting the Great Lakes to the Gulf of Mexico, brought hundreds more settlers; within two years, 75 percent of the county was under cultivation. In planning the canal, I&M Canal Commissioners platted Ottawa in 1830 and LaSalle in 1836. Ottawa, named seat of newly created LaSalle County in 1831, was originally the canal's western terminus. When the river proved too shallow at Ottawa, however, LaSalle became the terminus.

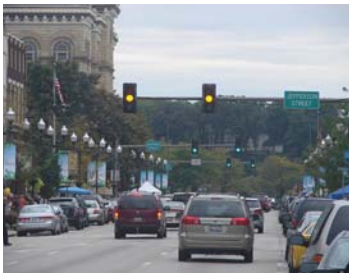
The opening of the Chicago, Rock Island and Pacific Railroad in 1852 spurred further growth in both Ottawa and LaSalle, and demand rose for improved water transport. The U.S. Army Corps of Engineers later transformed the non-navigable portion of Illinois River via a lock and dam system to create the Illinois Waterway, still in use today, but ending the canal's active use. Today, thanks to both the waterway and the county's position as the "crossroads" of I-80 and I-39, the county remains a strong industrial corridor.

Abraham Lincoln visited LaSalle County eight times, as soldier, traveler, lawyer, I&M Canal Commissioner, and politician. A mural, a statue in Washington Park commemorating the Lincoln-Douglas debate held here, a self-guided walking/driving tour, and four Looking for Lincoln wayside exhibits interpret these connections, along with guides on the LaSalle Canal Boat and Lincoln family silhouettes at the I&M Canal's Lock 14 Access. Lincoln had a lifelong interest in the I&M Canal, actively supporting its construction, use, and expansion while serving as legislator, attorney, and President of the United States.

For visitors seeking to explore LaSalle County, it is accessible from Chicago, Rockford, Bloomington, and the Quad Cities; the Ottawa Visitor Center and 800 rooms in Ottawa, LaSalle, and Peru welcome tourists. Ottawa's vibrant "Old Town" includes murals depicting Ottawa's history. Other attractions include three state parks, the LaSalle County Historical Society, the Reddick Mansion, the Ottawa Historical and Scouting Heritage Museum, and the Hegeler Carus Mansion, plus I&M Canal assets: a state trail, tollhouse, and the Fox River Aqueduct.

Representative Community Enhancement Initiatives

- *Replacement and enhancement of interpretive signage along the canal and throughout the I&M Canal National Heritage Corridor (underway).*
- *Enhanced interpretation at the I&M Canal Tollhouse in Ottawa detailing Lincoln's work as canal commissioner in 1852 (underway).*
- *A downtown beautification program in Ottawa (underway).*
- *Re-watering an eight-block area of the canal in Ottawa (planned).*
- *Enhancement of the I&M Canal State Trail (planned).*



Downtown LaSalle.

The Illinois River in LaSalle County.

Fort St. Louis (1682), an early French fort, was originally located at Starved Rock on the Illinois River opposite the early Indian village of Kaskaskia (in present day LaSalle County).

Photo: Historic image of Starved Rock overlooking the Illinois River. Source: Library of Congress, American Environmental Photographs Collection, 1891-1936.

The French established forts, posts, and missions throughout central Illinois. Fort St. Louis (1682) was originally located at Starved Rock across the Illinois River opposite the early Indian village of Kaskaskia (in present day LaSalle County). In 1691, it was relocated and renamed Fort Pimitoui, sited on the Illinois River's right bank near present day Peoria and Lake Pimitoui (now Lake Peoria). This fort became a trading center and later a mission to the local Indians, although it was later abandoned around 1700. After its abandonment, missionaries, Kaskaskia, settlers, traders, and soldiers moved downstream to the American Bottom, where they thrived for more than half a century (Davis 2009, 40).

These later forts and missions in the American Bottom included Fort Bowman and the Mission of the Holy Family at Cahokia (1699), and Fort de Chartres (1720, 1748, and 1754) near Prairie du Rocher, which became the new center of French culture and trade within Illinois. In 1765, after the Louisiana territory was ceded to Great Britain in 1763, the French ceremoniously surrendered Fort de Chartres (Davis 2009, 50). The two-and-a-half-year interlude was filled with Indian attacks on other forts throughout the region in an effort to thwart westward expansion by the British, to no avail.

Unable to stave off British encroachment into the Louisiana territory and unable to compete with the growing population of the British colonists, the French essentially ended their presence in Illinois after the French and Indian War. It is estimated that Illinois accounted for 1,500 to 2,500 people at the time, with most being in the American Bottom region (Davis 54, 112). This included French, soldiers, transients, black slaves, and Indians. By contrast, is estimated that the French population in all of New France was only 6,700 in 1764. The Treaty of Paris in 1763 gave Britain all of the lands east of the Mississippi and the lands in Canada west to the Rockies. Spain received claim to the lands west of the Mississippi. The Indian presence in Illinois declined further after this time, although the Kickapoo managed to sustain several villages in central Illinois until 1819, and as previously mentioned, participated in the Black Hawk War of 1832.

Brief British Influence

British acquisition of French North America led to increased tensions between Great Britain and the British colonists, who wanted to expand westward into this territory. A new colony, named Charlotina, was initially proposed for the southern Great Lakes region, which included Illinois. However, facing armed opposition by Native Americans, the British wanted no settlement in the region until treaties could be negotiated. The Proclamation of 1763, which prohibited colonial expansion west of the Appalachian Mountains, was intended to avert settler-Indian conflict.

Ending the French and Indian War in 1763, the Treaty of Paris gave Britain all of the lands east of the Mississippi and the lands in Canada west to the Rockies. Spain received claim to the lands west of the Mississippi.

This proclamation angered American colonists interested in expansion as well as those who had already settled in the area. In 1774, the British parliament passed the Quebec Act, which annexed Illinois to the British Province of Quebec in order to provide a civil government and to centralize British rule of the Montreal-based fur trade (the prohibition of settlement west of the Appalachians remained). This act further angered the soon-to-be Americans, and was a contributing factor to the American Revolution, which began in 1775 and ended in 1783.

During the Revolutionary War, Illinois saw little action aside from 1778 when George Rogers Clark captured Kaskaskia and enlisted French and Indian support against the British. In 1779 he captured Vincennes, Indiana from British commander Henry Hamilton. Virginia capitalized on Clark's success by laying claim to the whole region west of Pennsylvania and northwest of the Ohio River, calling it Illinois County, Virginia. The 'county' at that time included all of the territory between the Ohio and Mississippi rivers that now constitutes the states of Ohio, Indiana, Illinois, Michigan, and Wisconsin, as well as a small part of Minnesota. In 1783, at the end of the Revolutionary War, Great Britain officially ceded its claims to this area to the Americans. In 1784, Virginia ceded its state claim of these lands to the new federal government as a concession to obtain ratification of the Articles of Confederation.

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The Northwest Territory (1787-1800)

What followed during the last decades of the 18th century set in motion a chain of events that shaped the cultural landscape we see today. Two pieces of legislation were key: the Northwest Ordinance of 1787 established the first organized territory of the new nation (see Figure 3-3), and the Land Ordinance of 1785 established the procedures by which it would be divided and sold.

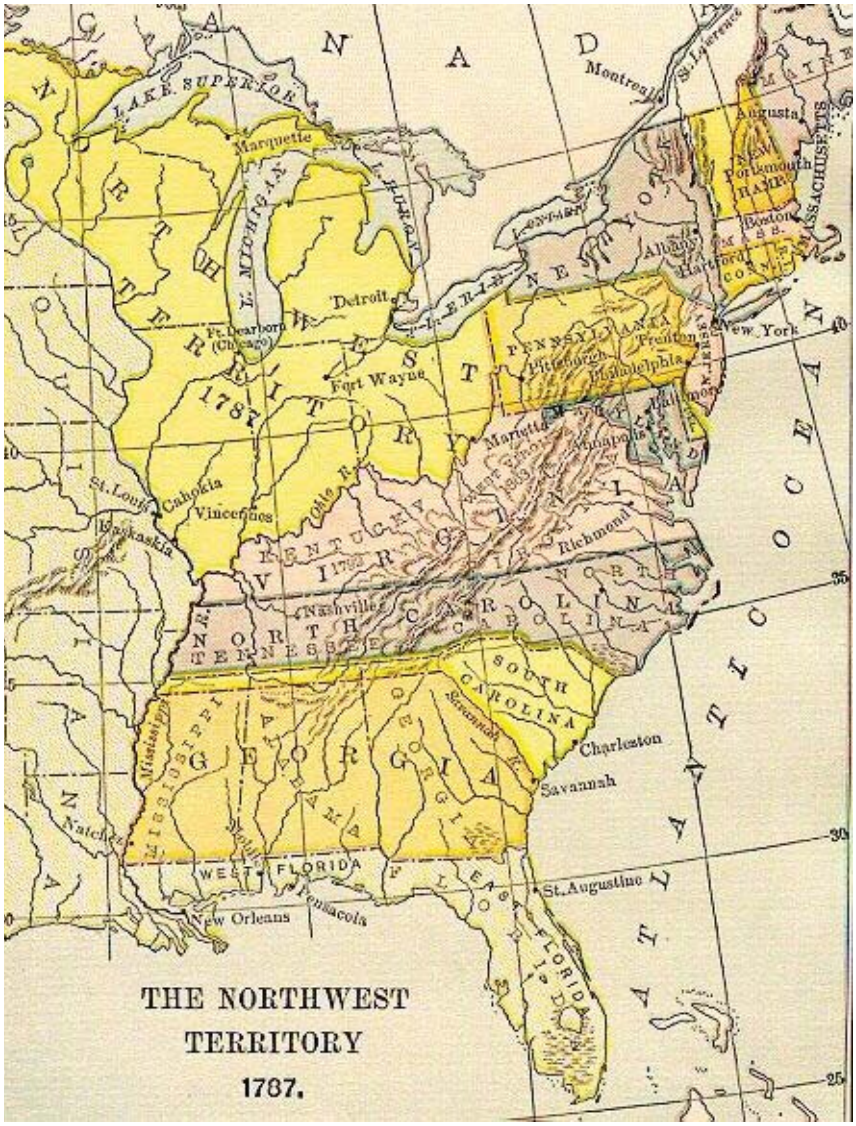


Figure 3-3. The Northwest Territory, 1787. Source: http://www.earlyamerica.com/earlyamerica/maps/northwest.

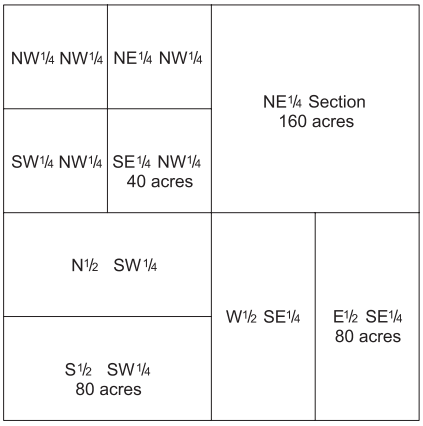
The Northwest Ordinance allowed for the creation of as many as five states within essentially the same lands that made up the former county of Illinois. This ordinance is highly significant as it established the precedent by which the United States would expand westward across North America – that being by the admission of new states, rather than by the expansion of existing states. The ordinance also defined the boundaries of the new states on lines originally laid out in 1784 by Thomas Jefferson, excluded slavery, and created the framework and provisions for governance and requirements for statehood. By banning slavery in the territory, it also helped set the context and divisions that led to the Civil War. Ultimately, the territory was organized into the present states of Ohio, Indiana, Illinois, Michigan, and Wisconsin.

The Land Ordinance of 1785 established a standardized system for surveying the ceded lands into saleable lots via roughly uniform square townships and sections

SECTIONS IN A TOWNSHIP

6	5	4	3	2	1
7	8	9	10	11	12
18	17	16	15	14	13
19	20	21	22	23	24
30	29	28	27	26	25
31	32	33	34	35	36

DIVISIONS OF A SECTION



The Land Ordinance of 1785 established the basis for the Public Land Survey System, by which land was systematically surveyed into square townships, six miles on a side. Each of these townships was subdivided into 36 sections of 640 acres, totaling one square mile. These sections could then be further subdivided for re-sale by settlers and land speculators. Illinois surveys began in 1804 and were essentially complete by 1856.

Figure 3-4. Example Survey Grid. "Divisions of a Township and a Section." Source: Illinois State Archives.

(see Figure 3-4). Its underlying goal was to give the federal government a means to raise money through the sale of the land, as well as to expand westward settlement quickly and efficiently. The Land Ordinance established the basis for the Public Land Survey System, by which land was systematically surveyed into square townships, six miles on a side (see Figure 3-5).

Initially, Illinois enticed few settlers westward over the Appalachians or north of the American Bottom. At the end of the 18th century, the railroad, steamboat, and steel plow had yet to be invented, making settlement of the plains difficult. Prairies were regarded as desolate and unknown:

> Dreadful rumors retarded prairie settlement: prairies floated on bodies of water and swallowed unwary travelers; scarce timber indicated insufficient water and poor soil; grasslands fostered lethal cold snaps and diseases. In reality, spectacular, wind-whipped prairie fires deterred people from even traversing grasslands. Voracious flies and other prairie tormentors drove humans and livestock berserk. Prairie grasses' dense roots defied plowing until the 1830s. Conversely, early settlers believed woodlands implied water, fertile soil, as well as protection from icy blasts, roaring conflagrations, and summer's ferocious pests (Davis 2009, 124).

During the interval between the end of the Revolutionary War and the settlement of lands through survey and sale, Illinois was inhabited by a diverse mix of cultural groups. They included American soldiers (mostly Virginians who decided to stay after serving in the war or who were enticed by other soldiers already there), French residents who did not migrate elsewhere, Indians, slaves, free blacks, and a few Spanish (Davis 2009, 79). These various cultural groups tended to cluster in distinct, separate communities (i.e., the French remained in Kaskaskia; Americans established new communities such as Bellafontaine, today's Waterloo). Although this initially limited contact and minimized conflict, it was only a matter of time before tensions grew as each passing year brought with it more American migration westward (Davis 2009, 81).

Figure 3-5. Detail of Alton survey. Source: Illinois State Archives, Federal Township Plats of Illinois (1804-1891).

Those who did make Illinois their home tried to entice others by singing the praises of the landscape, such as this written account by George Rogers Clark in 1779:

> This you may take for granted that its more Beautiful than any Idea I could have formed of a Country almost in a state of Nature, every thing you behold is an Additional Beauty. On the [Mississippi] River You'll find a variety of poor and Rich Lands with large Meadows extending beyond the reach of your Eyes. Variegated with groves of Trees appearing like Islands in the Seas covered with Buffaloes and other Game; in many Places with a good Glass You may see al those that is on their feet in half a Million Acres; so level is the Country which some future day will excel in Cattle (quoted in Davis 2009, 81-82).

Major General Arthur St. Clair was appointed the first Governor of the Northwest Territory. In order to establish orderly procedures for self-governance, the Northwest Ordinance provided for three stages of government. The first contained property qualifications for political involvement and limited self-government via appointed officials: a governor, a secretary, and three judges. Together they had the authority to adopt civil and criminal laws from existing states. Upon reaching 5,000 free male inhabitants, the region could form a territorial legislature, the second stage of government, but still under oversight of the governor. A region attaining territorial status and 60,000 free male inhabitants could seek statehood that would be equal with the rights of existing states, including one vote in the House of Representatives (Davis 2009, 96-97).

It is estimated that by 1800 Illinois contained between 800 and 1,000 Anglo-American settlers and about 1,500 French, with nearly all clustered within settlements located in the American Bottom (Davis 2009, 112). In 1803, however, the Louisiana Purchase changed the cognitive geography of the Illinois. Instead of being perceived as America's western fringe adjacent to European territory, it

became a staging point for crossing the Mississippi from the Old Northwest to the New Northwest. In 1804 the surveys of Illinois began, moving from south to north. A land office was established at Kaskaskia in 1809, the territorial capital, to support the settlement process. Territorial Illinois at that time included all of modern Illinois, Wisconsin, the western upper peninsula of Michigan, and northeastern Minnesota.

By 1809 Illinois had reached its independent territorial status, the second stage of government, when the non-Indian population reached 12,000. By this time most of the remaining Indian lands had been ceded to the federal government, including Fox and Sauk lands between the Illinois and Mississippi rivers, Kaskaskia lands in southern Illinois, Piankashaw lands west of the Wabash River, and Kickapoo lands along the Wabash and Vermilion rivers (Davis 2009, 119). Still, Indian disputes over these claims continued and raids kept settlers from venturing too far away from established communities. Most settlement still continued to occur along the major rivers and the prairies were generally avoided.

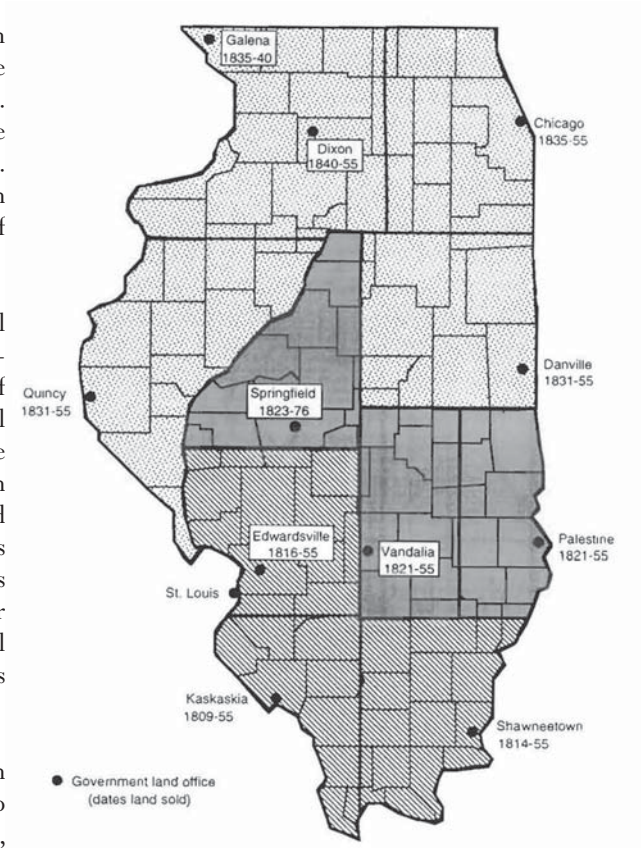


Figure 3-6. Federal Land Districts in Illinois. Source: Meyer, Douglas K. 2000.

The War of 1812 erupted as America declared war on Great Britain for a variety of reasons. Most relevant to Illinois was that the British were backing Indians who, fearing America's westward expansion, continued to attack settlers and conduct raids throughout the region. While most of the fighting in the region took place along the Great Lakes, central Illinois witnessed some of the battles and several forts were constructed within region. These included Fort Clark, which was established in Peoria in 1813, and Fort Johnson, which was established on bluffs overlooking the Mississippi River in modern-day Warsaw in 1814. In October of 1815, Fort Johnson was reoccupied and rebuilt as Cantonment Davis. Troops stationed there helped to construct Fort Edwards, an important military and trading post occupied until 1824 by the U.S. Army and by traders until about 1832.

The first significant waves of settlement began after the war ended in 1815. The Preemption Act of 1813 had already allowed pre-1809 settlers to purchase public lands (like the Old Northwest laws this is considered a major piece of legislation that encouraged settlement). Following the War of 1812, Congress also set aside the Military Tract, which included all the land in the Illinois Territory bounded by the Mississippi and Illinois rivers, to serve as bounty lands offered to volunteer soldiers who served in the war. Its surveys began in 1815 and settlement began shortly after.

During the first two decades of the 19th century, most settlement in Illinois was still widely scattered throughout the southern part of the state along the Wabash, Ohio, Kaskaskia, and Mississippi rivers. Palestine, Palmyra, Carmi, Shawneetown, Golconda, and Albion were the early population centers in eastern Illinois during

"The state of Illinois has probably the finest body of fertile land of any state in the Union, and the opportunities for speculation are numerous – property will continue to advance – admirable farms and town lots may be purchased with a certainty of realizing large profits. The country here is beautiful."
- J.M. Peck's Gazetteer of Illinois, 1837.

this time. On the west, Jonesboro, Brownsville, Kaskaskia, Harrisonville, Belleville, Cahokia, Edwardsville, and Alton were of greatest importance (Pooley 1905, 321), with the latter being the only town within the heritage area (Jonesboro, as of this writing, has recently been proposed for addition to the heritage area by legislation introduced in the Congress, as a part of Union County).

Aside from a few adventurous settlers from Kentucky and Tennessee along the Sangamon River, however, American settlement of central Illinois did not occur with any speed until the remaining Kickapoo land claims in central Illinois were ceded in 1819 by the Treaty of Edwardsville (Pooley 1905, 320). After this time, settlement occurred in earnest although it still clung closely to the major rivers and tributaries. The Shawneetown Land Office was established in 1814 to manage land sales in southeast Illinois, mainly along the Ohio River. The Edwardsville Land Office, established in 1816, managed land sales in central southeast Illinois, initially spreading north from Alton into the upper reaches of the American Bottom, northward along the Illinois River, and eastward along Macoupin Creek (see Figure 3-6).

Statehood, Westward Migration, and Settlement of the Frontier (1818-1855)

The reasons contributing to westward migration from the eastern states are numerous, but the underlying theme for most settlers was generally economic. Migration was spurred by cheap land (in 1820 the price of land was reduced to $1.25/acre and land was sold in lots as small as 80 acres), exhausted soils in the East, falling agricultural prices and wages (exacerbated by western competition – particularly grains), and conflicting land titles. Western migration was further encouraged by decreasing transportation costs (both with the advent of the steam engine and later the railroad), increasing foreign immigrant population in the East, and slavery in the South (which drove down wages of free labor). The personal desire for land ownership was fueled by large families who lacked sufficient acreage that could be passed down to their children (Pooley 1905, 330-351).

Favorable reports from family and descriptive literature, such as migrant gazetteers, also enticed settlers westward. John Mason Peck, one of the most influential writers of the period, sold not only guides for emigrants but also an idealized image of Illinois that resonated with thousands of people looking for opportunity and prosperity in a new land: "The state of Illinois has probably the finest body of fertile land of any state in the Union, and the opportunities for speculation are numerous – property will continue to advance – admirable farms and town lots may be purchased with a certainty of realizing large profits. The country here is beautiful." (Meyer 2000, 18)

Whatever the cause, settlers came. In the early days there were few established lines of travel to the west. Initially the Ohio and Mississippi rivers provided access to central Illinois via the Wabash and the Illinois rivers (made easier by the advent of the steamboat in 1811), attracting settlers from the South (primarily South Carolina, Georgia, Tennessee and Alabama), and to a lesser extent the mid-Atlantic states (Meyer 2000, 137-168). The National Road was also a significant transportation route for westward migration.

One of the first major improved highways in the United States to be built by the federal government, the National Road connected Cumberland, Maryland, on the Potomac River with the Ohio River by 1818 and Vandalia by 1839. This channeled settlers from Virginia, North Carolina, Kentucky, and Tennessee as well as the mid-Atlantic and bordering Midwestern states into central and south-central Illinois (Meyer 2000, 196-227). Travel via the Great Lakes and St. Lawrence River (and after 1825 via the Erie Canal) channeled settlers from the northern states and New England into northern Illinois (Meyer 2000, 169-195; see Figure 3-7).

Shortly after Illinois reached statehood in 1818, three new land offices were created. Vandalia, the state capital, established a land office in 1821 as did Palestine, which opened up land sales within the Wabash River Valley. New settlements continued to spring up and older ones increased in size. Most were in the immediate vicinity of the major rivers and often in the timber that lined their banks. When the timberland of southern Illinois was all claimed, settlers began to head north along the Illinois River and into the Sangamon Valley.

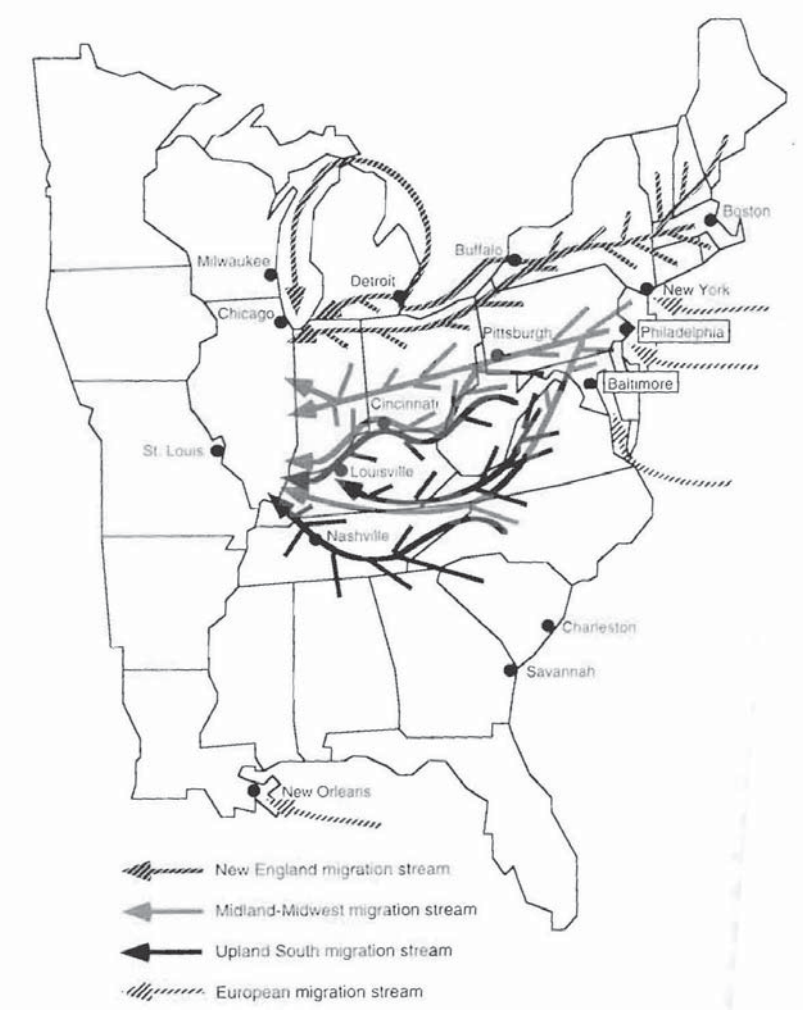


Figure 3-7. Diffusion of Migration Flows to Illinois by 1850. Source: Meyer, Douglas K. 2000.

The Lower Illinois and Sangamon Valleys

Springfield (originally named Calhoun) was established in 1819 with Sangamon County to follow in 1821. Approximately 200 families were known to live within the Sangamon Valley prior to 1820. However, once the Springfield Land Office was established in 1823 and steam navigation began on the Illinois River in 1828, immigration skyrocketed. By 1830 the population of the Sangamon region alone reached more than 42,000, and its timber lands were densely populated. Land sales in the Springfield district surpassed all others throughout the 1820s (Meyer 2000, 29). New Salem, originally part of Sangamon County when Abraham Lincoln arrived in 1831, was one of several towns established along the Sangamon River during this period.

Settlement along the eastern side of the lower Illinois River paralleled that along the Sangamon. Greene County was the first to form in this region in 1821 with Carrolton as its county seat. Morgan County followed in 1823 and Macoupin in 1829. Reflecting northward settlement during the 1830s, the state's center of population leaped from Vandalia to Springfield. Springfield became the state capital in 1839. Its location gave northern and central Illinois better access to

Vermilion County Museum.

One of nineteen Walldog murals in downtown Danville.

Community Profile: Danville, Vermilion County

Salt springs on the Vermilion River – noted in French records in 1706 as "Salines of the Vermilion"– attracted wildlife, providing plentiful food for the Miami, Kickapoo, and Pottawatomie tribes, Algonquian Indians native to the region. Salt also drew the region's first white settlers, who developed a salt works.

The Kickapoo ceded a large area of land to the federal government in 1818, including the area now known as Vermilion County. In 1827, Danville was established and named the county seat. In the mid-1800's, the area ranked as the top coal producer in Illinois. The strip-mined areas have grown into today's sprawling, beautiful chain of state and county parks. The county's economy today is a mix of local entrepreneurs and services; national and international manufacturers; transportation, distribution, and back office specialists; and farming and agricultural production.

From 1841 to 1859, Abraham Lincoln practiced law in Danville, part of the storied Eighth Judicial Circuit. In 1852, he established a local law firm with Ward Hill Lamon, his only permanent office on the circuit. While on his 1858 senatorial campaign, Lincoln stepped through a window onto a balcony at the home of his longtime friend, Dr. William H. Fithian, and gave a speech in his stocking feet. Today it is possible to visit that home, which became the Vermilion County Museum. A Museum Center, opened in 2002, highlights Vermillion County's history with changing exhibits and Lincoln memorabilia. Numerous markers relate Lincoln stories, placed not only for the Looking for Lincoln Story Trail, but also by the DAR, the Vermilion County Museum Society, and the Ward Hill Lamon Civil War Roundtable.

One of the most unique heritage sites is the Danville Stadium, used for the filming of the motion picture "The Babe," a 1992 biographical film about Babe Ruth's life. Completed in 1946, it housed a Brooklyn Dodgers minor league team, the Danville Dodgers of the Three-I League. Other sites attesting to county residents' commitment to preservation and interpretation are the Vermilion County Conservation District's Kennekuk County Park, which protects a former Native American village and burial mound and relocated historic buildings grouped around an 1886 chapel in its original location; the Vermilion County War Museum, covering U.S. military history from the Revolutionary War to Desert Storm; the 1903 Rossville Depot Railroad Museum, restored to its 1950's era; the Illiana Genealogical & Historical Society; the Catlin Heritage Museum; Westville Depot Museum; and the Rossville Historical Society.

Representative Community Enhancement Initiatives

- *Nineteen Walldog murals in downtown Danville (www.thewalldogs.com).*
- *Danville's first rain garden, sponsored by AT&T, capturing runoff from Vermilion Street buildings.*
- *A pedestrian improvement project on Hazel Street.*
- *Current improvements to pedestrian access on Jackson Street and the Danville High campus.*
- *A master bike plan for Danville.*
- *A new county park on Lake Vermilion, with a tower for viewing herons and bald eagles.*
- *A current project to restore a pioneer cemetery located at the Salt Kettle Rest Area on I-74.*

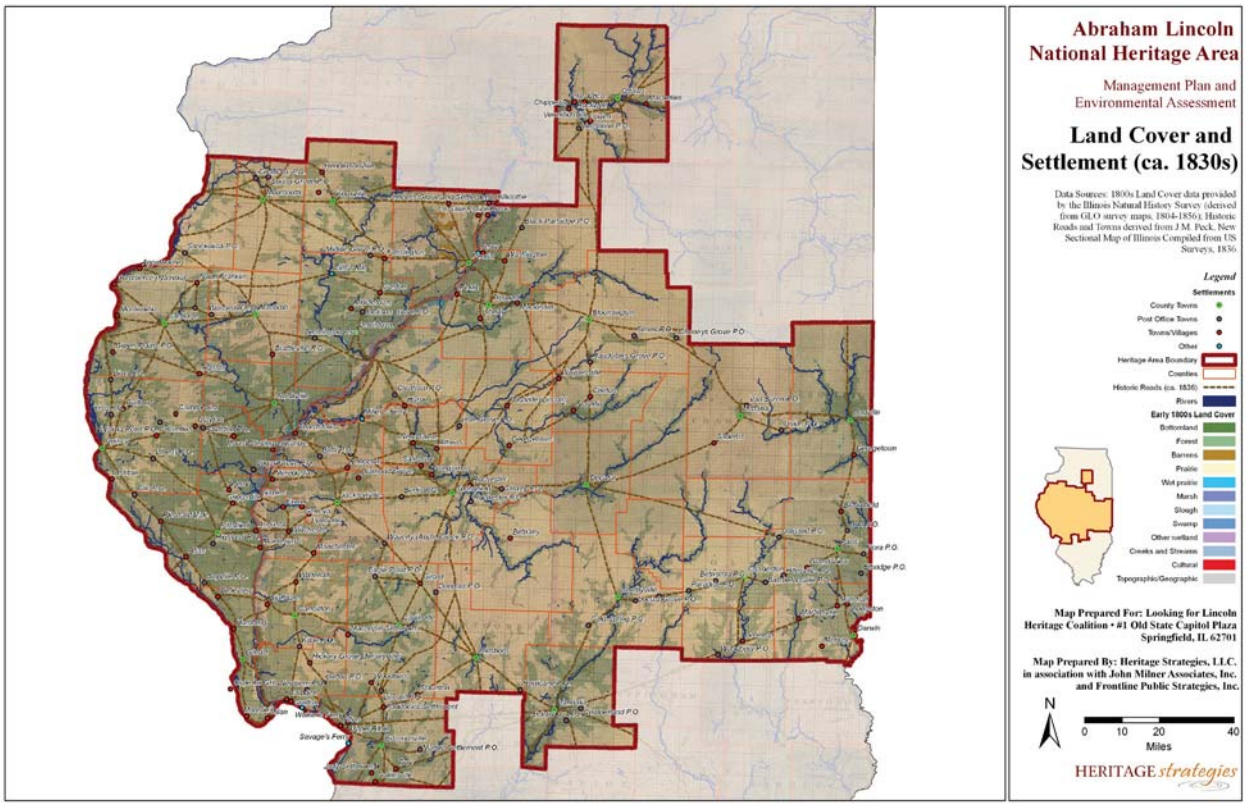


Figure 3-8. Settlement of central Illinois, ca. 1830, showing major roads and landcover, as derived from Government Land Office (GLO) survey maps.

government, symbolized compromise between early Southern inhabitants and influxes of Northerners, and reflected the northward-moving frontier (Davis 2009, 234). During the 1830s, the state's population almost tripled from approximately 157,000 to almost 500,000 (Meyer 2000, 32). Land sales jumped from approximately 350,000 acres in 1834 to more than two million acres in 1835 and three million acres in 1836, with most acreage being sold in central and northern Illinois (Meyer 2000, 33-35). By 1840 steamboats serviced all navigable waterways in Illinois, making it possible to reach most of the state's interior with relative ease.

The upper Illinois River region took longer to settle, primarily because of the destabilizing effects of the Black Hawk War. Peru and Ottawa in LaSalle County were important early settlements in the north, whereas Mason, Tazewell, and Woodford counties did not gain significant populations until after 1840, with most of the population living on the west side of the counties near the river. Up until 1850 Metamora was the most important settlement in this region (Pooley 1905, 379-380).

The Military Tract

The Military Tract, set aside by the federal government for the veterans of the War of 1812, includes most of the region lying between the Illinois and Mississippi rivers. Early settlement there began in Peoria, when its first permanent settlers arrived in 1819. By 1825 Peoria County was established and the population exceeded 1,200, including all settlers in the Military Tract area (Pooley 1905,

"…Success was then assured in the subjugation of the prairies, providing they were very small ones, where every man could, figuratively speaking, keep his back to the timber and his attention to the prairie" (Pooley, 1905).

326). The counties at the southern end of the Military Tract gained population earlier than those to the north, as those within the interior were mostly prairie. Gilead in Calhoun County and Atlas in Pike county were the largest villages in 1830 (Pooley 1905, 326). In all there were about 13,000 people in the Military Tract in 1830, with most along the major rivers.

After a land office was established in Quincy in 1831, settlement occurred in earnest. By 1838 Quincy grew to the largest settlement in the Military Tract with a population of more than 1,500, and by 1850 with a population of nearly 7,000 (Pooley 1905, 414). Nauvoo also gained prominence during this period as Mormons settled there and grew the population rapidly before being expelled in 1846. Aside from Quincy and Peoria, other major cities within the Military Tract by 1850 included Pittsfield, Mt. Sterling, Rushville, Lewiston, and Canton. These shared the trait of being situated approximately five to 15 miles away from major rivers but in close enough contact to enjoy their transportation and trade opportunities (Pooley 1905, 419).

The Wabash River Valley and the Eastern Prairies

The combined estimated population of eastern Illinois in 1830 was fewer than 14,500, with the majority living within the limits of Vermilion and Edgar counties on the Wabash River. Generally speaking, these were the early pioneers from Kentucky, Tennessee, Ohio, and the Carolinas. In Vermilion County, the population was grouped in the timber lands along the Vermilion River, which was navigable by steamboat, and its smaller tributaries in the southeastern part of the county. Danville was the most important town in the region during this time. Other settlements of importance in this region were Paris, Georgetown, and Grand View (Pooley 1905, 442-444).

Before 1830, settlement patterns were much the same as they had been throughout the earlier history of Illinois – that being along the big rivers and stream valleys. Following the establishment of the Danville Land Office in 1831 and the end of the Black Hawk War in 1832, however, settlers began to look more toward the prairie and ventured farther out from the main rivers:

> Here a sort of experimentation began. Between the tracts of timber land were inviting stretches of prairie upon which, owing to the proximity to the timber, the sod was not so tough nor the grass so long as it was on the large prairies. The transition from woodsman to prairie cultivator on a small scale was here made easy. The cabin, as before, was built at the edge of the timber if water was convenient, and a portion of the prairie was fenced. The friendly timber gave shelter from the excessive heat of summer as well as from the cold prairie winds of winter; and moreover it furnished a refuge for stock in summer when the open prairie was infested by myriads of horse-flies. The open prairie saved the pioneer an enormous amount of labor generally necessary to make his clearing and he soon found that crops grew as well or even better here than on cleared land. Success was then assured in the subjugation of the prairies, providing they were very small ones, where every man could, figuratively speaking, keep his back to the timber and his attention to the prairie (Pooley 1905, 324).

Throughout the 1830s the population of eastern Illinois grew exponentially, but still more as a matter of infill than of extending the frontier (see Figure 3-8). During the 1840s the overall population growth of Illinois slowed, and other parts of the state attracted settlement as the wooded valleys were more or less claimed and the prairies were as of yet avoided. "Central Illinois along the western skirts of the great prairie offered more advantages to the pioneer at a less expense than did the older Wabash settlements and naturally he went there" (Pooley 1905, 443). Because of its high percentage of prairie lands, and an overall decline in the growth and land sales through the 1840s, the Danville district was relatively slower to populate. Settlement continued to push further north – in 1835 land offices were established in Chicago and Galena. Dixon followed in 1840.

Closing the Frontier and Laying Foundations for Commercial Agriculture

The Illinois and Michigan Canal opened in 1848, connecting the Illinois River with Lake Michigan. This both diverted and diversified the economy of Illinois from one that was oriented to the south via the Mississippi River to one that included a northern-based economy centered on Chicago. The strategic location of central Illinois meant that settlers were poised to take advantage of both. Railroad development, which began with a slow start in the 1838 with the Northern Cross, took off in 1848 (see Figure 3-9). Within a few years, an integrated network of railroads crisscrossed the state, connecting the Mississippi River and St. Louis with the Ohio River, as well as Lake Michigan and Chicago.

The Illinois Central Railroad, completed in 1856, connected Chicago and Galena in the north with Cairo at the southern tip of the state. Its eastern branch traversed

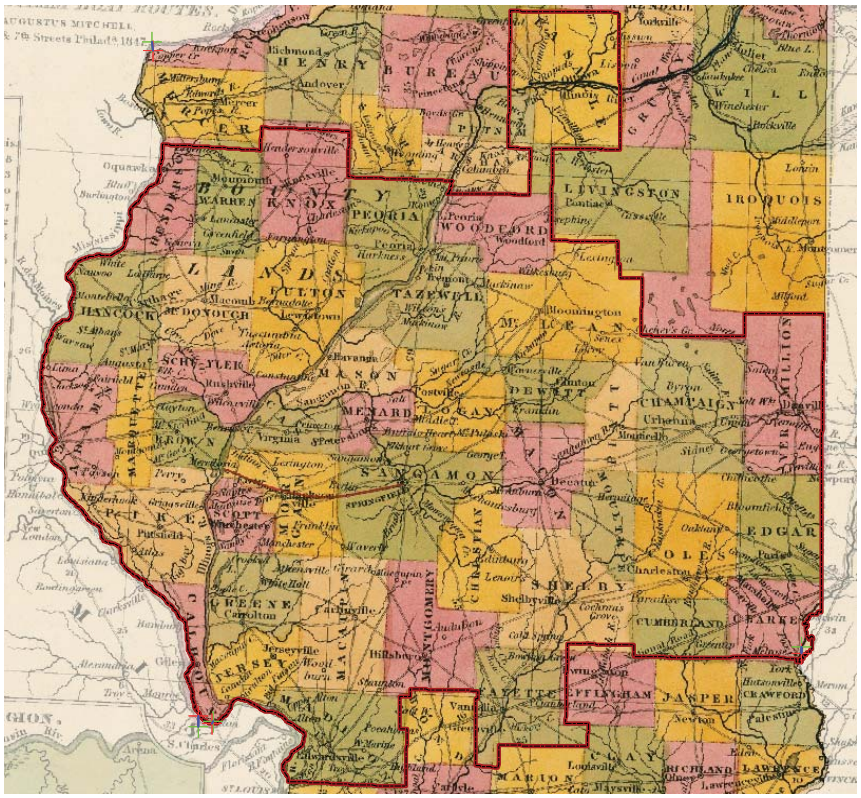


Figure 3-9. 1847 map of Illinois showing Illinois and Michigan Canal and early transportation system, overlaid with heritage area boundary. Source: S.A. Mitchell, University of Illinois-Urbana-Champaign.

Figure 3-10. Railroad Map of Illinois, 1861. Source: Library of Congress.

the prairies, as did the Toledo, Wabash, and Western Railroads, finally bringing lifelines to the treeless region. The town of West Urbana in Champaign County provides a useful example. Starting as depot in 1854, it had grown to 1,500 people in two years and farm prices had increased 100 percent. The county also grew between 1850 and 1860: improved acreage jumped from 23,000 to 170,000 acres, and the value of farm property skyrocketed from $478,000 to $5,178,800 (http://railroads.unl.edu/views/item/landsales_IL).

Increasing railroad density throughout the state quickly transformed Illinois from a predominantly subsistence agricultural economy to a commercial one, with exports across the country (Meyer 2000, 39; see Figure 3-10). John Deere's steel plow also significantly assisted this transformation:

> When an increased use of farm machinery allowed the settlers to handle larger tracts of land with success and when the railroad penetrated the prairies and placed markets within reach of the farmers, then the almost insurmountable obstacles presented by the great tracts of treeless land were overcome (Pooley 1905, 558).

The shift away from frontier agriculture for self-sufficiency towards commercial agriculture began in the 1830s. Throughout the middle of the 19th century agricultural patterns spread and changed with successive waves of settlement and expansion of the frontier, as well as with transportation improvements. Steamboats, the Illinois and Michigan Canal, and the expanding railroad network expanded the range of Illinois exports all the way to New York, Baltimore, and Boston (Meyer 2000, 101).

Most land offices closed in 1855, which is generally considered to mark the close of frontier Illinois (exceptions to this were Galena, which closed earlier, and Springfield, which did not close until 1876). At this time, geographic regions of the state were beginning to specialize in specific crops for export. Northern Illinois initially established itself as the wheat belt, with a focus on grain exports, and then eventually shifted to corn and livestock farming as Chicago became the dominant

meat-packing center of the Midwest (Meyer 2000, 100-102). West-central Illinois developed as the earliest corn belt, with corn being grown for the fattening hogs and beef cattle, a model that persists to this day (Meyer 2000, 98, 102). Peoria, Pekin, Beardstown, Meredosia, Oquawka, De Soto, Alton, and Quincy were the major pork-packing centers before the mid-1850s (Davis 2009, 379). Eastern Illinois initially established an open ranching livestock-based economy on the prairies, along with some feedlot operations. This changed to a cash-grain economy as the railroad network expanded, although it too eventually switched to a predominantly corn-based economy. Southern Illinois was slower to convert to a corn-based economy and retained a more diversified mix of farming activity until after the Civil War (Meyer 2000, 101; see Figure 3-11).

Today, virtually all of central Illinois is predominantly farmed in corn and soybeans, with some small scale grain and hay production interspersed throughout (see Figure 3-12). Corn makes up almost 52 percent of all state farm receipts, and soybeans make up an additional 29 percent. Hogs and cattle make up nearly another 10 percent. Of the top five agricultural revenue-producing counties in the state, three are within the heritage area, McLean, LaSalle, and Champaign (USDA 2010). Illinois ranks second in the nation among all states in soybeans and other feed grain exports (primarily corn). This status has dropped only slightly since 1860 when it ranked first in the nation in corn exports.

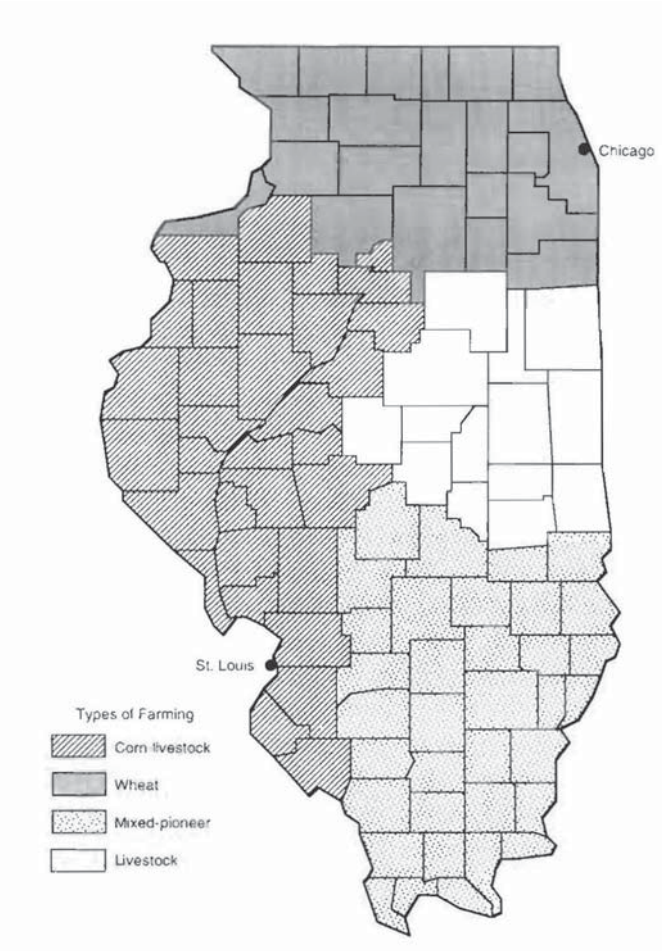


Figure 3-11. Frontier Agriculuture in Illinois, 1849. Source: Meyer, Douglas K. 2000.

Among several changes since the mid-19th century is the diversity of crops grown within Illinois. In 1860, Illinois also ranked first in wheat production, third in hay production, fourth in barley and oats, and fifth in rye, potatoes, and orchard receipts (Ankli 1977, 85). Today Illinois does not rank within the top ten producers of these other agricultural products (USDA 2010).

Other changes evident between the cultural landscape of the 1860s and that of today include the amount of farmland and average farm size. The actual amount of land in Illinois that is considered to be in farmland appears to have peaked in the early part of the 20th century – almost 32 million acres in 1920, or approximately 90 percent of the land area of the state, compared to almost 21 million acres in 1860, or approximately 60 percent land area (USDA 1864). Since 1920 it has steadily decreased to 26.7 million acres in 2007 (75 percent of the state's total land area of the state). This decline is probably attributable to the increase in urban areas over this same time period.

While acres of farmland have continued to decrease since the early 20th century, the average farm size has risen. Although fluctuating slightly downward in the years immediately following the Civil War, the average farm size of 158 acres in 1850 Illinois (Ankli 1977, 80) was about the same in 1950 (158.6 acres). Since then, however, it has more than doubled to 348 acres (USDA 2007).

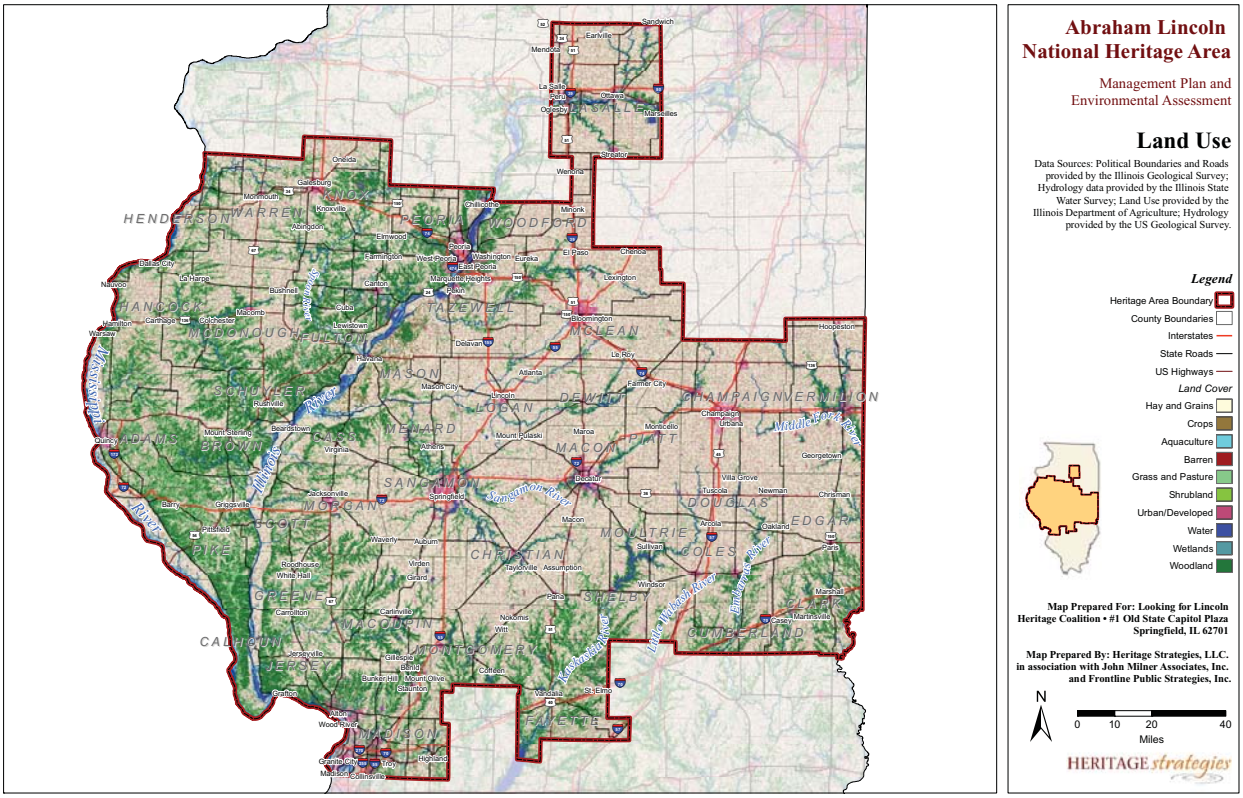


Figure 3-12. Existing Land Use of Illinois. Source: USDA-NASS Illinois Cropland Data, 2007.

Understanding the Significance of Today's Settlements within the Context of Lincoln's Life

Because of the extent of contemporary agriculture, urbanization, and modern improvements in transportation, it is challenging to imagine how the landscape of central Illinois appeared between the 1830s and 1860s when Abraham Lincoln would have known it, especially since it changed so rapidly during these three decades. However, much of the framework for the cultural landscape that exists within Illinois today was established during this Antebellum period when Lincoln lived, worked, and travelled throughout the state. By understanding the evolution of town settlement, transportation infrastructure, agriculture, and urbanization in central Illinois, one can begin to identify the cultural resources that remain from Lincoln's period (see Figure 3-13).

All counties within central Illinois that exist today in their present form were established by 1861. By this time the population of Illinois reached 1.7 million (a twofold increase from 851,000 just ten years earlier). By the outbreak of the Civil War, the urbanization of Illinois towns already began to accommodate the growing need for trade, industry, residential accommodation, and government services:

> Urban changes were stark and dramatic. New retail stores and new homes, often built of brick or stone, added luster to towns, corner stores usually being the biggest and most imposing. Brickyards, quarries, and marble works cropped up, attesting

By understanding the evolution of town settlement, transportation infrastructure, agriculture, and urbanization in central Illinois, one can begin to identify the cultural resources that remain from Lincoln's period.

Photo: Alton was the heritage area's first river town along the Mississippi River.

> to the perceived need for stone or brick public buildings, new banks, monuments, and fashionable homes. Stone and marble buildings indicated the ability to transport raw stone to distant work places and then to consumers (Davis 2009, 383).

Likewise, all large towns that existed at the outbreak of the Civil War still exist today, although some have grown and prospered while others have declined. The degree of change within each is a generally a factor of economic success due to location and access to transportation. Generally these can be categorized into three or four different settlement patterns: river towns, crossroad communities, prairie/railroad towns, and county seats; the latter can be characterized as river, crossroad, or railroad towns, but share some additional unique physical characteristics attributed to their political function. Towns that became county seats also generally prospered and became links within the larger railroad network.

River Towns & Crossroad Communities

The earliest permanent towns, which were located within the American Bottom, were tied to the Mississippi River and its major tributaries that enabled commerce via flatboats and later steamboats. Others that sprang up along the Ohio and Wabash rivers were connected to the Mississippi towns via both water and early overland roads, the most prominent being the St. Louis Trace, which connected Vincennes, Indiana with Alton and St. Louis. This early frontier road network was initially derived from older buffalo and Indian traces:

Amerindians, explorers, fur traders, woodland frontiersmen, and a dispersing American society overlaid these waterway channels and their banks with a succession of transport modes and settlement patterns. Early crisscrossing roads connected gateway foci nodes….Frontier roads evolved as symbols of movement, communication, interaction, settlement, travel and progress (Meyer 2000, 53).

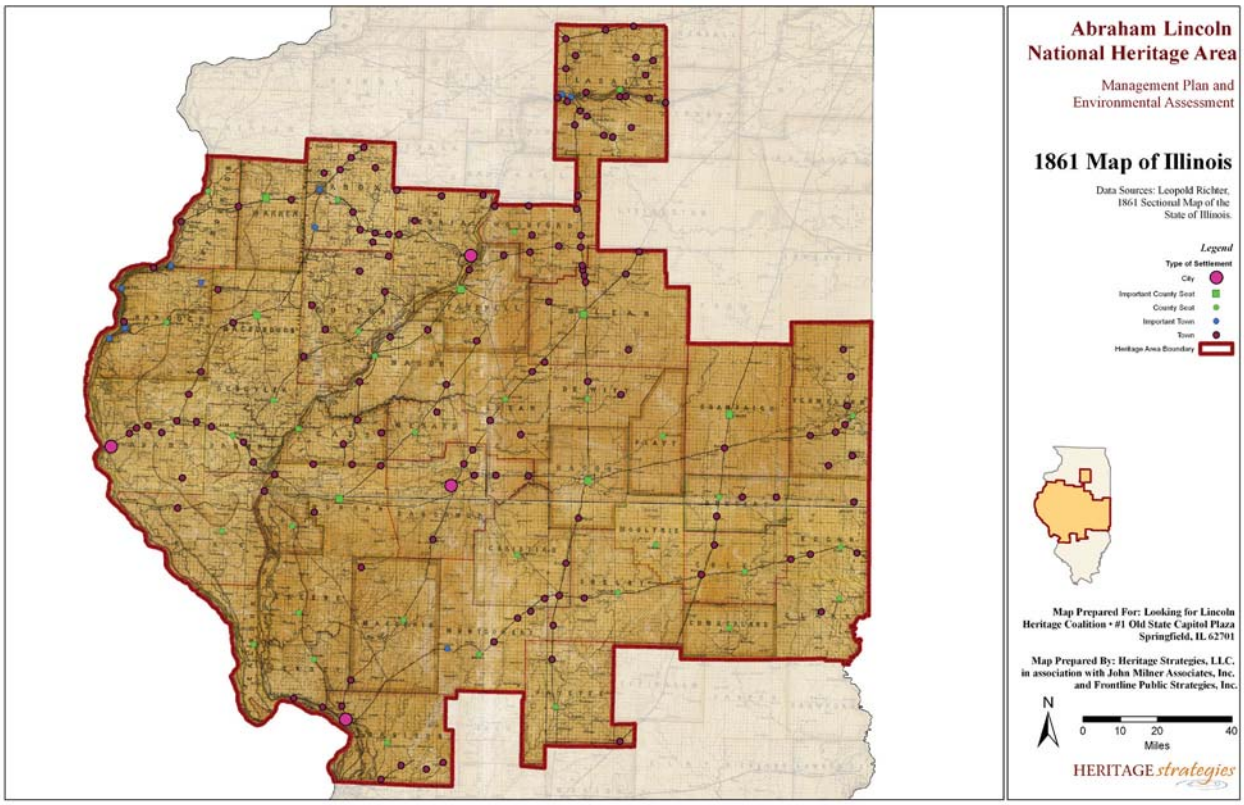


Figure 3-13. Sectional Map of the State of Illinois, 1861 showing area bounded by the Abraham Lincoln National Heritage Area and settlement categories as defined in map legend. Source: Abraham Lincoln State Library.

Up until the early 1820s, overland routes were "few and far between, slow, difficult, dangerous, ineffective, and costly" (Meyer 2000, 61). During the 1820s, however, as westward migration began to swell, the primitive road network began to expand northward and mature. During the 1830s and 1840s, the road networks became denser and more complex as the population grew and new settlements established throughout the state. By 1850 the skeleton of the modern-day road network was pretty well established with all major roads converging on St. Louis and Chicago, which evolved as the regional nodes.

Subregional nodes of the 1830s and 1840s, or second-tier towns, included Alton, Quincy, and Galena on the Mississippi River, Peoria on the Illinois River, and Jacksonville and Springfield in central Illinois (Meyer 2000, 47). These all shared advantageous locations with easy access to the regional nodes via water or a convergence of major crossroads. Feeder roads linked these subregional nodes with smaller towns, often county seats that served as commercial centers to the outlying agricultural lands.

Railroad Towns

Although there were exceptions, railroads generally did not seek to alter this established hierarchy, but rather to tap into the existing population centers. Towns actively competed for the railroad lines. Smaller towns that were circumvented by the railroad often were abandoned or died a slow death (Meyer 2000, 77). Likewise, adequate distance from other towns was also needed for survival. Increased distance meant increased chances of survival as this narrowed competition for trade. Generally seven miles or more distance were needed to

Photo: Lincoln is a good example of a railroad town. The community was laid out as the new county seat of Logan County in 1853 (relocated from Mt. Pulaski) to take advantage of the newly built Chicago and Alton Railroad tracks. Its courthouse square, located just a one block from the rail line, is also prototypical of others throughout the region.

ensure the survival of smaller towns; many failed because they could not compete with other nearby towns or were unable to attract railroads (Davis 2009, 238).

Of the subregional nodes that existed in 1850, Jacksonville, Alton, and Galena did not sustain their status into the 21st century. Alton was unable to compete with nearby St. Louis, which had the advantage of better volume, depth, and width of the Mississippi River (Meyer 2000, 88). The demise of the lead mining industry after mid-century led to the decline of the Galena. Jacksonville, an early center of higher education and medical care, could not compete with Springfield as the new state capital and as a major node along the Ohio Central Railroad line (Meyer 2000, 69).

The railroad breathed new life into many smaller towns, such as Urbana, Danville, Bloomington, and Decatur, which did not have good water access. In some cases, the railroads spawned new towns at crossings, such as Atlanta, Pana, Tolono, and Mattoon, where no towns existed previously. Many new towns also sprang up at intervals along rail lines that were necessary to provide water, fuel, support facilities, and storage areas (Davis 2009, 369-70). This was particularly true in the eastern prairie region, where towns such as Ivesdale along the Great Western Railroad line, and Rantoul, Milton, and Tuscola along the Illinois Central line emerged, the latter rising in prominence to become the county seat of Douglas County. Logan County moved its county seat from Mt. Pulaski in 1853 in order to be located along the newly constructed Chicago and Alton Railroad.

Conversely, the smaller, once-prosperous river towns that benefitted from river trade either stalled or withered as the railroad bypassed them or unfavorably altered their economies. Examples include Gilead in Calhoun County along the Mississippi, and Darwin in Clark County along the Wabash. New Salem, on the Sangamon, is perhaps the best example of this phenomenon.

By 1860, the most prominent towns in central Illinois still included Quincy, Springfield, Alton, and Peoria. Other important large towns included the county seats of Monmouth, Jacksonville, Urbana, Pekin, Decatur, Bloomington, and Macon as well as Peru, LaSalle, Warsaw, Hamilton, Nauvoo, Galesburg, Abington, Dallas, and Litchfield (see Figure 3-13).

"What deeper human demands the form of the square satisfies through its symmetry and symbolism I cannot tell…Like the Spanish-American plaza, the central courthouse square is a design uncommon in the mother countries from which the settlers came. Unlike the plaza, it was not the product of bureaucratic order, but an expression of pride on the frontier of a burgeoning civilization" (Price 1986, 142).

Photo: The historic courthouse square of Piatt County in Monticello. While the ca. 1904 courthouse does not date to Lincoln's travels on the 8th Judicial Circuit, the courthouse square has been home to both the original courthouse (1843) and the second (1856). The quintessential square and its surrounding urban context represent the layout and evolution of small 19th-century towns throughout the American Midwest.

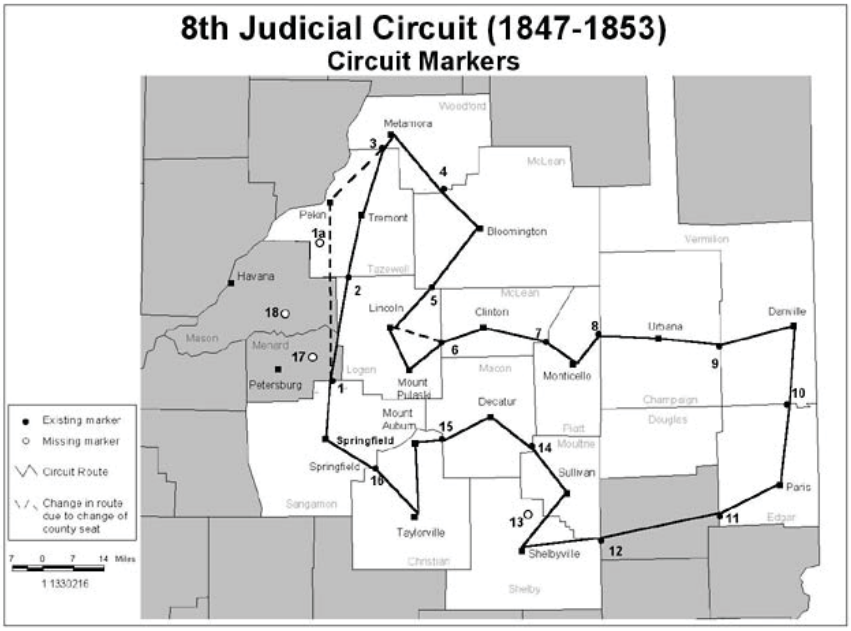
County Seats

County seats are certainly important towns within the larger Illinois landscape for obvious political and economic reasons. They are also recognized here for their unique settlement typology within the broader cultural landscape. Almost all were established during Lincoln's period. Only a few county seats have changed locations since: Metamora in Woodford County (moved to Eureka in 1884); Knoxville in Knox County (moved to Galesburg in 1873); and Beardstown in Cass County (moved to Virginia in 1872). While courthouse squares are not necessarily unique to Illinois (this same settlement typology is common throughout the Midwest) they are relatively consistent in their form and symbolism:

> A highway traveler in much of the Middle West and South must thread his way through a busy square every twenty or thirty miles. He is likely to carry in his memory a composite picture of these squares – a rectangular block surrounded by streets, with the courthouse, often the grandest and most ornate building in the county, standing alone in the middle of the square and the town's leading business houses enclosing the square symmetrically on all four sides. This ensemble is used here to define a central courthouse square (Price 1986, 125).

Within Illinois, it was common for elections to choose the county seat. Most typically the courthouse was erected on a new site, where it served as the nucleus of the county seat, which generally became the largest town and trade center in the county. Land for the public square, or even for the whole town, was often donated by a single landowner, who thus improved the location of his remaining property (Price 1986, 128). Most of the variations that exist in square layout are derived from the public squares found in some of the earliest American colonial settlements along migration routes through Pennsylvania and western Virginia, and it is likely that these traditions were carried westward with migration and settlement of the frontier.

Thanks to the surveyors and their grids, the town square was easily repeated as each county was established.



> The geometry of the square is not merely symbolic. It governs the access to the various stores and offices in their places around it. Their clustering or scattering guides the steps of those who seek their goods. He who wishes to reach the square must follow the course of its streets, north and south, east and west. The courthouse is entered by its gates and doors, lined up with the center of the square. The square recapitulates the history of the town. The courthouse was its reason for being, the first central function, the seat of its creator. Even had no town been laid off, a community of businesses and residents would have gathered around it. (Price 1986, 142).

Within the heritage area, the only county seats or former seats that do not have historic courthouse squares or central squares where courthouses once stood are Danville, Ottawa, Jerseyville, Hardin, Monmouth, Oquawka, and Knoxville.

Eigth Judicial Circuit Courthouses

The Eighth Judicial Circuit courthouses are those that were part of the Eighth Judicial Circuit during Lincoln's time as a trial lawyer for this court. Their significance is explained by historian Guy Fraker:

> The counties of Illinois were organized into circuits by the legislature. As population increased, not only would counties be divided, but the number of counties in each circuit would change to reflect the changes in population. These lawyers were traveling the Eighth Judicial Circuit, consisting of fourteen counties containing an area of over ten thousand square miles – more than twice the size of the state of Connecticut. The population of those counties in the census of 1850 was approximately one hundred thousand. Each spring and fall, court was held in consecutive weeks in each of the fourteen

County Seats within Lincoln's Eighth Judicial Circuit:

Champaign County, Urbana

Christian County, Taylorville (courthouse square on the National Register of Historic Places)

DeWitt County, Clinton

Edgar County, Paris (courthouse on the National Register)

Livingston County, Pontiac (Not in ALNHA)

Logan County, Lincoln

Logan County, Mt. Pulaski (original building, courthouse on the National Register)

Macon County, Decatur

Mason County, Havana

McLean County, Bloomington (courthouse on the National Register)

Menard County, Petersburg (National Register Historic District)

Moultrie County, Sullivan

Piatt County, Monticello

Sangamon County, Springfield

Shelby County, Shelbyville (courthouse on the National Register)

Tazewell County, Pekin (courthouse on the National Register)

(continued on next page)

Figure 3-14. 8th Judicial Circuit Marker locations. Source: Guy C. Fraker.

counties, a week or less in each. The exception was Springfield, the state capital and the seat of Sangamon County.

The fall term opened there for a period of two weeks. Then the lawyers traveled the fifty-five miles to Pekin, which replaced Tremont as the Tazewell County seat in 1850. After a week, they traveled the thirty-five miles to Metamora, where they spent three days. The next stop, thirty miles to the southeast, was Bloomington, the second-largest town in the circuit. Because of its size, it would generate more business, so they would probably stay there several days longer. From there they would travel to Mt. Pulaski, seat of Logan County, a distance of thirty-five miles; it had replaced Postville as county seat in 1848 and would soon lose out to the new city of Lincoln, to be named for one of the men in this entourage. The travelers would then continue to another county and then another and another until they had completed the entire circuit, taking a total of eleven weeks and traveling a distance of more than four hundred miles.

County Seats within Lincoln's Eighth Judicial Circuit (continued):

Tazewell County, Tremont

Vermilion County, Danville

Woodford County, Metamora (original building, courthouse on the National Register)

Over more than 20 years Lincoln's most important professional and political allies rode the fabled Eighth Judicial Circuit with him. These "Brethren of the Bar" were part of an important statewide network of ambitious young men comprising an evolving "professional culture" of aspiring western lawyers and businessmen (Fraker 2004).

Historic markers denoting the courthouses and points along the circuit route at county boundaries were placed in the 1920s by the Lincoln Circuit Marking Association (Fraker 2004; see Figure 3-14).

Despite the many changes that have taken place within the heritage area over the last 150 years, these markers and other interpretive waysides, as well as the heritage area's historic towns, farm fields, roads, and river valleys provide clues to understanding the land that Lincoln called home for more than 30 years. The historical significance of these communities, the transportation routes, the rivers, the plant communities, and even the soils and geology becomes evident if one looks closely with an informed eye. The following chapters provide a roadmap to engage the public with this wonderful story and share it with all those who care about our uniquely American heritage.

Chapter 4 • Presenting the Heritage Area's Stories

Abraham Lincoln was well-known for his great storytelling abilities. It would make sense that a region noted by the nation as the place to tell his story would be good at it. This is the chapter where we identify our best definition of successful storytelling and describe how we tie our stories together for each other and our guests to learn and enjoy.

Photo: The Governor John Wood Mansion (1838), a house museum maintained by the Historical Society of Quincy and Adams County.

Interpretation, a professional term for developing and sharing a compelling story in a powerful way, is easy to understand but hard to do well. Even the best of the best continue working on their craft, keeping up with the latest approaches and continuously studying individuals to understand how and why they learn. In the sections that follow, we can all check in to remind ourselves about keeping up with our craft and setting the bar for being as good a storyteller as Abraham Lincoln.

The interpretive framework laid out in this chapter shows the rich and invigorating interpretive program being implemented by many participating heritage area partners over time. It builds upon the impressive achievements of the Looking for Lincoln Heritage Coalition (LFL) over the past decade and further enhances the level of partner and community engagement already demonstrated through the Looking for Lincoln program.

Abraham Lincoln's National Story

Few individuals in our nation's history have as broadly exemplified the qualities of integrity, courage, self-initiative, and principled leadership as did Abraham Lincoln, and few have so profoundly influenced American history as did our sixteenth president. The story of Lincoln's rise from humble beginnings to holding the highest office in the nation, and his decisive leadership which carried a fragile nation through one of the most trying periods in its history, continues to inspire millions both within the country and around the world.

This compelling American figure came of age and matured into a leader capable of grappling with national issues of unity, equality and race relations, and democratic government and ideals in a unique setting: the physical, social, and cultural landscape of central Illinois. Antebellum Illinois exemplified nineteenth-century.

Interpretive Goals for the Abraham Lincoln National Heritage Area (as derived from full list in Chapter 1)

Goal 2: *Create engaging experiences that connect places and stories throughout the heritage area and promote public awareness of the region's history, culture, and significance.*

Goal 4: *Participate in a national dialogue on keeping America's promise by examining national issues associated with the Antebellum period and in particular Abraham Lincoln's life and evolving thought.*

Goal 5: *Raise public consciousness about the needs and benefits of preserving the historic and cultural legacies of central Illinois.*

Goal 7: *Strengthen the ability of sites and resources associated with Abraham Lincoln and his legacy to achieve long-term sustainability.*

Photo: Looking for Lincoln wayside exhibit in Vandalia.

For these reasons, central Illinois is the heart of what has long been known as, "the Land of Lincoln." Not only did the people and his experiences in this place shape Abraham Lincoln, but Lincoln also shaped the people and places of Illinois. Lincoln left his own traces across the Illinois landscape in the form of stories, folklore, artifacts, buildings, streetscapes, and landscapes. Though scattered geographically and in varying states of development and interpretation, together they bring an immediacy and tangible quality to the powerful Lincoln legacy.

Storytelling and the Heritage Area Goals

Eight primary goals grew from heritage area residents' conversations and are now prioritizing and further guiding our collective efforts. Interpretation plays a central role in strategies for achieving these goals, from engaging and motivating partners (Goal 1) to enhancing community character and quality of life (Goal 8). Our eight goals for the heritage area are presented in Chapter 1. Four of the goals that are most closely associated with interpretation are listed in the sidebar at left. We significantly advance our goals by implementing a strong and focused interpretive program.

The Abraham Lincoln National Heritage Area is a partnership of many local and regional organizations, communities, and interests aiming to stimulate local action. This management plan provides the context for that action. As we work together, we connect local storytelling to the larger whole, thereby supporting and strengthening local goals and initiatives related to community revitalization, historic preservation, and quality of life.

Interpretive Approach

The interpretive program for the Abraham Lincoln National Heritage Area:

- Establishes a framework or structure through which our interpretation at sites and in communities across the heritage area is organized and presented. This framework is both geographic and thematic.

- Provides a process and guidelines through which we plan and implement interpretive presentations at our sites and within our communities in concert with the heritage area's framework. Interpretation throughout the heritage area is created and implemented by partners with assistance from LFL.
- Results in strengthened appreciation of historic resources and historic interpretive sites as community assets.

We are implementing our cooperative interpretive presentation as outlined in this chapter. In three to five years, we intend to assess our progress and develop a more detailed interpretive plan based upon our shared experiences. At present, the interpretive framework in use in the heritage area includes five organizational elements, which provides a foundation for the heritage area's more comprehensive, expanded, and enhanced program:

1. The nationally known interpretive attractions in Springfield (including the Abraham Lincoln Presidential Library & Museum, Lincoln Home National Historic Site, Old State Capitol State Historic Site, and others);
2. The many other Lincoln related interpretive sites found throughout our region;
3. The Looking for Lincoln Story Trail and partnering communities featuring the Looking for Lincoln family of wayside exhibits;
4. Groups of communities and sites featured in websites devoted to the Lincoln-Douglas Debates and Eighth Judicial Circuit; and
5. "Hub tours" from the heritage area's larger communities, as described on the LFL website; these are suggested lists of sites most accessible from selected communities.

Current Interpretation: The Looking for Lincoln Wayside Exhibit Program

Since 2007, many of us have already been working together creating interpretive exhibits under a program coordinated by the Looking for Lincoln Coalition (LFL). The program includes a design process and guidelines for identifying stories, researching interpretive content, and implementing high-quality exhibits that connect local stories to regional and national themes. The quality of existing exhibits has established a clear standard for the future.

LFL has developed a manual illustrating a menu of exhibit types that are available for use by partners. The full manual, available through the LFL office, includes design standards for outdoor interpretive signs, outdoor identifications signs, indoor interpretive elements, wayfinding signs, and highway signs. As defined in the manual, an eligible Looking for Lincoln site, exhibit, building, or event must authentically and directly interpret an aspect of the community's Lincoln story based on one or more of the following categories. Eligible stories thus authentically interpret an aspect of Lincoln that are based on or more of the following categories:

- Physical structures associated with the Lincoln era and Lincoln story;
- Significant events associating Lincoln with the community;
- Phases of Lincoln's career in Illinois;
- People associated with Lincoln who resided in the community; or
- Oral traditions and folk tales about Lincoln and the community.

LFL has developed a manual illustrating a menu of exhibit types that are available for use by partners. The full manual, available through the LFL office, includes design standards for outdoor interpretive signs, outdoor identifications signs, indoor interpretive elements, wayfinding signs, and highway signs.

Quincy's geographic position and steamboat and railroad transportation made it a gateway to the South during the Civil War for thousands of troops.

Lincoln counted many Quincyans as friends and political allies, and they assisted him with his political career and during his presidency. The sixth debate between Lincoln and Douglas was held in Quincy, the largest of the debate cities, commemorated today by a large memorial in the city's central square park, now known as the Lincoln-Douglas Debate Plaza.

Community Profile: Quincy, Adams County

Quincy is a town of 40,000 strategically located on high ground along the Mississippi River at the westernmost point of Illinois. Originally called "Bluffs," in 1825 it was named Quincy in honor of newly elected President John Quincy Adams, and became the county seat of a new county, Adams.

As home to a U.S. Land Office governing sales and land claims in the Illinois Military Land Tract, this river town enjoyed rapid growth as War of 1812 veterans from both southern states and the Northeast streamed in to take advantage of their bounty land. A wave of German immigrants in the 1840's and significant numbers of Irish arriving in the 1850's added to the city's early cultural mix.

The community benefitted from ideal docking conditions for steamboats, becoming a gateway to the West and a port of entry in 1853. The coming of the railroad in 1857 linked Quincy to both East and West. Commerce and population grew together, and by the 1850's Quincy had become the third largest city in Illinois.

Quincy's heritage includes stories of refuge. In 1838 the Potawatomi Indians received comfort and assistance from Quincy as they crossed the Mississippi on their Trail of Death. During the winter of 1838-39, Quincy and Adams County provided food and shelter for nearly 5,000 Mormons driven from Missouri. And although Quincy was located in a free state, it bordered a slave state, and its mixed population produced a variety of positions on the issue of slavery, including avid abolitionists. Adams County had more Underground Railroad stations than any other county in Illinois, assisting thousands of slaves to freedom.

Quincy remains a river city with barge transportation and ties to foreign trade and serves as the economic and cultural hub of west-central Illinois. Quincy and Adams County have a diverse economic base of at least 100 manufacturers, plus abundant commercial services and a growing retail sector thriving in part in the historic downtown. The industrial segment includes a number of century-old companies. Heritage tourism is actively promoted, and city events celebrate Quincy's heritage, including the 125th anniversary of the Illinois Veteran's Home, Civil War Sesquicentennial observations, and Honor Flights for WWII Veterans

Quincy has been recognized as a Tree City USA Community, for its preservation of historic architecture, and as a historical destination. In 2010, Forbes magazine listed Quincy as eighth in the top fifteen small cities to raise a family in the United States.

Representative Community Enhancement Initiatives

- *Redevelopment of the historic downtown area, including rehabbing of buildings (various stages).*
- *A new intermodal transportation station for rail, bus, and auto (underway).*
- *The Lincoln Heritage Trail, a hiking/biking trail that showcases the community and its unique story through waysides, sites, landscapes, and trails (complete; further development planned).*
- *The repurposed use of the downtown building that previously hosted the Gardner Museum of Architecture and Design (desired).*

As a partnership program of the National Park Service (NPS), the Abraham Lincoln National Heritage Area is a federally designated program with a strong programmatic and structural relationship with the NPS.

Photo: Visitors gather for a guided tour of the Lincoln Home National Historic Site, Springfield.

Assurances for achievement of the expected quality include:

- Authenticity of story – the story must meet standards of historical evidence;
- Authenticity of location – the site must have a direct connection to the Lincoln story told; and
- Authenticity of design – illustrations of Lincoln and the physical context used in an exhibit must be historically accurate.

Lincoln Home National Historic Site Leadership in Interpretation

As a partnership program of the National Park Service (NPS), the Abraham Lincoln National Heritage Area is a federally designated program with a strong programmatic and structural relationship with the NPS. Federal funding allocated through the NPS provides organizational seed money for our National Heritage Area initiative. Just as important, the NPS provides us with technical assistance and guidance as we create and implement our programming at the regional and local levels. The NPS's identity and brand helps us establish and communicate the level of quality to which we aspire in our interpretive program. A close working relationship between our National Heritage Area and the NPS, therefore, is essential.

This is all the more important when it comes to interpretation, for which the NPS is internationally recognized. The Lincoln Home National Historic Site in Springfield, whose staff participates in our organizational structure and programs, is a national leader in interpreting Abraham Lincoln's life and times and is located at the heart of the National Heritage Area. The National Heritage Area provides Lincoln Home with a nationally significant platform from which to expand its interpretation and reach out to an even wider audience, working through partnerships established with the help of the heritage area and the interpretive framework described in this chapter.

National Significance of the Abraham Lincoln National Heritage Area

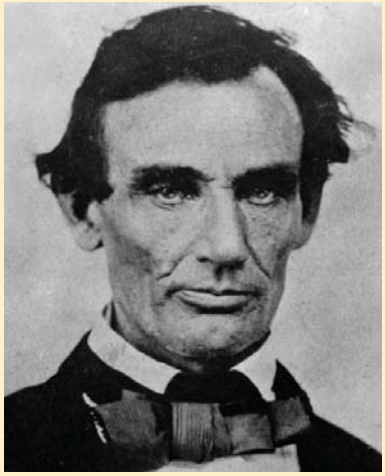


Photo of Lincoln taken in Pittsfield, Illinois, two weeks before the final Lincoln-Douglas debate in Lincoln's unsuccessful bid for the Senate, October 1, 1858. Source: Library of Congress.

Few individuals in America's history have as broadly exemplified the qualities of integrity, courage, self-initiative, and principled leadership as did Abraham Lincoln, and few have so profoundly influenced American history as did the nation's sixteenth president. The story of Lincoln's rise from humble beginnings to holding the highest office in the nation, and his decisive leadership which carried a fragile nation through one of the most trying periods in its history, continues to inspire millions both within the country and around the world.

This compelling American figure came of age and matured into a leader capable of grappling with, on a national stage, the issues of unity, equality and race relations, and democratic government and ideals in a unique setting: the physical, social, and cultural landscape of central Illinois, the "Land of Lincoln." While ultimately the arc of Abraham Lincoln's life would lead to the presidency of the United States, a destination and office few have known first-hand, his life and experiences serve as a metaphor for the overall American experience of his generation. Antebellum Illinois exemplified nineteenth-century American social, cultural, economic, and political complexities and ideals, and these dynamics can be explored through the life of Abraham Lincoln.

Like thousands of their generation, Abraham Lincoln and his family responded to the call of fresh opportunities in newly opened western lands. Born in Kentucky in 1809, Lincoln immigrated with his family to Indiana as a young boy. Later the Lincolns moved to Illinois and settled near Decatur. But when his father decided to relocate to the Coles County area a year later, Lincoln struck out on his own, at the age of 22, settling in the village of New Salem on the Sangamon River. Despite Lincoln's humble beginnings, he made extraordinary efforts to attain knowledge and at the same time began to develop characteristics of a strong leader, such as hard work, discipline, ingenuity, and integrity.

During the 1830's, the American economy was undergoing a fundamental transformation from the traditional system of subsistence farming to an increasingly commercial and technological culture with constantly expanding markets. New Salem, where Lincoln lived for six years beginning in 1831, was representative of a newly emerging commercial village or small urban center. During his time in New Salem, Lincoln worked as a miller, store clerk, militia captain, merchant, postmaster, surveyor, legislator, and lawyer. Like many Americans during this time period, Lincoln made "the leap from his backwoods rural beginnings to the nation's new urban environment" (Andreasen, 14).

In addition to market and technological revolutions, the early to mid-nineteenth century also witnessed the expansion of American participatory democracy. It was during this period that Lincoln began his career in politics. Lincoln was elected to the Illinois House of Representatives in 1834, at the age of 25, and served four consecutive terms, ending in 1842. During his first two terms, the state capital was located

in Vandalia, and it was in Vandalia that Lincoln learned to hold his own among the social and intellectual elite. It is also where his early successes in the legislative forums solidified his resolve to become a lawyer. Lincoln moved to Springfield in 1837 to practice law, and two years later, in 1839, Springfield became the state capital if Illinois (thanks to legislation sponsored by Lincoln and other influential legislators from Sangamon and other counties).

Lincoln and his sons William ("Willie") and Thomas ("Tad") in front of their Springfield residence (now the Lincoln Home National Historic Site) during the early summer of 1860, about the time he became a Presidential candidate. Source: Library of Congress.

During the nearly 25 years that Lincoln lived in Springfield, he watched it grow from a frontier town to a bustling city. At the same time, Springfield witnessed Lincoln evolve from a young lawyer and statesman to the president-elect of the United States. It was in Springfield that Lincoln married Mary Todd in 1842, raised four children, established a prosperous law practice, and was nominated for U.S. Senate in 1858. His race for the Senate ignited the famous Lincoln-Douglas debates, events that, despite his loss in the Senate race, furthered Lincoln's national political reputation. While this formative period in Lincoln's life was centered on Springfield, he drew on his familial connections and friendships in other parts of the state to guide him: Lincoln remained connected to his family in the Coles County area; he developed a strong political base with the Whig, and later Republican, contingency in the Bloomington area; and he relied on countless acquaintances and friends throughout the state from his time on the Eighth Judicial Circuit.

In May of 1860, Lincoln won the Republican nomination for president, and in November of 1860, he was elected president. From here, Lincoln would go on to see a fragile nation through the Civil War, deliver the Emancipation Proclamation, and ensure that "government of the people, by the people, and for the people" endured beyond his lifetime. Upon his departing from Springfield to assume the presidency in Washington, D.C., Lincoln remarked, "Here I have lived a quarter of a century, and have passed from a young to an old man. To this place and the kindness of these people I owe everything" (as quoted in Andreasen, 42).

For all these reasons, central Illinois is the heart of what Illinois has long been known as, "the Land of Lincoln." Not only did the people and his experiences in this place shape such an influential person, but Lincoln also shaped the people and places of Illinois. As the feasibility study notes, Lincoln "left his own traces across the Illinois landscape… in the form of stories, folklore, artifacts, buildings, streetscapes, and landscapes. Though scattered geographically and in varying states of development and interpretation, together they bring an immediacy and tangible quality to the powerful Lincoln legacy" (Andreasen 42).

Guiding Principles for Interpretation

Authenticity of Place

Accuracy

Quality

Context

Significance and Meaning

Connections

Experiential Learning

Variety of Experiences

Opportunities to Explore

Depth of Information

Points of View

Shared Human Experience

Acknowledge the Unpleasant

Opportunities to Engage and Support

Guiding Principles for Interpretation

The quality of our interpretive presentation in the Abraham Lincoln National Heritage Area is of utmost importance. The following guidelines for interpretation inform our decision-making in creating a successful interpretive presentation both locally and across the entire heritage area.

Authenticity of Place: We tell each story where it happened in a tangible, real place. Where ever possible, we use authentic physical features – communities, buildings, landscapes, and other resources – to tell the stories. In this way we will offer, unique, interesting, and revealing stories throughout the heritage area, encouraging exploration.

Accuracy: Our stories are well-researched and accurate. If the stories are based upon legend, lore, or oral tradition, we clearly state so.

Quality: Each interpretive installation meets the highest standards of quality in terms of location, design, orientation to resource, storytelling, physical installation, accessibility, and visitor experience. Our use of existing LFL exhibit types, guidelines, and review processes helps in maintaining standards, and each site owner/manager maintains their own visitor experiences and services.

Context: While individual stories may be unique, they connect to the heritage area themes. The stories illustrate the themes and connect to the bigger picture in ways that make them immediate and understandable.

Significance and Meaning: Interpretation goes beyond conveying a story's facts – drawing connections, significance, and meaning to audiences. In developing interpretive content, we examine each story for its significance, for a key message to be conveyed by the story or exhibit. We communicate this significance or message to audiences in ways that that connect to their life experiences.

Connections: Where applicable, we connect local stories to the stories of other communities and sites within the heritage area as part of the communication of context, significance, and meaning. We encourage visitors to visit other places to learn about other aspects of related themes and stories.

Experiential Learning: People learn and remember things better when they physically do them. We emphasize communication that is visual and tied to real things and authentic places and features over the reading of waysides and text. Walking the route Lincoln walked provides visitors with various sensory experiences – the sights, the distances, the sense of horizon, even the sound of a stream's running water.

Variety of Experiences: We provide a variety of interpretive approaches to satisfy the interests and capabilities of different age groups, temperaments, and orientations. Options offer varying levels of activity, timeframes, and levels of required concentration. We provide alternative ways to experience interpretation for individuals with physical limitations or disabilities.

Opportunities to Explore: We present themes and stories in ways that encourage audiences to explore other communities and sites by drawing interpretive connections, inserting tempting leads, and providing the information and tools needed to spark and follow through on interests. In communities and at sites, we encourage audiences to explore the landscape

physically by inviting them to move around from place to place.

Depth of Information: Primary interpretive content is succinct and well written, emphasizing key messages, context, and connections. However, we develop information and guidance for exploring subjects in greater detail to encourage those who are interested to explore subjects to whatever level of detail they wish.

Points of View: We present stories from multiple perspectives in their thematic and historical context to help audiences appreciate how different people from diverse groups and political persuasions see things differently. Audiences draw their conclusions from each story.

Shared Human Experience: We provide interpretation in ways that help audiences relate it to experiences in their lives. Using the authentic stories of real people in their words in the actual places where events occurred is encouraged wherever possible. The expression of universal concepts such as love, loss, uncertainty, and success to which everyone can relate in their lives helps forge a personal connection to a story.

Acknowledge the Unpleasant: Our stories are accurate and our interpretation conveys authentic experiences. Information and perspectives may well be at variance with contemporary sensibilities, but is presented accurately nonetheless. Honest, complicated, and sometimes unpleasant stories are a time-tested way to touch audiences deeply and affect people's lives.

Opportunities to Engage and Support: We make audiences aware of the heritage area's mission and programs and offer them the opportunity to engage in activities and initiatives, both local and regional. In particular, audiences in this heritage area are likely to appreciate opportunities to support community enhancement, interpretive sites, historic preservation, and natural resource conservation. With families and schoolchildren being among major audiences, programs and events that are designed to engage young people will be emphasized.

Potential Audiences

In planning for heritage area interpretation, we are acutely aware of audiences, their interests and capabilities, and how we reach them. The Abraham Lincoln National Heritage Area has two broad sets of audiences: residents and visitors. Our purpose in reaching out to **residents** is to strengthen community awareness, community engagement, and grassroots initiatives

Our purpose in reaching out to **visitors** is to share our story with as many people as possible, providing visitors with an experience that pulls them back time and again and further enriches the communities in which they temporarily stay. Visitors strengthen communities through heritage tourism, an activity described in Chapter 8, Heritage Tourism & Marketing. Promoting 'heritage, cultural, and recreational tourism' is specifically cited as a purpose of the Abraham Lincoln National Heritage Area in the enabling legislation passed by Congress.

Different audiences have different needs and expectations. The interpretive experiences that we plan in each community, at each site, and across the landscape must be capable of meeting the needs and expectations of the different types of audiences who are being engaged. The interpretive plans we prepare for our

The Abraham Lincoln National Heritage Area has two broad sets of audiences: residents and visitors.

*Our purpose in reaching out to **residents** is to strengthen community awareness, community engagement, and grassroots initiatives.*

*Our purpose in reaching out to **visitors** is to share our story with as many people as possible, providing visitors with an experience that pulls them back time and again and further enriches the communities in which they temporarily stay.*

Our objective is to make the heritage area visible and establish the heritage area in the minds of residents and visitors. By establishing a recognizable presence, residents and visitors are likely to become aware of the heritage area's meaning and significance.

Living history at Lincoln's New Salem State Historic Site. Photo source: Ben Kiningham.

communities and sites need to plan specifically for the audiences we expect to serve. A discussion of heritage area audiences is included in Appendix F to this plan.

Desired Interpretive Experience

After experiencing the heritage area's interpretive presentation, participants will come away with a clear understanding of key themes and ideas. These ideas are presented through the variety of local stories. The following ideas represent the desired interpretive experience for all visitors and residents:

- Learn about the details of Lincoln's early life and times. Create interest in answering the question, 'Who was Lincoln the man?'
- Relate events in Lincoln's life to the authentic places where they happened.
- Relate experiences in Lincoln's life to the national context and the historical development of central Illinois.
- Learn the story of the historical development of central Illinois by experiencing and understanding its landscape.

- Understand the nationally significant issues that were under debate, their complexities, and their local implications.
- Relate the nationally significant story and its impacts on the lives of local individuals to nationally significant stories today and their impacts on the lives of Americans today.
- Through interpretation, promote interest in community revitalization and enhancement and in preserving and rehabilitating historic buildings and landscapes.
- Be stimulated to learn more by seeking out other sources of information on their and by exploring other places within the heritage area.

Interpretive themes are the central concepts or ideas that are important about a place, subject, or resource and which give it meaning and significance. Themes help audiences connect individual stories with broader contexts and help them understand what those stories mean and why they matter.

Interpretive Themes

Interpretive themes are the central concepts or ideas that are important about a place, subject, or resource and which give it meaning and significance. Themes help audiences connect individual stories with broader contexts and help them understand what those stories mean and why they matter. The interpretive themes for the Abraham Lincoln National Heritage Area are provided in full on the following three pages (pp. 4-12 through 4-14).

Interpretive Framework

The heritage area's interpretive framework outlined below is organized into six sections with guidelines, recommendations, and actions for implementation:

- Creating a Heritage Area Context and Presence;
- Heritage Interpretive Sites;
- Looking for Lincoln Communities;
- Community Collaboration;
- The Landscape Lincoln Knew; and
- Partnering with Other Regional Initiatives.

Creating a Heritage Area Context and Presence

Building the heritage area's regional presence is largely but not exclusively interpretively driven. Visibility may be accomplished in a variety of ways, including exhibits, signage, publications, events, educational programs, and other means, as discussed in this and other chapters. The interpretive framework outlined in this section of the management plan provides an organizational structure within which our local communities and interpretive sites work. To support this framework, we are establishing a heritage area-wide presence that provides a heritage area-wide interpretive context in support of local interpretation.

Our objective is to make the heritage area visible and establish the heritage area in the minds of residents and visitors. By establishing a recognizable presence, residents and visitors are likely to become aware of the heritage area's meaning and significance. Local interpretive presentations and related initiatives are recognized as part of the larger national heritage area program, and the goal of relating local stories and places to the heritage area's nationally significant story is advanced.

Interpretive Themes for the Abraham Lincoln National Heritage Area

THEME 1: CRITICAL ISSUES IN TELLING THE STORY OF LINCOLN'S AMERICA

The major issues of Lincoln's America – equality and race relations, and national unity and the capacity of democratic governments to deal with the centrifugal forces of social and cultural diversity – still define the challenges facing our nation today.

1.A Equality and Race Relations

Equality and race relations were at the heart of the moral, economic, and social turmoil caused by slavery in Lincoln's America. The inability of democratic government and the political culture of the time to mediate between conflicting moral visions was at the heart of the Civil War.

1.B National Unity and the Capacity of Democratic Government and Ideals to Deal with the Centrifugal Forces of Social and Cultural Diversity

In many ways, the Civil War resulted from a failure by the divisive forces of diversity in their culture. Americans today, challenged anew with sustaining a workable political, social, and cultural consensus despite the countervailing forces of diversity, may have much to learn from the attitudes and actions of the Civil War generation.

1.C The Meaning of The Declaration of Independence

Political, social, and cultural tensions in the pre-Civil War United States engendered a bitter conflict over the meaning of the Declaration of Independence and its assertion that, "We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty and the pursuit of Happiness."

THEME 2: THE REAL ABRAHAM LINCOLN

As one of the most significant and widely known individuals in American history, Abraham Lincoln has become a figure of mythic proportions in the American memory. The dimension of his renown tends to obscure the realities of his life. The authentic story of Abraham Lincoln helps us relate to this man as an individual human being with experiences, perceptions, and emotions similar to our own. The authentic story provides insight into the man, the place, and the times.

THEME 3: LINCOLN'S ILLINOIS AND THE AMERICAN EXPERIENCE

Lincoln's life experience reflects many important themes in the social, cultural, economic, and political history of America.

3.A Immigrant Beginnings

Like thousands of their generation, the Lincolns responded to the call of new western lands and fresh opportunities.

3.B Market Revolution and Economic Transformation

When Abraham Lincoln first arrived at New Salem in 1831 America's economy was undergoing a fundamental transformation. Expanding markets spawned an increasingly commercial culture that challenged the traditional subsistence farming ways of people like Lincoln's father. Along the Illinois frontier, small urban centers sprouted here and there in response to growing local demands for wider market connections.

3.C Importance of Extended Family and Kinship Networks

A generational cultural divide separated Lincoln from his father. Thomas Lincoln was rooted in traditional upland-southern folkways based on subsistence agriculture and extensive kinship networks. He maintained a large household of extended family even into old age and owned the modest farm on which he died – both measures of success by

Interpretive Themes for the Abraham Lincoln National Heritage Area (continued)

traditional standards. His son Abraham, on the other hand, reflected a rising generation of young men who broke tradition – abandoning family and farm to pursue a more material vision of success, spurred on by America's growing commercial economy. Honest work in the father's world meant physical labor for the family's benefit; work in the son's world meant mental labor for one's individual advancement. These differing cultural views between the generations created tension between many fathers and sons in Lincoln's era.

3.D Expansion of Participatory Democracy

The 40-plus weeks the young Lincoln spent in the state legislature over a five-year period opened whole new vistas of possibility for his ambition. Congregated here during legislative sessions was the "polite society" of Illinois – her wealthy, cultured, and educated men and women. Here came her best lawyers and judges, her shrewdest speculators and lobbyists. Here came her elder political statesmen and her young future leaders. Lincoln took his measure of them all and realized that, despite his shortcomings, he could hold his own with them. Acceptance and achievement in legislative forums confirmed his resolve to become a lawyer.

3.E Aspirations for 'Gentility' and the Middle-Class Respectability in the American West

Residents of the rapidly growing towns of central Illinois epitomized the evolving middle-class mores of "Whig culture" that Lincoln embraced. Whig ideology stressed gentility and middle-class behavior. Whigs supported social movements and institutions that sought to transform individuals by inculcating self-initiative, self-discipline, and persistent work. Lincoln shared the Whig passion for self-improvement – a philosophy he believed could liberate individuals from constraints imposed by the status of birth or locality. He believed his own life demonstrated the social mobility made possible by a culture of self-improvement. The relatively urbane culture of central Illinois' growing towns demonstrated the predominance of genteel, middle-class norms that had come by mid-century to characterize many new urban centers in the West.

3.F Evolution of American Legal Culture

Lincoln's experiences on the Eighth Circuit reflect how his legal and political life intertwined. The progression from horse-to-buggy-to-train, and the evolution of Lincoln's law practice from the general fare of a country lawyer to one more focused on corporate clients, reflect the economic and social changes that occurred in Lincoln's era. The Illinois frontier was changing from a predominantly rural agricultural society to a more urban commercial one. This story line played out in the lives of Lincoln and his contemporaries.

3.G Individual Self-Transformation and Maturation

Lincoln was the living embodiment of self-made man of the emerging American West. As a young twenty-eight year old, Abraham Lincoln moved to Springfield to practice law in 1837. He was unmarried, unlearned, unrefined, with "no wealthy or popular relations to recommend me." However, on the day before his fifty-second birthday, Lincoln left the town a profoundly changed man: a husband and father, financially secure, his intellectual and moral capacities having grown to match his towering physical stature; his deeply held political convictions tempered by empathy and keen insight into the human condition. As Lincoln's understanding matured and his convictions deepened, he took his place among the leaders of his time, addressing the people of the nation in powerful and eloquent words that echoed beyond this small prairie capital.

Interpretive Themes for the Abraham Lincoln National Heritage Area (continued)

4. THE LAND OF LINCOLN

The historical development of central Illinois is uniquely representative of our rich and varied national experience. Popularly known as the 'Land of Lincoln,' the state's early development has come to characterize its significance to the nation. But the depth of its character and significance can only be appreciated through exploration of its full history.

4.A Natural History

The natural landscape of central Illinois has shaped the patterns of human interaction and development over many generations. Its landforms, rivers, soils, vegetation, and ecology are significant resources and continue to influence us today.

4.B Native American Cultures

Native American cultures have thrived within the Illinois and Mississippi River Valleys since the retreat of the glaciers 12,000 years ago. The Mississippian culture that developed between 1100 and 1400 was among the most unique and prosperous on the continent.

4.C The French Frontier

European exploration of central Illinois region began with French Canadian voyageurs in the 17th century, followed by French missionaries seeking Jesuit converts, and French fur traders. The French envisioned control of interior North America extending from the St. Lawrence River, across the Great Lakes, and down the Illinois and Mississippi Rivers to the Gulf of Mexico, a vision that ended with in its clash with the British Empire. Nonetheless, the French left an indelible mark on the early settlement of the region.

4.D Lincoln's Illinois

By the 1830s, Illinois had become the nation's western frontier. The region's settlement over the next thirty years saw an evolution from a rude mix of subsistence farms wary of the open prairie landscape to an organized rectangular fabric of neat farmsteads in an established market economy. Towns developed with a vibrant, upwardly mobile society seeking middle class respectability. Opportunities for advancement abounded. Illinois became a microcosm of the nation. The emergence of Abraham Lincoln around critical issues of national significance placed central Illinois at the center of the national story.

4.E Illinois and the Civil War

Illinois experience during the Civil War reflected the tensions between political and social views that had existed leading up to the war. Central Illinois contributed a significant number of men and material to the war effort. By war's end, and with the assassination of Lincoln, the population was firmly rooted in the northern cause.

4.F Growth and Prosperity

Following the Civil War, central Illinois thrived and developed the rich economic mix of agriculture, manufacturing, and transportation that have sustained it to the present. Its peoples solidified the social, educational, and religious institutions and rural agricultural communities that characterized the American mid-west of the nineteenth and early twentieth centuries.

Heritage Area Identity

Identity and branding are subjects that are generally associated with tourism and marketing. As such, they are discussed in Chapter 8, Heritage Tourism & Marketing. Identity is also important from an interpretive perspective, however. Through recognition of the heritage area name, graphics, and other elements that combine to create its identity or brand, residents and visitors make immediate connections between local initiatives using the identity and the heritage area-wide themes, stories, and national significance. These connections foster parallel connections and associations between themes and stories as well.

Through recognition of the heritage area name, graphics, and other elements that combine to create its identity or brand, residents and visitors make immediate connections between local initiatives using the identity and the heritage area-wide themes, stories, and national significance.

The Looking for Lincoln wayside exhibit program has created a widely recognized identity within the region and is now used as the identity for the Abraham Lincoln National Heritage Area. The Looking for Lincoln name, graphic formats, and family of exhibits are well established and have been successful. The existing identity, however, should be reviewed in the context of its use for the national heritage area and, if deemed appropriate, adapted to the heritage area's expanded mission and goals.

The Looking for Lincoln brand is appealing and fun. To date, its use in relation to tourism has emphasized its entertaining aspects, including the use of cartoon characters. In adapting the brand, it is recommended that its accessibility and friendliness be retained, particularly the 'running Lincoln.' In general, however, the heritage area's presentation overall should take a more straightforward direction appropriate to other heritage area interests.

The LFL program has also created separate identities for its Lincoln-Douglas Debate and Eighth Judicial Circuit interpretive itineraries. These separate identities are not necessarily associated with Looking for Lincoln by visitors, creating some confusion and diluting the impact and associations that might otherwise be created. It is recommended that these identities be made a part of the LFL brand. These and other types of issues should be examined by the heritage area and guidelines established for use of the Looking for Lincoln identity heritage area-wide and by local partners in support of interpretation and other programs.

The following actions support use of a heritage area identity in drawing connections between local and heritage area's interpretation.

ACTION: Use the Looking for Lincoln identity and brand as the identity and brand for the Abraham Lincoln National Heritage Area.

ACTION: Undertake a comprehensive review of the Looking for Lincoln identity and brand to determine ways in which it should be adapted to the heritage area's broader mission and goals. In particular, examine how interpretive uses of the identity can reinforce interpretive objectives and strengthen the relationships between local presentations and the heritage area's nationally significant story.

ACTION: Develop and implement a comprehensive communications plan that anticipates, coordinates, and encompasses the heritage area's various communications needs, including interpretation.

A statue of young Abraham Lincoln and a Looking for Lincoln wayside exhibit on the courthouse square are but two of the many interpretive enhancements visitors enjoy in downtown Pontiac.

An historic footbridge across the Vermillion River is part of extensive park network along the river for the benefit of residents and visitors.

Community Profile: Pontiac, Livingston County

Prior to the coming of European settlers, the plains around Pontiac were home to Illini, Pottawatomie, and Kickapoo Indians. The first settlers arrived about 1829, and Livingston County was established by an act of the Illinois congress in February of 1837. The act decreed that a commission be created to find a suitable location for a county seat. The commission met and selected a site on land owned by three early Pontiac settlers: Henry Weed, Lucius W. Young, and Seth M. Young. The three men laid out a townsite, contributed $3,000 for the erection of public buildings, and donated land for a public square, a jail, and a pen for stray domestic animals. They also promised to build a bridge across the Vermilion River. The name of Pontiac was suggested by landowner Jesse Fell, who admired the great Indian chief.

Pontiac's first main commercial industry was, of course, agriculture. With some of the richest farmland in the world, the Pontiac area thrived with its acres of wheat, corn, and other staple crops. The town provided milling services for area farmers and became the hub for social, commercial and political activity.

As the city of Pontiac grew, it developed manufacturing. In the late 19th century, Pontiac was a major manufacturer of shoes and boots. The town was also home to the Allen Candy Company and its famous "Lotta Bar." The advertising slogan for this confection was, "A Lotta Bar for 5 cents." By the end of World War I, Pontiac's shoe industry had begun to decline due to competition from manufacturers in larger cities and the use of the railroad to move goods cheaply across the country. Replacing a few of those shoe companies were printing businesses and other forms of light industry.

In addition to being a county seat, Pontiac has served as a transportation center for most of its history. The town is nestled along the Vermilion River, which provided a method of moving timber, grain, and other goods in the early days. Pontiac experienced its largest growth with the arrival of the Chicago and Alton and the Illinois Central railroads. As cars and trucks became the most popular mode of commercial and personal transportation, Pontiac became a focal point on the new US Route 66, which followed the earlier Pontiac Trail.

Today, Pontiac treasures and protects its small-town atmosphere and the town has embraced and enhanced its position as a heritage traveler destination. The citizens of Pontiac take justifiable pride in the city's turn-of-the-century architecture, its welcoming spirit, and the strength of its sense of community. Annual festivals, local sports and entertainment, and a thriving business district are all points of local satisfaction, and the city's warmth is noted by the thousands of travelers who visit.

Representative Community Enhancement Initiatives

- *Continuing expansion of the murals on Main Street.*
- *Restoration of the Strevell-Lincoln House.*
- *Creation of the Pontiac-Oakland Auto Museum.*
- *Restoration/preservation of downtown architecture.*
- *Infrastructure improvements.*
- *Commercial sector development/expansion.*

ACTION: Develop guidelines for the use of the Looking for Lincoln identity by heritage area partners.

ACTION: Assess the existing family of Lincoln Story Trail exhibit and signage types and designs, including signage types that were designed but have not yet been used. Examine their performance in terms of identity, presentation, cost, maintenance, and repair. If deemed appropriate, update, modify and expand designs, details, and guidelines.

Heritage Area Website

The former Looking for Lincoln website is now the official website for the Abraham Lincoln National Heritage Area, and is managed by the Looking for Lincoln Heritage Coalition. We are expanding the existing website and developing it for uses other than support of tourism. In particular, the heritage area's interpretive, educational, and preservation goals will be served. Education and preservation are discussed in other sections of this plan. Themes, significance, and meaning will be presented and interpreted throughout the website, using every opportunity.

The use of maps, illustrations, and historic photographs should richly illustrate website interpretation. Our website's interpretive presentations will be closely coordinated with our other heritage area publications, programs, and materials.

We encourage and support local partners in developing the interpretive content of their websites in coordination with the interpretive presentation on the heritage area's website. Connections should be drawn to regional and local themes and stories, and linkages should be provided to the websites of our partners offering interpretive content where appropriate. A new section of the website exclusively to serve some needs of partners may be appropriate, using password protection to keep casual visitors exploring areas of the website that are more appropriate for that audience. In addition to pre-visit information, the website may be used to collect comments from visitors about their experience to the heritage area.

From the perspective of interpretive content, the website should present the national historical context of the heritage area and a comprehensive overview of the historical development of central Illinois. We connect this overview to state-wide curriculum guidelines in support of our heritage area's educational objectives. The relationship of the development of Illinois to the nation's story should be clearly conveyed.

ACTION: Update the existing Looking for Lincoln website to serve the expanded mission and goals of the Abraham Lincoln National Heritage Area including interpretation, education, preservation, and service to partners.

ACTION: Use the website to present a comprehensive overview of heritage area interpretation including the national context, the historical development of central Illinois, and heritage area themes.

ACTION: Coordinate the interpretive presentation with the heritage area's educational objectives.

We encourage and support local partners in developing the interpretive content of their websites in coordination with the interpretive presentation on the heritage area's website. Connections should be drawn to regional and local themes and stories, and linkages should be provided to the websites of our partners offering interpretive content where appropriate.

Prepared in a variety of coordinated user-friendly formats, a family of heritage area publications and media will present our heritage area's story, national historic context, and heritage area themes. They will feature our partnering communities and sites and will connect directly to our local interpretive presentations.

ACTION: Coordinate the heritage area's website interpretive presentation with interpretation at partnering sites and partners' websites.

ACTION: Encourage, assist, and support heritage area partners in developing interpretive presentations on their website coordinating with the interpretive presentation on the heritage area website.

ACTION: Collaborate with partners in developing downloadable audio and video tours and itineraries appropriate to a variety of media formats both on the LFL website and on partner websites.

ACTION: Use the heritage area website as a resource to provide pre-visit information on interpretation and interpretive sites to visitors and residents wishing to explore the heritage area.

ACTION: Organize the heritage area website as a resource for 'virtual visitors,' audiences who wish to explore the heritage area and its interpretive experience but who may never actually visit the region.

Interpretive Publications and Media

LFL in collaboration with heritage area partners may develop a family of heritage area publications and media to support interpretation. Prepared in a variety of coordinated user-friendly formats, the publications and media will present our heritage area's story, national historic context, and heritage area themes. They will feature our partnering communities and sites and will connect directly to our local interpretive presentations.

Our heritage area publications and media will be closely coordinated with the LFL website. Materials could be downloadable. Our interpretive publications will be of sufficient quality and depth to be collectors' items. We will prepare the materials so that they coordinate with and directly support our heritage area's educational objectives.

Audio tours, itineraries, and interpretive content should be presented in a variety of media and formats to support regional and local interpretation in coordination with partners. We will use social media formats in creative ways to invite exploration and engage younger audiences.

The following ideas for a family of heritage area publications are presented to stimulate discussion. The range and scope of the publications actually to be developed will be determined through a work process undertaken by heritage area partners. As decisions are made on the publications to be produced, they may be phased in over time and may evolve as formats are tested and new ideas arise.

- **Revised Story Trail brochure** relating communities and sites to the heritage area and its themes.
- **Revised Story Trail booklet** succinctly presenting the entire heritage area including the Story Trail, communities, and sites.
- **Contemporary fold-out map of the heritage area** as a companion to the booklet, introducing the heritage area's interpretive themes, providing

historical context, and featuring partnering communities and sites summarizing their interpretive relationships. The map should show current topography and land use.

- **Brochures on individual communities and sites** in the LFL graphic format, relating them to the heritage area's presentation and providing coordinated interpretation. The brochures should build upon the interpretive content provided in the booklet and map noted above. Over time, a complete set of interpretive brochures should be created, building a collection of high-quality publications covering the entire heritage area.
- **Brochures and interpretive fold-out maps of heritage area itineraries** providing detailed interpretive content, the two primary ones being the already-developed tours of communities relating to the Lincoln-Douglas debate communities and the Eighth Judicial Circuit. These publications should relate closely to others recommended above, as companion pieces but with a specific focus upon the tour subject matter.
- **A historical guide to central Illinois** providing an overview of the region's nineteenth century development and relating the region's historical development to communities and interpretive sites and their interpretive presentation. The guide should also provide lead-ins to the Lincoln Historic Sites and their interpretive presentations, using heritage area themes as an organizing element.
- **A historical guide to Abraham Lincoln's life** relating his experiences directly to the places where he lived and worked in central Illinois. The guide should also provide lead-ins to the Lincoln Historic Sites and their interpretive presentations, using heritage area themes as an organizing element.
- **Historic fold-out map of central Illinois** annotated and illustrated with interpretive content related to the guides to central Illinois and Lincoln's life noted above. The historic map could be on the back side of the contemporary map noted above and could show the pre-Civil War land cover from the Illinois Natural History Survey.

Audio tours, itineraries, and interpretive content should be presented in a variety of media and formats to support regional and local interpretation in coordination with partners. We will use social media formats in creative ways to invite exploration and engage younger audiences.

ACTION: Develop a family of heritage area interpretive publications as part of a comprehensive interpretive presentation to be phased in over time. The publications should work together as a set. They should provide rich interpretive content on the heritage area as a whole, introducing heritage area themes, providing historical context, and linking to detailed interpretation at partnering communities and sites.

ACTION: Collaborate in developing individual heritage area brochures in the LFL format for partnering communities and sites coordinating with the heritage area's publications.

ACTION: Relate the heritage area's publications closely to the interpretive content offered on the LFL website and to support the heritage area's educational objectives.

ACTION: Use social media formats to convey interpretive presentations.

ACTION: Use audio and visual formats to convey interpretive presentations.

Photo: Lincoln-Herndon Law Office in Springfield.

ACTION: Examine, rethink, revise, and rework publications and media over time as the materials are used and tested, and new ideas, programs, and technologies are developed.

Heritage Area Orientation Exhibits

Our partners will collaborate in establishing a system of orientation exhibits across the heritage area. Orientation exhibits will be installed at most of our partnering communities and sites, varying by size and content in accordance with the size, type, and role of each community and site.

The existing LFL signage standards provide a range of exhibit types.These standards may be adapted to provide a range of exhibit types to be used specifically for heritage area orientation. Our orientation exhibit formats should include kiosks, freestanding signs, and mounted signs of varying sizes appropriate to differing sites and conditions.

Content for orientation exhibits should include a map of the heritage area showing participating communities and sites. Topography and land use may be depicted to support landscape interpretation. Heritage area themes should be introduced with emphasis upon the themes most closely associated with the region, community, or site where the exhibit is located. Interpretive content for the heritage area should lead into and provide context for local interpretation. Regional interpretive connections should be drawn to other communities and sites in order to encourage exploration by residents and visitors.

ACTION: Establish a system of orientation exhibits across the entire heritage area that present the heritage area concept, introduce heritage area themes, and provide linkages to communities and sites.

ACTION: Use the interpretive framework of Heritage Interpretive Sites and Looking for Lincoln Communities as a means to implement orientation exhibits.

We support community and site programming and events and encourage the incorporation of interpretive programming related to history and heritage area themes.We will consult with our partnering communities regarding scheduling to facilitate coordination and help avoid competition and conflicts.

Photo: Community event in Ottawa.

ACTION: Using the Looking for Lincoln identity, develop a family of LFL orientation exhibit kiosks and sign types that can be used in a variety of contexts.The kiosks and sign types should be consistent with the LFL signage design standards.

ACTION: Work with partnering communities and sites to determine which orientation exhibit types are appropriate for use at their locations. Encourage, support, and assist partners in the development and installation of orientation exhibits at their sites that meet the heritage area's needs while coordinating with local interpretive presentations and visitor opportunities.

Programming and Events

Communities and sites throughout the heritage area currently present a rich schedule of programs and events for residents and visitors with a variety of themes, not necessarily related to Lincoln. Local community festivals held in historic town squares are particularly notable. We support community and site programming and events and encourage the incorporation of interpretive programming related to history and heritage area themes. We will consult with our partnering communities regarding scheduling to facilitate coordination and help avoid competition and conflicts.

We will consider developing a weekend of celebration coordinated across the heritage area for an appropriate time of year. A coordinated yearly cycle of events associated with Lincoln's life could also be organized featuring different communities and sites and relating to heritage area themes. Educational programming is discussed in Chapter 5 but should be considered part of the heritage area's interpretive presentation.

ACTION: Support community festivals and events throughout the heritage area, specifically encouraging the incorporation of

Heritage area partners have expressed a clear desire that the Abraham Lincoln National Heritage Area serve as a network through which historic, cultural, and interpretive sites throughout the region can work together to strengthen interpretive programming, enhance the region's cultural identity, and solidify their roles as centers of community activity and pride.

the successful "History Comes Alive" program into historic and Lincoln- related interpretation and programming.

ACTION: Work with partners to create a calendar of Looking for Lincoln programs and events heritage area-wide to engage residents and attract visitors. Assist partners in coordinating schedules to maximize effectiveness, and avoid unnecessary competition. Publicize the calendar of events on the website and through other means.

Signage and Wayfinding

During workshops conducted as part of the management planning process, partners expressed the need for wayfinding signage to help visitors locate historic sites. The existing LFL sign standards include guidelines for wayfinding and site signage that have not been used. Signage is not interpretation, but in addition to helping residents and visitors find sites it plays a significant role in helping to establish a heritage area presence.

We will work with the Illinois Department of Transportation on the installation of entrance signs along major highways at entrance points into the heritage area in accordance with IDOT standards. Within the heritage area, the use of LFL community and site signage should be made available to participating partners. Signage for participating communities could be similar to that used for the national Preserve America program but recognizing Looking for Lincoln communities. Sites that have their own entrance signage could be offered the use of additional 'participating Looking for Lincoln site' signs or decals.

We will develop guidelines for implementing wayfinding signage for our partnering sites that desire it. The characteristic need is for wayfinding signage to help visitors locate sites from major travel routes. This need exists both within communities and in the countryside. In such cases, signage announcing the site should be located along the major road and wayfinding signage should then lead visitors off the road to the site. The existing LFL signage standards may be used for this purpose.

ACTION: Install entrance signs along major highways at entrance points into the heritage area in accordance with IDOT standards.

ACTION: Offer the use of LFL signage for use as entrance signs to participating communities and sites.

ACTION: Develop guidelines for LFL wayfinding signage for participating sites that desire it. Assist and support sites in the installation of wayfinding signage.

Heritage Interpretive Sites

The Looking for Lincoln interpretive program currently features 26 sites offering interpretation focused on Abraham Lincoln's life and times. These 26 sites are distributed across the heritage area and range from nationally known museums, to regional historic sites, to small interpretive venues. They include one national park, eleven state historic sites, eight historical society museums, and six interpretive sites operated by counties, communities, non-profit organizations,

Photo: Mt. Pulaski Courthouse State Historic Site

and other types of entities. Most of these sites have interior exhibits, and many employ professional interpreters and/or experienced volunteers. All of the sites feature some form of Lincoln-related interpretation.

In addition, the Looking for Lincoln program currently features the Looking for Lincoln Story Trail, the 215 self-guided outdoor exhibits designed in accordance with LFL exhibit guidelines. Some of these exhibits are installed at the interpretive sites noted above and contribute to each site's range of interpretive presentation. Most of the exhibits, however, are located within communities at authentic locations associated with Abraham Lincoln's life and times, many otherwise not interpreted. Together, the 26 interpretive sites and additional locations featuring LFL self-guided exhibits comprise the Heritage Interpretive Sites featured in the Looking for Lincoln program.

During planning for the heritage area, more than 70 attractions were identified for potential inclusion but are not currently involved in the Looking for Lincoln program. These include arts organizations, cultural and educational institutions, historic sites, historical society museums, and state historic sites. Of these, 23 are Lincoln-Era sites and 18 have a direct Lincoln relationship. It was found that 41 of the attractions are located within existing Looking for Lincoln communities. Many of these attractions, and perhaps others not yet identified, have the potential to be incorporated into the Looking for Lincoln interpretive program. The number of potential future self-guided sites that could be interpreted both in existing LFL communities and in communities that may wish to participate adds significantly to the number of sites that could be included within the Looking for Lincoln interpretive program.

Heritage area partners have expressed a clear desire that the Abraham Lincoln National Heritage Area serve as a network through which historic, cultural,

*Smaller sites of various types serve as **Community Interpretive Sites** and have the key role of filling out the heritage area presentation with a rich and diverse array of local stories that bring the heritage area themes alive and relate them to authentic places.*

and interpretive sites throughout the region can work together to strengthen interpretive programming, enhance the region's cultural identity, and solidify their roles as centers of community activity and pride. Through these initiatives, we work together to develop the broad support necessary to ensure that they can continue to offer high-quality interpretive programming into the future.

Goal 2 of the Abraham Lincoln National Heritage Area states, "Create engaging experiences that connect places and stories throughout the heritage area and promote public awareness of the region's history, culture, and significance." A major objective for this goal is to help all sites participating in the Looking for Lincoln interpretive program aspire to the level of influence and appreciation within their communities enjoyed by such sites as New Salem and Lincoln Home National Historic Site. We can achieve this objective in a variety of innovative and creative ways.

We propose to create a **network of interpretive sites** through the heritage area organized by the levels of visitor programming and services offered and coordinated by themes, stories, and location. Three levels of interpretive sites are proposed, each with a distinct role within our network, as presented below.

The primary responsibility for implementing this network lies with our participating sites. Partnering sites work with LFL to identify roles and responsibilities and develop standards and guidelines based on guidance provided in the following sections. LFL's role is to assist this process through coordination, technical assistance and other means as discussed in Chapter 9, Business Plan.

Community Interpretive Sites

Our smaller sites of various types serve as ***Community Interpretive Sites*** and have the key role of filling out the heritage area presentation with a rich and diverse array of local stories that bring the heritage area themes alive and relate them to authentic places.

Community Interpretive Sites include a variety of types of interpretive resources and are all-inclusive. They range from house museums, to other types of small museums and exhibit venues, to authentic historic places that are interpreted to the public. Interpretation may feature interior and/or exterior exhibits and may be guided and/or self-guided. Our Community Interpretive Sites include many of 215-plus outdoor exhibits associated with the Looking for Lincoln Story Trail.

LFL has an existing process for working with Community Interpretive Sites through its Looking for Lincoln wayside exhibit program. Our participating sites are asked to prepare self-assessments to assist in planning, coordination, and quality control. Participating sites benefit from the wide variety of actions listed below and in other sections of this management plan.

Criteria for Community Interpretive Sites include:

- A direct or thematic interpretive relationship to Abraham Lincoln;
- The ability to tell stories related to heritage area themes; and
- Public accessibility.

*Thematically, the **Regional Interpretive Sites** are most directly related to the heritage area's key Lincoln themes. Interpretively, they are capable of providing an informative and high-quality visitor experience. Increasing visitation at these sites is an important objective and will be a benchmark for measuring the heritage area's effectiveness.*

Roles and responsibilities include:

- Preparation of a **self-assessment**;
- **Coordination** with the interpretation at other local Community Interpretive Sites;
- Compliance with heritage area **guidelines and participation** in heritage area programming; and
- Identification of the site's **affiliation** with the heritage area through the use of LFL exhibit types, orientation exhibits, signage, or other means.

Regional Interpretive Sites

Our medium-sized sites serve as ***Regional Interpretive Sites*** with the role of providing the core interpretive programming that presents heritage area themes and stories. Thematically, the Regional Interpretive Sites are most directly related to the heritage area's key Lincoln themes. Interpretively, they are capable of providing an informative and high-quality visitor experience. Increasing visitation at these sites is an important objective and will be a benchmark for measuring the heritage area's effectiveness.

Each potential Regional Interpretive Site will be consulted to determine how it is able to participate. Roles and responsibilities should be identified, agreed upon, and documented. Benefits include marketing and promotion and the types of operational and programming support outlined in the actions listed below.

Criteria for Regional Interpretive Sites include:

- A strong Lincoln Era interpretive connection;
- Year-round operation, open five to six days a week; and
- Professional interpretive staff or trained volunteers.

Photo: Exhibit within the Lincoln Log Cabin State Historic Site, Lerna.

The Lincoln Home National Historic Site is an integral partner and principal gateway to the National Heritage Area. The Lincoln Home participates in leadership of the Looking for Lincoln Heritage Coalition, provides technical assistance to partners, and exemplifies the role that Gateway Sites play within the network of interpretive sites. Through the heritage area, the Lincoln Home amplifies its ability to tell the Lincoln story and fulfills its mission of more broadly engaging communities and audiences.

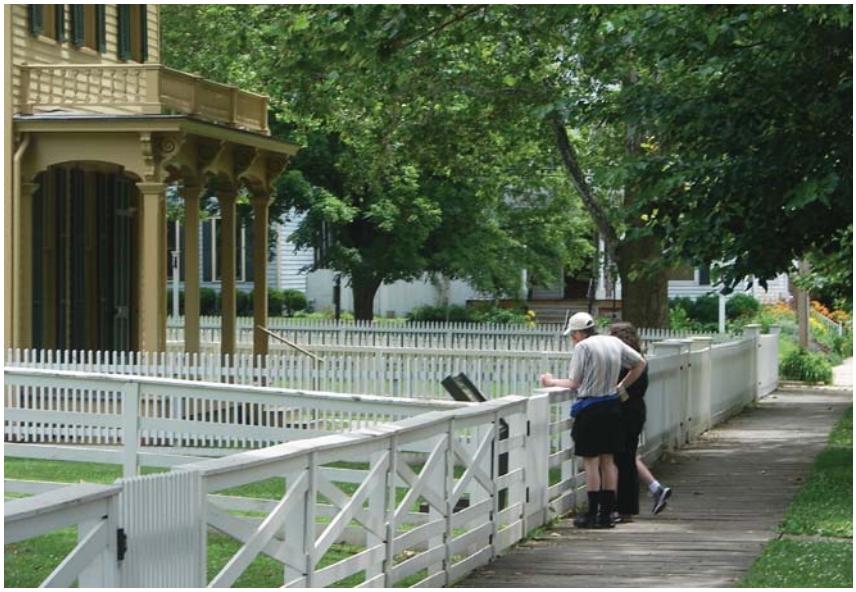


Photo: Exhibit at the Lincoln Home National Historic Site.

Roles and responsibilities include:

- Preparation of a **self-assessment**;
- **Coordination** with the interpretation at other local and regional sites;
- Compliance with heritage area **guidelines and participation** in heritage area programming; and
- Installation of an **orientation exhibit** including information about the heritage area and regional visitor opportunities.

Gateway Sites

Our larger sites serve as ***Gateway Sites*** to the heritage area and have the responsibility of introducing visitors to heritage area themes and interpretive opportunities. Gateway Sites are sites with significant visitation. Examples include the Abraham Lincoln Presidential Museum, Lincoln Home National Historic Site, Lincoln's New Salem State Historic Site, Lincoln Log Cabin State Historic Site, and others. Distributed across the heritage area, they are entry points that can present the heritage area concept and introduce visitors to other interpretive opportunities both locally and regionally that they might not otherwise be aware of. Together with the Gateway Communities discussed below in this chapter, they are expected to provide leadership for heritage area interpretive activities.

We will consult with sites that have the potential to be identified and promoted as Gateway Sites. The roles and responsibilities incumbent upon these sites should be agreed upon, and agreements should be entered into committing the sites to fulfill their responsibilities and the heritage area to fulfill its. Among the benefits for sites are heritage area marketing and promotion as well as programmatic support as outlined in the actions listed below.

Criteria for Gateway Sites include:

- A strong Lincoln Era interpretive connection;
- Year-round operation, open five to six days a week;
- Professional interpretive staff;

- Interior space to provide educational programming;
- ADA accessibility; and
- Visitor services capable of accommodating groups.

Roles and responsibilities include:

- A self-assessment;
- Coordination with the interpretation at other local and regional sites;
- Compliance with heritage area guidelines and participation in heritage area programming;
- Installation of a substantial high-quality, outdoor orientation exhibit in a prominent location presenting the heritage area to visitors;
- Interpretive presentations focused on the heritage area, incorporating themes and drawing connections to other sites;
- Websites and promotional materials that are closely coordinated with the heritage area; and
- Site staff fully versed on the heritage area and able to encourage visitors to explore other sites and communities.

Organizing the Network

The actions outlined below express our intent in supporting Heritage Interpretive Sites of all types throughout the region. Our network of interpretive sites incorporates and further develops the existing Looking for Lincoln Story Trail and the relationships that have been developed to date with participating sites.

We begin the process of further enhancing the network in accordance with the organizational framework outlined in this management plan by asking both our existing and potential new sites to prepare self-assessments. Self-assessments should be prepared by all sites, seeking to participate at whatever level, that have interior interpretive exhibits or programming. The self-assessment asks each site to outline its mission, interests, capabilities, physical situation, programmatic orientation, organizational framework, and objectives for participation in the heritage area; identify relevant themes and stories related to the heritage area; and discuss ways that the site would be willing and able to collaborate with others. A self-assessment template is included in Appendix I as a starting point for a collaborative effort to create a simple web-based form.

The self-assessments help each participating site determine how it best fits into the network – how and to what degree it wishes to participate in the heritage area program. Self assessments should be prepared in accordance with guidelines established in consultation with sites and should provide information to LFL on the focus, capabilities, and needs of each site. The assessments are important in determining how interpretation can be coordinated among sites and aid in the crafting of support programs to assist sites.

ACTION: Support the programs, needs, and objectives of Heritage Interpretive Sites throughout the Abraham Lincoln National Heritage Area.

ACTION: Develop an interpretive network of Heritage Interpretive Sites with varying levels of participation based upon the levels of

Larger sites serve as ***Gateway Sites*** *to the heritage area and have the responsibility of introducing visitors to heritage area themes and interpretive opportunities. Gateway Sites are sites with significant visitation. Together with the Gateway Communities discussed below in this chapter, they are expected to provide leadership for heritage area interpretive activities.*
Together with the Gateway Communities discussed below in this chapter, they are expected to provide leadership for heritage area interpretive activities.

The Old Carthage Jail, built in 1839, is a popular tourist destination. It is where the prophet Joseph Smith and his brother Hyrum were killed. The site also has a visitor center, gardens, and a life-sized statue erected in memory of Joseph and Hyrum.

Like many towns within the heritage area, Carthage features a courthouse square surrounded by historic commercial buildings. Looking for Lincoln wayside exhibits interpret the town's Lincoln associations.

Community Profile: Carthage, Hancock County

Hancock County was formed in 1825 from unorganized territory attached to Pike County. In 1833, the state's General Assembly commissioned the founding of the first permanent county seat at Carthage, in the county's exact center. The first log courthouse was erected in that year and the town was subsequently platted in 1838.

About 1839 the Mormons came to Hancock County and settled in Nauvoo (formerly named Commerce). In 1844, the Mormon prophet Joseph Smith and his brother Hyrum were killed by an angry mob in Carthage; by 1846, the Mormons' exodus to the West was well underway.

Though denied the benefits of direct access to the Mississippi River, early Carthage was still centrally located enough to experience substantial economic growth. By the 1890s, rail transportation linked the community to all parts of the country and a flourishing retail trade sector supplied both necessities and luxuries to the town and farms on the surrounding fertile prairie. Lumber mills, brick works, stock yards, and the manufacture of clay drainage tile provided considerable employment during Carthage's early years.

Carthage is reported to be the site of the only murder trial that Abraham Lincoln ever lost during the years he followed the court of the 8th Judicial Circuit. Lincoln also delivered a speech in Carthage during his 1858 campaign for the U.S. Senate.

Today, Carthage is a stable agricultural community with a population of approximately 2,500. While the last decade has seen modest decline in population and a significant loss of manufacturing jobs, both governmental and heath care employment sectors are strong and growing.

Visitors enjoy touring the Old Carthage Jail, built when Mormons governed the town, and the Kibbe Hancock Heritage Museum, which interprets the history of Hancock County as well as the natural history of the region. Carl Sandburg College, Carthage Lake, and Carthage Golf Course offer additional attractions for visitors.

Representative Community Enhancement Initiatives

- *Preservation of the old Carthage College campus.*
- *New Charger Center Auditorium by Carl Sandburg College.*
- *New Winery and Events Center, opened in 2012.*

visitor programming, services, and experience provided. Each level of participation should have distinct criteria and distinct roles and responsibilities in a coordinated, systematic presentation.

ACTION: Create guidelines and criteria for a three-level site designation system comprising Community Interpretive, Regional Interpretive, and Gateway Sites. Allow the system to evolve over time.

ACTION: Encourage participating sites to undertake self-assessments in accordance with heritage area guidelines to identify opportunities and challenges, determine how each individual site can best collaborate with the heritage area initiative, and suggest ways the heritage area might provide support.

ACTION: Strengthen the role of Regional Interpretive Sites and Gateway Sites within their communities.

ACTION: Formulate agreements with individual sites on how they will participate in heritage area programming.

Among important benefits for our participating sites are their promotion in interpretive and marketing materials and the potential to receive various kinds of assistance.

Enhancing Interpretation

Together, we work with individual sites to guide and assist them in enhancing their interpretive programming. Our participating sites relate their programming to heritage area themes and stories and coordinate with the interpretive presentations offered at other sites. Guidance and leadership is provided to individual sites by both LFL staff and other partnering sites working collaboratively for mutual support.

ACTION: Install heritage area orientation exhibits at Regional Interpretive Sites and Gateway Sites.

ACTION: Implement a program of interpretive enhancements customized to the opportunities at each site to strengthen interpretation and connect to themes and subjects related to the heritage area.

ACTION: Develop collaborative programs among sites to encourage visitation site-to-site.

ACTION: Include Heritage Interpretive Sites in community interpretive plans. Use the sites as featured attractions within their respective communities and closely coordinate interpretive programming with community interpretive themes and stories.

ACTION: Continue to develop and experiment with living history programming at Heritage Interpretive Sites. Assess its impact and effectiveness and different ways in which it can be organized, implemented, and sustained throughout the heritage area.

ACTION: Develop interpretive, programmatic, and marketing connections between the Heritage Interpretive Sites and other regional interpretive programs such as those provided by sites managed through the Department of Natural Resources and National Scenic Byways. Seek interpretive connections to other sites that address themes associated with historical development in central Illinois but are not directly connected to Lincoln.

The Looking for Lincoln Heritage Coalition has developed a successful program of interpretive exhibits that has attracted participation by 52 communities across central Illinois featuring more than 215 exhibits. We propose to build upon this existing system of Looking for Lincoln Communities by creating four levels of community participation as part of a wider community designation program.

ACTION: Collaborate with arts and cultural organizations that offer programming that can broaden interpretive experiences for residents and visitors.

ACTION: Develop outreach programs to communities, schools, and other venues that foster awareness of the heritage area's significance, promote visitation, and encourage community involvement.

Promotion and Assistance

Among important benefits for our participating sites are their promotion in interpretive and marketing materials and the potential to receive various kinds of assistance. Promotion is implied in the cross-interpretation discussed above, especially in relation to orientation exhibits; promotion through marketing is addressed in Chapter 8, Heritage Tourism & Marketing.

For technical assistance, we will develop a range of targeted services that we can provide to interpretive sites to help them increase their capacity and enhance the quality of their programming. An important means of support is achieved through simple networking. Communication and information-sharing among our interpretive sites relative to programming, operations, and other management issues can be facilitated through newsletters, workshops, training, and mentoring programs.

Other benefits, such as the potential for a matching grant program for Heritage Interpretive Sites to address interpretive program enhancement and/or a variety of other areas of need, are addressed in Chapter 9, Business Plan. The purpose of and criteria for a grant program for Heritage Interpretive Sites should be established in consultation with our sites. An important consideration in designing such programs will be establishing the necessary funding through grant programs, foundations, and other donors.

ACTION: Develop a cooperative program of technical assistance to be provided to interpretive sites by LFL by organizing staff, volunteers, contractors, and sources from participating sites and communities as appropriate.

ACTION: As appropriate and given sufficient resources, collaborate in the development and implementation of strategies that address the fiscal and operational challenges facing Heritage Interpretive Sites.

ACTION: Develop a set of targeted services that can be employed to support interpretation and programming at sites for school groups, group tours, and special events. Such services might include additional staff support, logistical coordination, promotion, infrastructure items, or other special needs.

ACTION: Include Heritage Interpretive Sites in interpretive, marketing, and promotional materials prepared for the heritage area and on the heritage area website.

ACTION: Establish a networking program encouraging site staffs and volunteers to come together in workshops or through other

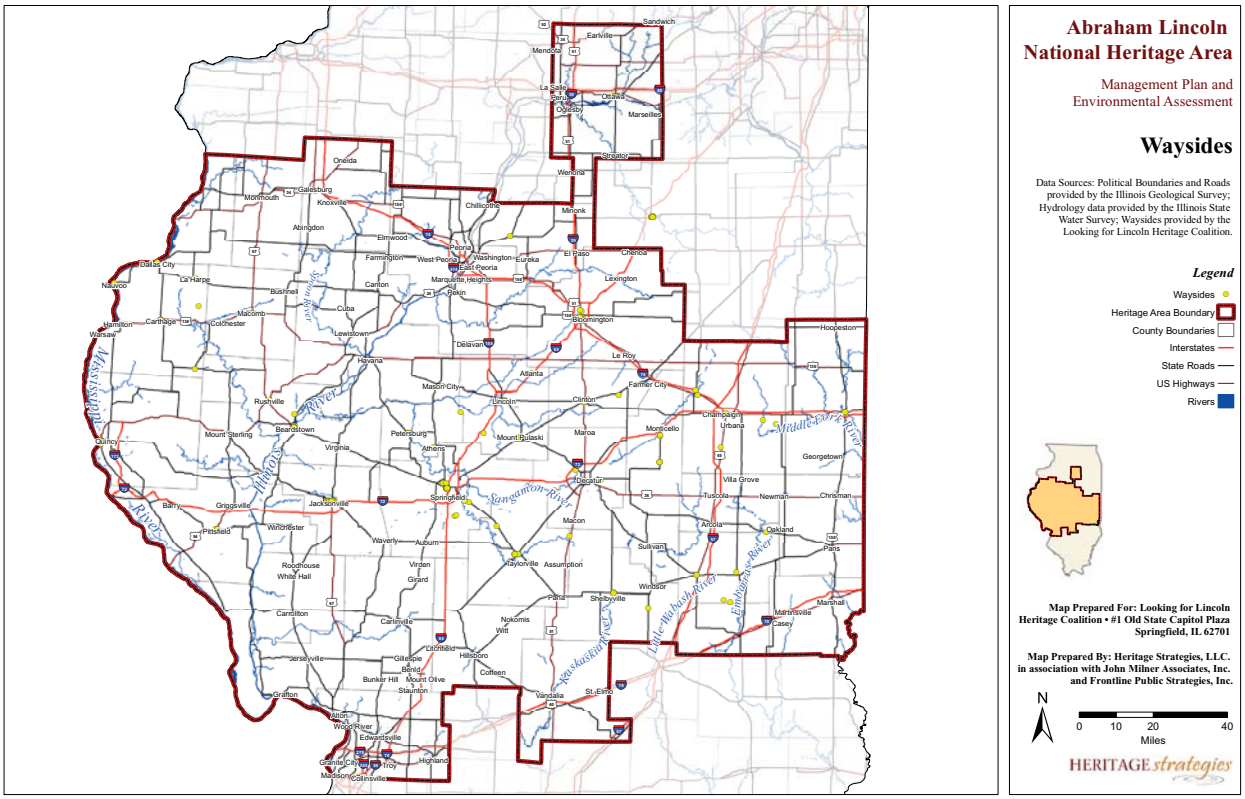


Figure 4-1. Looking for Lincoln interpretive wayside locations.

means to share information, techniques, and ideas, including those working to create interpretive programming in Looking for Lincoln Communities.

ACTION: Create a mentoring program to provide guidance and support between Heritage Interpretive Sites.

ACTION: Establish a matching grant program to support enhancement of interpretation and programming at Heritage Interpretive Sites.

Looking for Lincoln Communities

The Looking for Lincoln Heritage Coalition has developed a successful program of interpretive exhibits that has attracted participation by 52 communities across central Illinois featuring over 215 exhibits. While initiated and largely funded as a heritage tourism project, this program has had broader impacts that are in keeping with the purposes and goals of the National Heritage Area. In particular, the Looking for Lincoln program has significantly raised community awareness of the region's history, culture, and resources, and it has been a high-profile component of downtown revitalization efforts in the region's historic communities.

An additional component of the existing system involves recognition of communities that demonstrated a significant level of visitor services and interpretive experience. It has involved the identification of communities through a simple application and designation process whose primary benefit has been the additional promotion in LFL's annual visitor guide and on its website. Twenty communities have earned this recognition.

Our communities that host Community Interpretive Sites in accordance with the Looking for Lincoln interpretive program are considered ***Story Trail Communities****. The most common form of Community Interpretive Site is the wayside exhibit designed and installed in accordance with LFL guidelines.*

Photo: Recreated wall advertisement in Atlanta.

We propose to build upon this existing system of Looking for Lincoln Communities by creating four levels of community participation as part of a wider community designation program:

- Story Trail Communities;
- Partnership Communities;
- Cornerstone Communities; and
- Gateway Communities.

The full designation program is outlined in Chapter 7 of this plan, Community Planning & Enhancement. The interpretive aspects of the program are summarized here. Each of the four levels of community participation has distinct benefits, criteria for participation, role, and responsibilities.

All of our participating communities, no matter what their designation, regard themselves as part of the network and work with one another. The benefits for all include community enhancement, increased community awareness, civic pride, networking opportunities, inclusion in heritage area promotional materials commensurate with their designation, and technical assistance and other forms of support. It is not the intent of this program to tie benefits – especially heritage area technical assistance and other support – to designation; while the heritage area may choose certain ways to focus resources, especially in the startup phase of implementing this plan, its support should be distributed according to the merits of individual requests.

Story Trail Communities

Our communities that host Community Interpretive Sites in accordance with the Looking for Lincoln interpretive program are considered ***Story Trail Communities***. The most common form of Community Interpretive Site is the wayside exhibit designed and installed in accordance with LFL guidelines. There are presently 52 Story Trail Communities within the heritage area.

Many of these communities have other types of Lincoln interpretive sites in addition to their LFL outdoor exhibits. Communities with other types of heritage area related exhibits and interpretive initiatives are welcome to become Story Trail Communities as well.

Criteria for Story Trail Communities include:

- Historic community;
- A direct or thematic interpretive relationship to Abraham Lincoln; and
- The ability to host Community Interpretive Sites.

Partnership Communities

Our communities that are able to provide enhanced interpretation and high-quality services to visitors are considered ***Partnership Communities***. The types of desired visitor services include dining, shopping, pleasing public spaces, rest rooms, and, ideally, lodging. Benefits of becoming a Partnership Community include increased promotion as interpretive destinations and places where visitor services can be obtained.

Communities that are able to provide enhanced interpretation and high-quality services to visitors are considered ***Partnership Communities****. The types of desired visitor services include dining, shopping, pleasing public spaces, rest rooms, and, ideally, lodging.*

Our Partnership Communities demonstrate a commitment to revitalization through the preservation of historic resources. A number of our potential Partnership Communities are Illinois Main Street communities or have undertaken community revitalization initiatives that are similar to the Main Street program; this would be one way of demonstrating commitment to revitalization. The Partnership Community designation is the foundation of the heritage area's preservation and community revitalization strategy, seeking to make historic downtowns vital centers of economic activity for residents and visitors. The preservation and adaptive reuse of historic buildings, streetscape enhancements, landscaping, and public spaces are encouraged.

Communities seeking designation as a Partnership Community are asked to prepare interpretive plans that lay the groundwork for an enhanced level of coordinated interpretive presentation within the community. Community interpretive plans are discussed below under *From Framework to Action: Interpretive Planning,* and guidelines for their preparation are included in Appendix H. In brief, our interpretation should present the overall historical development of the community within the heritage area's thematic framework. Interpretation at sites of varying types within our communities should be coordinated and may be linked through tours, trails, itineraries, and other means. A variety of interpretive techniques, including media, artwork, events, etc., should be considered in these plans, taking inspiration from the successes of existing community initiatives within the region.

Once designated, our Partnership Communities will have ongoing participation in a wide range of heritage area programs and events. They are central to the heritage area's partnership structure. Partnership Communities should coordinate with other heritage area communities and sites in interpretation and programming and continue to undertake local revitalization initiatives.

Criteria for Partnership Communities include:

- Historic community;
- A direct or thematic interpretive relationship to Abraham Lincoln;

Cornerstone Communities *are Partnership Communities that are closely associated with a Regional Interpretive Site or Gateway Site located in or near the community.*

Photo: Lincoln-Douglas debate site in Alton.

- Presence of high-quality visitor services;
- Demonstrated commitment to historic preservation and revitalization; and
- An enhanced interpretive presentation.

Cornerstone Communities

Cornerstone Communities are Partnership Communities that are closely associated with a Regional Interpretive Site or Gateway Site located in or near the community. This designation is a further development of the group of 20 communities featured in LFL promotional materials before implementation of the heritage area management plan, although these communities are asked to participate in the entire process of designation. Our Cornerstone Communities create a powerful interpretive presentation that is closely coordinated with their Regional Interpretive or Gateway Site and focused upon heritage area themes.

Criteria for Cornerstone Communities include:

- Historic community;
- A direct interpretive relationship to Abraham Lincoln;
- Presence of high-quality visitor services;
- Demonstrated commitment to historic preservation and revitalization;
- An enhanced interpretive presentation; and
- The presence of a Regional Interpretive Site or Gateway Site in or near the community.

Gateway Communities

Gateway Communities are featured as portals into the heritage area (whether or not they are located near the heritage area's boundary) and are Partnership Communities or Cornerstone Communities that have undertaken additional initiatives to enhance their historic character and revitalize their historic downtowns. They are exemplary of the revitalization program promoted within the heritage area.

Any of our Partnership or Cornerstone Communities can become a Looking for Lincoln Gateway Community. For designation, communities should prepare and implement a comprehensive revitalization plan for their historic commercial centers in accordance with heritage area guidelines either in the normal course of community planning or as a special heritage area initiative. Community revitalization is discussed in Chapter 7. A number of communities have already undertaken such initiatives.

Each Gateway Community should host a substantial heritage area orientation exhibit in a prominent public location. Orientation exhibits should be similar to those described for Gateway Sites. Each should also undertake special programs to enhance the visitor experience through hospitality training, special services, discounts, and/or other initiatives by participating businesses within their historic commercial areas.

Criteria for Gateway Communities include:

- Partnership Community or Cornerstone Community designation;
- Outstanding historic character exemplary of the heritage area;
- Implementation of a community revitalization plan;
- Heritage area orientation exhibit; and
- Special programming to enhance visitor experience.

ACTION: Support the programs, needs, and objectives of the heritage area's historic communities. They are interpretive sites and attractions in and of themselves and should be treated as such.

ACTION: Further develop a designation program for Looking for Lincoln Communities adding levels of participation based upon interpretive presentation, available visitor services, and revitalization initiatives.

ACTION: Create guidelines and criteria for a four-level community designation system comprising Story Trail, Partnership, Cornerstone, and Gateway communities. Develop a program of benefits and support for designated communities. Allow the system to evolve over time.

ACTION: Develop a cooperative program of technical assistance to be provided to communities by LFL by organizing staff, volunteers, contractors, and sources from participating sites and communities as appropriate.

ACTION: Continue to develop and enhance the Lincoln Story Trail. Assess the organization, strengths, and weaknesses of the program. Allow the program to evolve to take advantage of new opportunities and ideas as well as the expanded goals of the heritage area. Assess the process for designation of Story Trail Communities and develop ways in which participating communities can continue to be actively engaged on an ongoing basis.

ACTION: Continue to develop and distinguish Partnership Communities as communities within the heritage area where appropriate levels and quality of visitor services are available and can be marketed.

Gateway Communities *are featured as portals into the heritage area (whether or not they are located near the heritage area's boundary) and are Partnership Communities or Cornerstone Communities that have undertaken additional initiatives to enhance their historic character and revitalize their historic downtowns. They are exemplary of the revitalization program promoted within the heritage area.*

Any of our Partnership or Cornerstone Communities can become a Looking for Lincoln Gateway Community. For designation, communities should prepare and implement a comprehensive revitalization plan for their historic commercial centers in accordance with heritage area guidelines either in the normal course of community planning or as a special heritage area initiative.

ACTION: Develop a designation process for communities with Regional Interpretive Sites or Gateway Sites as Cornerstone Communities. Assist Cornerstone Communities in developing strong interpretive presentations that closely coordinate interpretation within the community with interpretation at their Regional Interpretive or Gateway Site.

ACTION: Create a network of heritage area Gateway Communities that are exemplary of heritage area community initiatives to serve as portals into the heritage area. Gateway Communities should orient visitors to the opportunities for exploration within the heritage area.

ACTION: Strengthen the role of Community Interpretive Sites, Regional Interpretive Sites, and Gateway Sites within their communities.

ACTION: Coordinate the Looking for Lincoln Communities program with the heritage area's historic preservation and community revitalization initiatives so that participating communities continue to be actively engaged on an ongoing basis in more than interpretive development.

ACTION: Encourage participating communities to prepare comprehensive community interpretive plans that can be implemented over time. Provide guidelines, technical assistance, and support for the preparation of community interpretive plans. Coordinate plans with community revitalization and enhancement initiatives as appropriate.

ACTION: Establish a networking program encouraging site staffs and volunteers to come together in workshops or through other means to share information, techniques, and ideas, including those working to create interpretive programming in Looking for Lincoln Communities.

ACTION: Establish a matching grant program to support enhancement of interpretation and programming in participating communities. Use the grant program as an incentive to engage communities and encourage them to increase their levels of involvement.

ACTION: Feature Looking for Lincoln Communities in heritage area interpretive, marketing, and promotional materials and on the heritage area website.

Community Collaboration

Through the heritage area, we actively promote collaborative programs and presentations between and among our participating communities. Communities are the key to our heritage area's organization and appeal and are organically grouped across the cultural landscape like galaxies of stars of different sizes, colors, and character. Some smaller communities are within the gravitational pull of larger communities with shared economies and populations. Others have strong historical connections. Looking for Lincoln Communities will collaborate

Communities and sites near one another can build relationships to coordinate themes, stories, and interpretive presentations and develop local interpretive tours and itineraries.

Photo: Reddick Mansion and the Ottawa Visitor Center, Ottawa.

in a variety of ways, including the development of tour itineraries, themed presentations, coordinated events, and visitor services.

Communities and sites within geographic proximity of each other are encouraged to coordinate themes, stories, and interpretive presentations. Our groups of geographically related communities and sites will work together and develop relationships with one other. Within these groups, local interpretive tours and itineraries may be developed and presented. To enable each partner to make a significant contribution, a collective interpretive plan for such a group could be developed; or, such planning could be made a part of the interpretive plans for each member of the group as their plans are developed. Our larger communities should serve as regional gateways with orientation exhibits introducing interpretive and programming opportunities offered in smaller neighboring communities and interpretive sites. We will identify communities that offer visitor services within these areas for the convenience of travelers.

The Lincoln-Douglas Debates and Eighth Judicial Circuit are the primary regional tours identified to date. We will collaborate in significantly enhancing these tours as featured itineraries of the heritage area. The Lincoln-Douglas Debates Tour should include Freeport and Jonesboro, which are not, as of 2011, within the heritage area's boundaries. The tour could benefit greatly from the development of an interpretive plan that helps communities and sites communicate the unique characteristics and significance of each debate within the context of the whole, using a variety of media and types of programming plus a separate set of supporting graphic interpretive materials. The vast amount of popular and scholarly literature and the number of historians of the subject offer much potential source material.

We will enhance the Eighth Judicial Circuit Tour as a featured itinerary of the heritage area. Like the Lincoln-Douglas Debates Tour, it needs a separate

We give special consideration of this early settlement and pre-settlement landscape through the heritage area and our partnership initiatives. Parks and preserves will be used to present themes and stories associated with the natural landscape. Historic sites featuring landscape interpretation will draw connections between the natural and cultural landscapes.

interpretive plan calling for a variety of media and types of programming and leading to a separate set of supporting graphic interpretive materials. The tour will elaborate upon the heritage area themes, such as *Lincoln's Illinois and the American Experience*, and interpret the history and significance of each participating circuit community.

Communities and sites across the heritage area that share a theme, subject, or storyline (a set of actions bound together by narrative and chronology) should coordinate their presentations in relationship to each other where possible. Our heritage area presentations will indicate where shared stories are told and how their stories relate. Early settlement, railroad towns, river communities, courthouse squares, the Underground Railroad, the Civil War, and the Mormon experience are just a few examples of subjects that our communities share and that could be considered for coordinated presentation. Within each coordinated presentation, our participating communities and sites will tell their stories, relating them to the larger context.

ACTION: Develop 'galaxies' of geographically related communities with coordinated interpretive presentations.

ACTION: Examine the potential for a set number of tour itineraries appropriate to the heritage area's themes and stories. Coordinate with existing scenic byways where possible.

ACTION: Continue to develop the Lincoln-Douglas Debates Tour as a featured heritage area itinerary with targeted and enhanced programming in each debate community. Prepare a separate interpretive plan specifically for this tour and its communities. Develop clear interpretive sub-themes for the tour and assign interpretive roles to each debate community.

ACTION: Continue to develop the Eighth Judicial Circuit Tour as a featured heritage area itinerary with targeted and enhanced programming in each related community. Prepare a separate interpretive plan specifically for this tour and its communities. Develop clear interpretive sub-themes for the tour and assign interpretive roles to each debate community. Coordinate with the partners drawn from guidance in the section, Landscape Lincoln Knew, discussed below, identifying and following the authentic routes Lincoln traveled between communities where possible.

ACTION: Develop coordinated thematic presentations among related communities and sites with shared experiences.

The Landscape Lincoln Knew

When Lincoln traveled to practice law and give political speeches throughout the region, the landscape he saw was different from the landscape we see today. Interpretation of the landscape is a way to present the historical development of central Illinois from pre-settlement, through the Lincoln era, to the present.

The landscape Lincoln knew differed from ours in many ways. Areas of the pre-settlement prairie landscape, groves, and wooded stream and river valleys still existed. The size, configuration, and use of farms and farm fields were

Community Profile: Vandalia, Fayette County

After Illinois became a state in 1818, the Territorial Government chartered Vandalia as the state capital. This status lasted just 20 years; during that time, Illinois built three capitol buildings, the third of which still stands as a State Historic Site.

When Springfield became the capital in 1839, Vandalia survived economically thanks to its situation as the terminus of the National Road, which had reached the city in 1838. Between 1830 and 1840 the Illinois population doubled with the National Road (today U.S. Route 40 and a National Scenic Byway) playing a significant role. Travelers and settlers heading west purchased items from stores, stayed in the city's many hotels, and purchased repairs. Vandalia has remained essentially the small size it had reached by this period, with today's population at 6,585. A beautification program on the main commercial street has encouraged seven new stores to open, with three more on the way. A nearby state prison is the principal employer, and tourism is a primary industry.

Abraham Lincoln assumed the first statewide office of his political career at Vandalia, taking his seat as a freshman legislator on December 1, 1834, in the dilapidated second statehouse. He began his second term in December 1836 in the capitol building that stands today, and returned for a third session before Springfield became the capital. He received his license to practice law in Vandalia in March of 1837. While at Vandalia, Lincoln worked for passage of an ambitious internal improvements bill and made a long speech, his first to be published, in the House of Representatives on January 11, 1837, opposing a resolution to investigate the state bank, a move that would have damaged the state's ability to finance improvement projects.

In addition to the Vandalia State House Historic Site and a nearby pocket park with a bronze statue of Lincoln, visitors enjoy the nearby National Road Visitor Center and 1930's era Madonna of the Trail statue marking the National Road terminus; the Fayette County Museum, filled with Lincoln-era memorabilia; and the Little Brick House, a house museum illustrating the era when Abraham Lincoln attended the legislature. Vandalia is also proud of its many historic homes, picturesque community parks, and a lovely 660-acre recreational lake.

Major employers are the Vandalia Correctional Center, the Vandalia Public School District, and the Fayette County Hospital. Although the population is declining, the community is very active. In an effort to diversify its economic base, attract more businesses, and provide additional employment opportunities, Vandalia recently invested in a beautification project of the city's historic Main Street. Seven new stores have recently opened and three more are preparing to open.

Representative Community Enhancement Initiatives

- *Completing the beautification of Vandalia's historic commercial district.*

The Vandalia State House Historic Site preserves the capitol building where Lincoln served in the state legislature.

Vandalia recently invested in a beautification project of the city's historic Main Street.

Photo: Postville Courthouse State Historic Site, Lincoln.

vastly different than today and gave a different visual character to the land. The rectangular survey grid was being overlaid upon the landscape in Lincoln's time but did not have the dominating physical presence that it has today. Many older roads still existed, following topographical features rather than the grid.

Remnants of this landscape remain and in some cases are preserved. Remnant prairie, groves, and woodlands are found in many of the region's state and local parks and preserves. Historic road remnants and the crossing points of county boundaries associated with the Eighth Judicial Circuit have been documented and marked.

We give special consideration of this early settlement and pre-settlement landscape through the heritage area and our partnership initiatives. Parks and preserves will be used to present themes and stories associated with the natural landscape. Historic sites featuring landscape interpretation will draw connections between the natural and cultural landscapes. The Lincoln Log Cabin State Historic Site (agriculture), The Museum of the Grand Prairie (prairie stories), and the McLean County Museum of History (encounter the prairie) are examples. Our heritage area-wide interpretation will draw the stories together and present the larger context of landscape change over time. We use landscape interpretation as a means to increase public awareness of natural resource issues and encourage public appreciation of the historic and cultural landscape.

ACTION: Work with scholars and natural resource conservation specialists to identify pre-settlement landscapes and landscape features that retain integrity across the heritage area.

ACTION: Feature landscape interpretation in interpretive publications and presentations.

ACTION: Collaborate with museums, organizations, agencies, and partnering sites with interests in developing an interpretive approach to the pre-settlement landscape to coordinate existing and new interpretive presentations with the heritage area's interpretation and promotion.

ACTION: Foster collaboration among and between existing museums and historic sites that interpret the historic landscape of central Illinois. Coordinate with these attractions to present a full range of themes and subjects related to the Lincoln landscape, supporting new interpretive exhibits and collaborative presentations among sites.

ACTION: Develop a specialized tour for enthusiasts who wish to explore the back roads and remote countryside of the heritage area to find landscapes that retain integrity to the Lincoln era. Focus particularly upon the Eighth Judicial Circuit travel routes and highlight the historic circuit markers.

The Looking for Lincoln program has made significant accomplishments in interpreting Abraham Lincoln's life and times in Illinois. Significant portions of our heritage area mission will be achieved by enriching existing programs, while others will require going beyond current programs and engaging new interpretive partners.

Partnering with Other Regional Initiatives

The Looking for Lincoln program has made significant accomplishments in interpreting Abraham Lincoln's life and times in Illinois. Significant portions of our heritage area mission will be achieved by enriching existing programs, as represented in many of the recommendations and actions presented above. Other aspects of our interpretive mission, however, will require going beyond current programs and engaging new interpretive partners.

The heritage area's enabling legislation states that we should "recognize and interpret important events and geographic locations representing key periods in the growth of America, including Native American, Colonial American, European American, and African American heritage."

To a significant extent, this mandate can be achieved by expanding the scope, context, and content of interpretation presented at and between our sites participating in the Looking for Lincoln program. But it cannot be fully realized in this way. As we developed this plan, a strong consensus emerged that the Looking for Lincoln interpretive program should maintain its strong and central focus on Lincoln and his times. Subjects that are within the heritage area's interpretive mission as outlined in our legislation but are not easily incorporated directly into the Looking for Lincoln program will be achieved through partnerships with other initiatives such as neighboring heritage areas, the scenic byways program, natural resource sites, Native American sites, and the region's non-Lincoln historic communities.

ACTION: Develop interpretive, programmatic, and marketing connections between the Heritage Interpretive Sites and regional interpretive programs provided by other local, state, and federal agencies, including scenic byways. Seek interpretive connections to such other sites that address themes associated with historical development and the natural landscape in central Illinois but are not directly connected to Lincoln.

The Illinois and Michigan Canal National Heritage Corridor is our sister heritage area to the north and overlaps with the Abraham Lincoln National Heritage Area in LaSalle County. Created in 1984 as the first National Heritage Area, the I&M Canal National Heritage Corridor has almost three decades of experience in forging partnerships and implementing heritage area programming.

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The Illinois & Michigan Canal was completed in 1848 and connected the Great Lakes to the Mississippi River watershed. The 97-mile canal extended from the Chicago River near Lake Michigan to the Illinois River at Peru, in LaSalle County. It rapidly helped transform Chicago from a small settlement to a critical transportation hub between the East and the developing Midwest. Abraham Lincoln was an early supporter of the canal's construction as a state legislator and had connections with the canal and its communities throughout his life, through the legislature, his law practice, politics, and travel. The city of Ottawa is a Looking for Lincoln Story Trail Community featuring LFL interpretive exhibits and was the site of the first Lincoln Douglas debate on August 21, 1858.

Ottawa in particular and the I&M Canal in general, therefore, have a strong interpretive connection to Lincoln and the Abraham Lincoln National Heritage Area. We maintain a close working relationship with our partners in Ottawa and will work with the Canal Corridor Association, the heritage area's coordinating entity, on programming within the region and on heritage area issues statewide and nationally.

ACTION: Collaborate with Illinois and Michigan Canal National Heritage Corridor partners in the interpretive presentation of shared themes and stories, particularly through the communities that are part of both heritage areas.

ACTION: Collaborate with the Canal Corridor Association in regional, state, and federal programs and issues related to heritage area goals and interests.

Photo: I&M Canal National Heritage Corridor's Lock 16 Visitor Center, LaSalle

Chief among our other partnerships, we will collaborate with the Illinois State Museum and affiliated sites in their interpretation of the natural resources of central Illinois. Together, we will review where and how existing natural resource interpretation is presented. Ways in which heritage area themes can be introduced at natural resource sites, and ways natural resource themes can be introduced at heritage area sites, will be identified. Information on related interpretive presentations at natural resource sites should be provided in heritage area orientation exhibits, publications, and websites.

ACTION: Collaborate with the Illinois State Museum and affiliated sites in interpreting the natural landscape of central Illinois by forging connections with the Looking for Lincoln interpretive presentation.

We will collaborate with the Illinois Scenic Byway Program in consolidating themes and undertaking joint interpretation and promotion. In particular, we will work with the Illinois River Road National Scenic Byway, Great River Road National Scenic Byway, and Meeting of the Great Rivers National Scenic Byway in implementing landscape interpretive exhibits focusing upon joint themes associated with natural resources, Native American culture, and French exploration. Our joint interpretive initiatives will use the graphic identity associated with the byways and allow the byways to take the lead in project implementation. The collaboration will forge connections between byway interpretation and our heritage area sites, interpretation, promotion, and information sources wherever possible.

ACTION: Collaborate with the Illinois River Road National Scenic Byway, Great River Road National Scenic Byway, and Meeting of the Great Rivers National Scenic Byway in interpretation of themes associated with the heritage area's mission.

The Historic National Road National Scenic Byway crosses the southern edge of the heritage area and passes through several Looking for Lincoln communities. Its themes are closely related with ours. We will collaborate with the Historic National Road National Scenic Byway in installing landscape interpretation at appropriate locations along the byway and within Looking for Lincoln communities, using the Looking for Lincoln graphic identity if appropriate.

ACTION: Collaborate with the Historic National Road National Scenic Byway in interpretation of heritage area themes and Looking for Lincoln communities along its route.

Historic Route 66 is a primary tourism route within the heritage area, traveling through a number of significant Looking for Lincoln communities. While Route 66 is not a heritage area interpretive subject, the opportunities for close coordination of programming and promotion are important and will be actively pursued.

ACTION: Collaborate with the Historic Route 66 National Scenic Byway in programming, promotion, events, and visitor services in Looking for Lincoln communities along the route.

Looking for Lincoln Communities prepare interpretive plans as a way of strengthening local and regional interpretation and harmonizing it across the heritage area. These plans clarify goals, identify and coordinate themes and stories, and establish phases and steps for implementation.

Photo: Joseph Smith Grave Site and Homestead in Nauvoo.

We wish to encourage the interpretation of historic communities throughout the heritage area and will be open to development of an interpretive program for historic communities that do not have a direct link to Abraham Lincoln, but which can demonstrate the applicability of heritage area themes. Such a program could be coordinated through the historic preservation network discussed in Chapter 6. It could be undertaken community by community or could be coordinated by participating communities to mirror the Looking for Lincoln program. As appropriate, we could link to the program on our website and in other media in a similar manner as we will to other heritage area tours, itineraries, and partnerships.

ACTION: Encourage the interpretation of historic communities throughout the heritage area using heritage area themes.

From Framework to Action: Interpretive Planning

We actively support coordinated interpretation within our partnering communities and sites. LFL through its partnership structure has overall responsibility for leading the coordination of interpretive initiatives of participating partners. The interpretive framework outlined in this chapter will be used to organize the participation of partners and connect them to the heritage area's context and to each other.

The framework described in section 4.3 above is extensive and offers our participating communities and sites many choices. Moreover, developing an interpretive program is endlessly creative with many options to be identified and explored. Our Looking for Lincoln Communities and Heritage Interpretive Sites will collaborate in preparing community interpretive plans to describe how their interpretation coordinates with the heritage area program and to identify opportunities for multi-community collaboration.

The preparation of interpretive plans by Looking for Lincoln Communities is a means through which our local interpretation will be strengthened and harmonized with the heritage area. These interpretive plans will clarify local goals, identify and

Community Profile: Paris, Edgar County

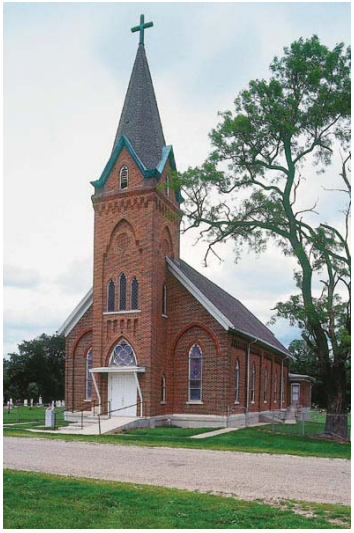
The prairie meets the woods in Edgar County: glaciers carved the northern part of the county into the Grand Prairie but left the southern and eastern portions covered in wooded hills and dales. This contrast has produced one of the richest agricultural counties in Illinois. The first land sale took place in 1816, and in 1823 the county was formed from Clark County. Settlers settled the forested areas first and slowly moved on to the prairie. It was not until the railroad boon of the 1870s that the northern part of the county became settled. Agriculture has always dominated the county's economy and landscape. Towns evolved to give farmers access to materials and markets; grain elevators tower over many towns, beacons throughout the prairie. Farmsteads with their barns and machine sheds dot the countryside in profusion.

Paris, the county seat, was on the Eight Judicial Circuit, regularly bringing Abraham Lincoln to town. He and Stephen A. Douglas stayed at Milton K. Alexander's home, now the well-regarded Bicentennial Arts Center, during the 1850s. Robert Matson, Lincoln's client in the notorious 1847 Matson Slave Trial, lived there at the time of the 1840 census, probably with slaves. That case is described in detail in community profiles for Newman (Douglas County) and Oakland (Coles County).

Sites in Edgar County illustrate a crucial period in the founding of Illinois:
- *The 40-acre Baber Woods Nature Preserve, a pre-European settlement forest considered among the best of its type;*
- *Site of the 1765 treaty between the British and Illinois Indians that opened the area to Anglo-Saxon settlement, in Palermo where two important trails intersected on the prairie – the Detroit to St. Louis and the Peoria to Terre Haute;*
- *The Old Indian Boundary Line, roughly parallel to U.S. 150/ IL Route 1, the official westernmost line of European settlement in 1809;*
- *St. Aloysius Roman Catholic Church, oldest continuously operating congregation in the Springfield Diocese, founded in 1817; and*
- *One of the last original road makers for one of the first roads to bisect the state north to south, just north of Paris on IL Route 1 (Vincennes to Chicago).*

Edgar County also has one of the most unchanged sections of the first paved transcontinental highway, the Pike's Peak Ocean-to-Ocean Road (aka the Lincoln Highway). The 1950's Frost Top drive-in restaurant with its giant mug of beer survives from the road's glory years in Chrisman. The Heartland Antique Auto Museum in Paris exhibits early cars from the turn of the 20th century and the Allis Chalmers Museum illustrates agricultural history from the same period. The county is rich in long-time, popular rural festivals: the September Honeybee Festival with its Prairie Settler Days; the Edgar County Fair and Edgar County 4-H Fair, both in July; and the Brocton Spring Festival and Draft Horse Show.

Representative Community Enhancement Initiatives
- *Two wall murals in Paris.*
- *The Willow Creek State Habitat Area, an 87-acre tract converted from agriculture use to wildlife habitat, education, and hunting, including an Illinois tall grass prairie.*



St. Aloysius Roman Catholic Church.

Willow Creek State Habitat Area.

Creating a community interpretive plan is the first step after early technical and planning assistance. As a general proposition a community will take this step in order to identify specialized and long-term heritage area support. Suggested guidelines, process, and work program for the development of community interpretive plans are included in Appendix H.

coordinate themes and stories, and establish phased steps for implementation. In so doing, these plans will develop and strengthen the interpretive presentation across the entire heritage area.

A number of communities participating in the existing Looking for Lincoln program have already begun implementing interpretive programs that incorporate but go beyond the existing wayside program. These community interpretive programs include such expanded interpretive elements as public art (murals, sculpture, etc.); walking, driving, and bike tours; interpretation at associated interpretive sites; living history interactions; and events. Creating community interpretive plans will help communities think holistically and regionally about these presentations, understand and make choices available through the heritage area's interpretive framework, and expand their programs creatively over time according to their plans.

Creating a community interpretive plan is a first step. As a general proposition this step will be taken before a community seeks heritage area support beyond early technical and planning assistance. Stimulating and assisting the preparation of community interpretive plans is a large responsibility for LFL. Ideally, LFL would have enough staff, volunteer, and consulting resources available to respond to the need; and ideally, would therefore be able to hold communities to the highest standard of planning before providing other support. Resources may be limited, however, especially in the startup phase of implementing this plan. Encouraging community planning is a critical element of groundwork that will pay back its investment many times over in the years ahead. In the beginning, however, we may need to seek a balance between encouraging as much planning as possible and responding to ideas for investment in highly visible interpretive improvements that build the heritage area's identity even in the absence of a community interpretive plan.

Over time, we should strive for "continuous planning" in our participating communities and sites – simple three-year strategic plans and annual work plans designed each year as a matter of ordinary practice, based on an initial interpretive plan and feedback from implementation over time. With such planning, our communities and sites will be able to give good reasons for any given project, look ahead to be ready for major expenses, and network with one another to identify ways to reinforce each other's growth.

Suggested guidelines, process, and work program for the development of community interpretive plans are included in Appendix H. These guidelines are intended to assist our communities with interpretive planning and may be used by LFL in its work with communities and sites. Seven steps are outlined:

- Step One – form an interpretive review group
- Step Two – outline existing conditions
- Step Three – confirm objectives for interpretation
- Step Four – understanding community stories
- Step Five – developing a conceptual approach
- Step Six – review and assessment
- Step Seven – phasing and implementation

Photo: Historic courthouse and Lincoln statue, Decatur.

ACTION: Encourage partnering communities and sites to prepare interpretive plans to organize and enhance their interpretation, strengthen its connections to heritage area's interpretation, and coordinate with interpretation of other partnering sites. Provide support and technical assistance in development of the plans where appropriate. Interpretive plans should be prepared in accordance with heritage area guidelines.

ACTION: Include Heritage Interpretive Sites in community interpretive plans. Use the sites as featured attractions within their respective communities and closely coordinate interpretive programming with community interpretive themes and stories.

ACTION: Actively support the development and enhancement of interpretive programming at partnering communities and sites in coordination with a heritage area's interpretive presentation.

ACTION: Use the interpretive framework outlined in this management plan to organize and coordinate interpretive initiatives by local partners.

ACTION:Through the interpretive framework and in collaboration with partners, develop heritage area programs that support partners' interpretive initiatives.

ACTION: Through the interpretive framework, implement a matching grant program for the development and enhancement of interpretive programming at partnering communities and sites.

ACTION: Through community interpretive plans, develop relationships with arts and cultural organizations that offer programming that can broaden interpretive experiences for residents and visitors.

Chapter 5 • Education & Engagement

Throughout the planning process for the Abraham Lincoln National Heritage Area's management plan, we discussed ways that we might reach out to residents. Again and again in our discussions, educational initiatives have been emphasized as central to that purpose. The need to engage young people throughout the region with stimulating educational experiences has been particularly stressed as a fundamental strategy aimed at helping young people become aware of their environment and involved in their communities.

Photo: New Salem State Historic Site, near Petersburg.

Several of the National Heritage Area's leading interpretive sites have longstanding and well-developed educational programs that have been a mainstay of student experience for decades. Interpreters tell us how positively young people respond to good programming and how they tend to return to the sites with their parents. Parents who experienced these programs when they were young tell us what a life-transforming experience it was for them and that they now want to convey that experience to their own children. The possibility of strengthening and expanding such programming has intrigued educators and interpreters within the heritage area.

As a corollary to the interpretive programming outlined in Chapter 4, educational programming will be a primary means through which we engage residents of the National Heritage Area. This chapter outlines how we plan to shape our educational program by building upon the existing initiatives of interpretive sites and organizations oriented toward young people. We will stimulate these programs by providing them with the opportunities and support necessary for success.

The National Heritage Area's Enabling Legislation

The need for educational initiatives within our National Heritage Area initiative is established in our enabling legislation, Public Law 110-229, Subtitle C, which is included in Appendix A. The legislation describes the purposes for which the heritage area was designated and outlines requirements for our management plan, including the following language (emphasis added):

- Promote heritage, cultural and recreational tourism and to develop **educational and cultural programs for visitors and the general public** (Sec. 441(2));

Education Goals for the Abraham Lincoln National Heritage Area (as derived from full list in Chapter 1)

Goal 2: *Create engaging experiences that connect places and stories throughout the heritage area and promote public awareness of the region's history, culture, and significance.*

Goal 4: *Participate in a national dialogue on keeping America's promise by examining national issues associated with the Antebellum period and in particular Abraham Lincoln's life and evolving thought.*

Goal 5: *Raise public consciousness about the needs and benefits of preserving the historic and cultural legacies of central Illinois.*

Photo: Family photo in front of a Lincoln statue in Union Park, Springfield.

- Provide a cooperative management framework to foster a close working relationship with all levels of government, the private sector, and the communities in the region in identifying, preserving, interpreting and developing the historical, cultural, scenic, and natural resources of the region **for the educational and inspirational benefit of current and future generations** (Sec. 441(5)); and
- Recommend policies and strategies for resource management, including the development of intergovernmental and interagency agreements to protect, enhance, interpret, fund, manage, and develop the natural, historical, **cultural, educational, scenic, and recreational resources of the National Heritage Area** (Sec. 444(a)(5)).

Heritage Area Goals

Three of the goals of the National Heritage Area relate to education: Goals 2, 4 and 5 (see sidebar). Goal 2 emphasizes creating engaging experiences and promoting public awareness about our region's history. Similarly, Goal 5 cites raising pubic consciousness with respect to the region's historic and cultural legacies. Our educational initiatives play a central role in meeting these goals.

Goal 4 is particularly special. It asks us to draw the lessons of the past into the present by participating in a national dialogue that examines the issues of the Antebellum period, particularly Abraham Lincoln's life experience, and relates them to 'America's promise.' This goal is closely related to interpretive Theme 1C, The Meaning of the Declaration of Independence, presented in Chapter 4. What did the Declaration of Independence mean then, and what does it mean today? How did people with differing points of view interpret it differently? How did Abraham Lincoln's evolving thought and his opportunity to shape the views of his countrymen bring new meaning to this founding document? These interesting questions are examined through our educational programming.

Education and Engagement – Concept and Approach

Partner sites currently offer successful educational curricula to interested school systems. We agreed to build upon these successes and share our collective resources in furthering efforts in four areas:

- Leadership in Education;
- Educational Programming for Students;
- Partnering with Youth Organizations; and
- Programming for the General Public

The following guiding principles shape our approach:

1. **Accuracy**: We stage or describe events as they actually occurred in their full scope and complexity and their authentic context. We seek and identify contradictions, differences of opinion, what we don't know, and what we can't be sure of.
2. **Experiential Learning:** Hands-on experiences give meaning to the programs we create, engaging the senses and making the experiences tangible.
3. **Critical Thought**: Programs engage audiences, inspiring critical thought and challenging assumptions.
4. **Relevance**: Programs relate to the lives of our audiences and the experiences we face.
5. **Exploration**: Encourage the exploration of new subjects, ideas, and approaches to topics and to learning.
6. **Quality:** Offer high quality and enthusiastic programs.
7. **Enlightenment**: Programs inform and enlighten.

Our goal is to engage organizations and sites that wish to participate in the National Heritage Area and provide them with information and support that enables them to coordinate, sustain, and improve their programming.

Leadership in Education

For many years, interpretive sites in central Illinois have provided leadership in high quality educational programming on Abraham Lincoln and his times to students and residents of the state. Generations of young people have experienced and been influenced by their programs. Our goal is to engage organizations and sites that wish to participate in the National Heritage Area and provide them with information and support that enables them to coordinate, sustain, and improve their programming.

Lincoln's New Salem State Historic Site has been the leading interpretive site in the region. For decades New Salem inspired countless students through its living history programs. The site's living history approach to telling the Lincoln story is rich and engaging, and some students consider it life-changing. Today, however, the site is under-funded, dependant upon volunteers, and struggling to maintain the scope and effectiveness of the interpretive programming it offers. During planning for the National Heritage Area, we heard a clear desire from the public for the reinvigoration of programming such as that offered by New Salem over the years. Our National Heritage Area educational initiatives help reinvigorate sites such as New Salem by providing them with new resources and support.

The former McLean County courthouse, an American Renaissance-style limestone structure completed in 1903, houses the McLean County Museum of History, founded 1892.

Bloomington is a destination for walkers and bicyclists who enjoy its miles of rail-trails.

Community Profile: Bloomington-Normal, McLean County

McLean County was once home to the Kickapoo Indians. White settlers arrived in 1822 and the county was incorporated in 1830, when Blooming Grove was renamed Bloomington and designated the county seat. The county's population today numbers 168,611 with projected growth of 15 percent by 2025.

Agriculture was the draw for the new county; many heading west decided to settle here, attracted by rich soil, tall prairie grass, dense groves of trees, abundant game, and many streams. As Bloomington prospered, other communities of varying sizes sprang up nearby. Railroads spurred more growth beginning in 1854. The first public university in Illinois was established in McLean County, Illinois State Normal University, in an area later called Normal in its honor.

Abraham Lincoln's time on the 8th Judicial Circuit as an attorney led to deep local friendships, especially with Bloomington resident Judge David Davis. Another friend, local businessman Jesse Fell, is believed to have encouraged Lincoln to challenge Stephen Douglas to their famous series of debates in 1858. Fell, Davis, and other locals encouraged Lincoln to run for the presidency in 1860, working tirelessly to secure his nomination and election, remaining Lincoln's lifelong friends.

Bloomington produced two Illinois governors, the state's first woman senator, and the nation's first woman school superintendent. State Farm Insurance Company was founded here, as were the Steak 'n Shake restaurant chain and Beer Nuts. Route 66 wound through town, a scenic byway today; the community is now an Interstate hub. Insurance, education, finance, and agriculture continue to drive the local economy.

Venues for entertainment and education include US Cellular Coliseum; facilities at Illinois State University, Illinois Wesleyan University, and Heartland Community College; and the Bloomington Cultural District, as well as several theater groups, historic sites, cultural attractions, and museums. The Bloomington Center for the Performing Arts and the McLean County Museum of History in the old county courthouse are major attractions. Thousands of visitors enjoy the center's long-running American Passion Play and local teams playing hockey, arena football, and independent league baseball. Bloomington and Normal share 52 parks and more than 2,500 acres of McLean County parks.

Representative Community Enhancement Initiatives

- *Wayside exhibits for Looking for Lincoln and Historic Route 66 (completed).*
- *New visitor center, David Davis Mansion State Historic Site (reuse of the historic carriage house; completed).*
- *An existing hiking/biking rail-trail, proposed for extension into the county.*
- *Civil War Sesquicentennial activities and events (planned).*
- *Permanent and traveling exhibits highlighting Lincoln and the 8th Judicial Circuit (planned).*
- *A visitor welcome center and a website (proposed).*
- ***A living history interpretive program, to involve community theatre groups and the universities' education, history, and theatre departments (proposed).***

Since 2005, the Abraham Lincoln Presidential Museum has become the premiere interpretive site teaching students and the general public about Lincoln. Student groups from across the state travel to Springfield to experience the museum's presentation as they once visited New Salem. The Presidential Museum has achieved its success through an approach to education that primarily relies upon highly innovative and engaging exhibits and theatrical presentations. The Presidential Museum is a widely acclaimed educational attraction with national stature.

These two attractions – New Salem and the Presidential Museum – not only represent how sites have changed, they also represent the two differing approaches to educational programming: a living history approach and an exhibit approach. Both are experiential. They provide models for two different types of programming and suggest how organizations and sites across the National Heritage Area might expand, improve, and sustain the scope and range of educational programming they offer.

New Salem and the Presidential Museum represent two high-quality, high-end examples of educational programming. The Lincoln Home National Historic Site, Old State Capital State Historic Site, and Lincoln Log Cabin State Historic Site offer similar high quality programming. Many other organizations and sites across the region offer educational programming of varying types as well, including historical societies, state historic sites, cultural institutions, museums, and other attractions. A list of 70 organizations and sites that could participate in the National Heritage Area through educational and interpretive programming is included in Appendix B, The Planning Context. They provide a wide range of types of educational programs.

Not every site can offer the scale of educational programming offered by the region's leading attractions, but there is a place for every size and type of organization and site within the heritage area, and each can contribute in accordance with its interests and capabilities.

Our goal is to engage organizations and sites that wish to participate in the National Heritage Area and provide them with information and support that enables them to coordinate, sustain, and improve their programming. Through our shared experiences, we strive for excellence in our educational programming. We identify models and best practices for different approaches and types of programming and offer those models as guidance to sites that wish to develop and improve their educational programs. Where possible, we provide technical assistance, programmatic support, and funding.

We embrace the broad range of organizations and programs offered within the National Heritage Area and coordinate on policies, needs, and actions related to education. In addition to identifying model programs and best practices, we collaborate on mentoring and technical assistance programs in which sites seeking to create or improve educational programs consult with organizations and sites that have successfully established them. We use our educational programming as a subject for which to raise funds from foundations, corporations, and other entities to support local educational initiatives for the benefit of students and residents of central Illinois.

There is a place for every size and type of organization and site within the heritage area, and each can contribute to educational programming in accordance with its interests and capabilities.

Photo: School outing at the Lincoln Log Cabin State Historic Site, Lerna area, Coles County.

ACTION: Undertake a heritage area-wide assessment of educational programming being offered by organizations and interpretive sites. Identify the characteristics of each program and how they relate to heritage area goals, themes, and initiatives. Update the assessment over time.

ACTION: Develop a resource library that presents models, best practices, and case studies for the information and benefit of organizations and sites interested in developing educational programming.

ACTION: Based upon the assessment of educational programming within the National Heritage Area, identify strengths and weaknesses, gaps and opportunities.

ACTION: Implement a program that provides guidance and assistance to organizations and sites that wish to undertake educational programming. Encourage organizations and sites to implement programming that fills out educational opportunities heritage area-wide.

ACTION: Use educational programming as a special subject for focused fundraising and development to enable the National Heritage Area to provide funding support to partners for implementation projects.

Educational Programming for Students

Throughout the National Heritage Area, museums and interpretive sites engage primary and secondary school students in a variety of ways. Living history programs, such as those at Lincoln's New Salem State Historic Site and Lincoln Log Cabin State Historic Site, have long been a primary way to engage students. Innovative and engaging exhibits, such as those at the Abraham Lincoln Presidential Museum, are also an effective means of teaching students. Events such as history walks, plays, and festivals also provide opportunities for student learning.

Photo: Young students at the Abraham Lincoln Presidential Museum.

Curriculum and Program Development

In order to be useful to public schools and teachers, educational programs at our interpretive sites support the Illinois Learning Standards. Established in 1997 and periodically updated, the Illinois Learning Standards define what all students in Illinois public schools should know and be able to do as a result of their elementary and secondary education. The seven core subject areas of learning for which standards have been established are English Language Arts, Mathematics, Science, Social Science, Physical Development and Health, Fine Arts, and Foreign Languages. The core learning area of Social Sciences most closely relates to the themes and stories of the Abraham Lincoln National Heritage Area through its study of history, geography, political science, and cultural studies.

Several of our interpretive sites offer curriculum guides to attract teachers and assist them in planning visits to their sites. Curriculum guides discuss how teachers can use the interpretive site to meet the objectives described in the Illinois Learning Standards and generally suggest pre-visit, on-site, and post-visit activities. We encourage the development of curriculum guides for our sites and the implementation of high quality educational programming based upon them.

Some of our interpretive sites have well-developed curriculum guides that include a range of activities for all grade levels K through 12. An excellent example is the *Abraham Lincoln Presidential Museum Experience: Teacher Resource Packet*. The curriculum guides for some sites feature activities for a limited number of grade levels. Our educational programming is tailored to the interests and capabilities of each individual site. Together, we create support programs that enable sites to expand and improve their programming. We explore ways to help interpretive sites throughout the National Heritage Area develop effective and engaging curriculum guides and programming to reach as many students as possible.

The focus of the history curriculum within the Illinois State Learning Standards suggests why fourth and fifth grade students are the most likely age group to

We will create a volunteer corps of educators and interpreters to provide advice and assistance to sites that wish to establish or improve their educational programming. This volunteer corps may include teachers, educators, administrators, curriculum specialists, site interpreters, and interpretive site education and programming professionals.

visit Lincoln-related attractions throughout the National Heritage Area. In late elementary school, students learn about significant political events and figures, such as presidential elections, westward expansion, Louisiana Purchase, Civil War, and Abraham Lincoln (Learning Standards 16.B.2c & d). The way in which slavery and indentured servitude influenced the early economy of the United States is a focus of students' economic studies (16.C.2a). Social history includes a study of the ways in which participation in the westward movement affected families and communities and how key individuals and groups influenced Illinois and the United States throughout various historical eras (16.D.2b & c). Environmental history studies in late elementary school include environmental factors that drew settlers to the state and region and how environmental factors influenced development of transportation and trade in Illinois (16.E.2a & b).

While many of the political, economic, social, and environmental topics covered in history curriculum in grades four and five directly relate to the National Heritage Area's themes and stories, a number of these topics are revisited in middle school and high school. For example, in middle/junior high school, students revisit the early settlement of Illinois and explore how settlers in Illinois and the United States adapted to, used and changed the environment prior to and after 1818 (16.E.3a & b). In early high school, students learn about the unintended social consequences of political events in United States history, such as the Civil War and emancipation (16.D.4b). Many interpretive sites focus their educational programming on elementary school students because of the strong impact their programs have on this age group. Older students tend to be more difficult to engage.

We work to craft programs that engage all age groups. It may be desirable to form a special task force with expertise in curriculum development and the school system to guide and assist us. We will create a volunteer corps of educators and interpreters to provide advice and assistance to sites that wish to establish or improve their educational programming. This volunteer corps may include teachers, educators, administrators, curriculum specialists, site interpreters, and interpretive site education and programming professionals.

As part of the overall assessment of educational programming discussed previously in this chapter, we will undertake an assessment of curriculum guides and support materials offered by interpretive sites throughout the National Heritage Area. This assessment will not be limited to larger sites, but will include medium-sized and smaller sites and museums as well. Models and best practices for curriculum guides and related programming will be identified.

ACTION: Use the Illinois Learning Standards as a foundation for educational and interpretive programming throughout the National Heritage Area.

ACTION: Establish a volunteer corps of qualified educators and interpreters that can assist in curriculum development and serve as a resource for interpretive sites.

ACTION: Review the existing curriculum and educational resource guides of organizations and interpretive sites within the National Heritage Area. Identify strengths and weaknesses.

Photo: Encounter the Prairie exhibit at the McLean County Museum of History,

ACTION: Identify models and best practices for curriculum guides and related programming and make them available to partnering sites.

We will prepare an overall curriculum guide for the themes and stories associated with the National Heritage Area. Our curriculum guide will present the Illinois Learning Standards, describe how they are actually used by schools and teachers, and outline the kinds of supporting programs and activities we can offer that will be useful and effective to teachers. The curriculum guide will explain how our heritage area themes are connected with the learning standards for various grade levels. We anticipate that the curriculum guide may be used or adapted by sites in development of their own curriculum guides and educational programming.

Using the models identified and the heritage area-wide curriculum guide, we encourage sites to prepare curriculum guides and related programming for their sites. We provide support and assistance where possible. We provide an overview of educational materials and programs available within the heritage area on the LFL website with linkages to individual sites. We consult with schools and sites on the effectiveness of our curriculum programs and consider creating an evaluation system to provide feedback and maintain quality control.

ACTION: Prepare a curriculum guide for the National Heritage Area that connects heritage area themes to the Illinois Learning Standards.

ACTION: Encourage sites to develop curriculum guides and related educational materials and programming that inter-relate with other historical site material. Provide technical assistance and funding support where possible.

ACTION: Provide an overview of the curriculum based educational programming available within the National Heritage Area on the LFL website with links to local sites providing such programming.

A primary objective of our teacher training initiatives is to engage teachers in the stories of Lincoln's times and demonstrate how these stories are relevant to what students are learning in the classroom. Through our training initiatives, teachers can be made aware of how interpretive sites are using the state standards as a basis for their educational and outreach programming and how teachers can take advantage of the interpretive sites as part of their approach to teaching students.

ACTION: Develop an educational section of the LFL website that provides heritage area-wide curriculum materials, lesson plans, games, and activities organized in modules consistent with the Illinois Learning Standards for use by students, teachers and parents.

ACTION: Develop a program of assistance to interpretive sites in implementing educational programming. Such assistance might include providing additional qualified staff and other services to help manage student groups and enhance programming.

ACTION: Develop an ongoing outreach program to school districts and teachers to encourage the use of programming offered by sites and to obtain feedback about and evaluation of programming.

Teacher Training

Teachers are natural allies in our goal to promote public awareness of our history and culture by reaching out to young people. Teachers are seeking recognition, interest, and support for what they do. We cultivate and encourage teachers by providing them with resources and experiences that they find useful and that support their activities.

In addition to crafting our educational programming around school curriculum requirements, we directly engage teachers through workshops and teacher training programs. Our teacher training initiatives are not only personally stimulating, they meet professional standards for continuing education so that teachers obtain credit for participating in them.

A primary objective of our teacher training initiatives is to engage teachers in the stories of Lincoln's times and demonstrate how these stories are relevant to what students are learning in the classroom. Through our training initiatives, teachers can be made aware of how interpretive sites are using the state standards as a basis for their educational and outreach programming and how teachers can take advantage of the interpretive sites as part of their approach to teaching students. Teacher training within the National Heritage Area is a 'two-way street' – sites learn directly from teachers about the teachers' needs and interests, and teachers learn from sites about new and exciting ways to engage students in their curriculum.

One benefit we stress to teachers is our ability to connect students to their communities and to the experiences of their daily lives by relating stories that tie curriculum to the real places that students know. Our community interpretation and our community interpretive sites identify local stories that can serve as examples to communicate the larger lessons embodied in school curriculum to local students. This can be achieved directly through student programming and indirectly through our community interpretive presentations. We address the use of school curriculum goals in the community interpretive plans we develop as well as in the curriculum guides prepared for individual sites.

While a number of interpretive sites within the National Heritage Area have developed curriculum guides and educational resources, the Abraham Lincoln

Community Profile: Lincoln, Logan County

In 1852 Logan County was a popular place for settlers because of its easy access to waterways (Kickapoo, Salt, and Sugar creeks) and the abundance of wildlife. What made the area most desirable, however, was the coming of the Chicago and Alton railroad that would connect Springfield to Bloomington. The steam trains of the day required a water stop and depot every 30 miles. The water stop and passenger depot for the new line would become Lincoln.

Realizing this opportunity, three prominent businessmen created a business venture called the Town Site Company – Virgil Hickcox, a director of the railroad, John D. Gillett, a cattle raiser, and Robert B. Latham, Logan County sheriff. They moved quickly. Latham traveled to Franklin County, Pennsylvania to purchase the land from its owners in 1853 for $1,350. Virgil Hickcox called on his friend and neighbor, Abraham Lincoln, to help with the legal matters. A week and half after Sheriff Latham purchased the land, a bill was passed to move the county seat from Mt. Pulaski to the new town site.

County Surveyor Conway Pence designed the town around the railroad, running streets parallel and perpendicular to the route, which angled southwest to northeast. Four blocks were designated for use as two parks, a courthouse, and a jail. On August 27, 1853, just six months after the purchase of the land, lots for the town went up for sale; more than 90 were sold on that day. Following the sale, the story goes that Abraham Lincoln christened the town with watermelon juice from a nearby wagonload of melons, an event commemorated with a statue of a watermelon near the corner of Broadway and Sangamon streets.

Today, the City of Lincoln is proud to be the only town to be named for Abraham Lincoln before he became president. It is also home to three colleges: Lincoln Christian University, a campus of the Heartland Community College, and Lincoln College. The award-winning Lincoln Heritage Museum at Lincoln College exhibits a significant collection of Abraham Lincoln and Civil War-related artifacts. The Postville Courthouse State Historic Site is a mid-twentieth century replica of Logan County's first courthouse, constructed in 1840. The original building until 1848 held one of the courts in which Abraham Lincoln argued cases while traveling the historic Eighth Judicial Circuit.

Lincoln's position on two active rail lines operated by Union Pacific and Amtrak, which has a stop in town, has helped it continue to prosper. Lincoln offers small town charm at the heart of Logan County's scenic farmland, as well as the business and entertainment benefits afforded by its proximity to larger cities.

This Lincoln Penny mural on a building in the railroad business district captures the identity and playful spirit of the town.

Lincoln's courthouse square. The Main Street Lincoln program has played an important role in the downtown's revitalization and appearance.

Photo: Museum at the Governor John Wood Mansion, Quincy.

Presidential Museum is our regional leader in providing teacher training. The Presidential Museum offers several types of teacher training programs:

- **The Horace Mann – Abraham Lincoln Fellowship** is a week-long institute that brings 50 educators from around the country to Springfield each summer to tour historic sites and hear lectures from experts on Lincoln and the Civil War era.

- **The Research Colloquium at the Presidential Museum** is a 2-day event during which the museum's education department staff familiarizes educators with the holdings of the Presidential Library and Museum and then assists each educator in creating an effective lesson plan tailored to the teacher's specific classroom and needs based upon the primary resources gathered by the teacher.

- **Various Teacher Workshops** occur throughout the year and focus on various subjects in all grade levels. Workshops are formatted to be content-based intense "history lessons" to help teachers develop a solid background on history topics.

- **Through Teacher In-Service**, the education department staff develops programs tailored to individual school districts taught on-site at the schools.

The Presidential Museum's teacher training programs focus upon the resources available within the Presidential Library and Museum and at sites in the Springfield area. We consult with the Presidential Museum regarding their teacher training programs and help support and promote them. We explore ways in which their programming is shaped to meet heritage area objectives in reaching out to teachers in central Illinois, and we consider how their programming promotes both the Museum and the region by reaching out to teachers nationwide.

Using the Presidential Museum's programs as a model, we collaborate with interpretive sites a heritage area-wide teacher training program that supplements the Museum's programming, making programming more widely available, and engaging teachers at the local level. Our teacher training programs are conducted by participating regional and community interpretive sites, historical societies, and other partners within the National Heritage Area. They provide stimulating and rewarding experiences for teachers; connect teachers with the communities, sites, and stories of the National Heritage Area; and demonstrate the possibilities and benefits of collaborative educational programming that can be offered to students at local sites. For example, teacher fellowships similar to the Horace Mann – Abraham Lincoln Fellowship but on a smaller scale and with teachers from within the region may be offered at sites that are geographically or thematically linked, such as the Lincoln-Douglas Debate and the 8th Judicial Circuit routes. We create our teacher training programs in partnership with local school districts. We seek partnerships that achieve a geographical distribution of programming opportunities across the National Heritage Area.

Through consultation with our partners, we identify additional types of potential programs, and our sites determine which types of programs are appropriate to their mission and capabilities.

Our teacher training programs provide teachers with a solid foundation of knowledge about Abraham Lincoln, the historical development of central Illinois, national issues of the Antebellum period, and associated National Heritage Area themes and stories. Our programs introduce teachers to the wealth of resources related to these subjects available through heritage area sites and institutions. Teachers assist us in translating our knowledge into an engaging approach to education both within the classroom and at our interpretive sites throughout the heritage area.

ACTION: Collaborate with the Abraham Lincoln Presidential Museum in supporting, enhancing, and promoting their teacher training programs.

ACTION: Collaborate with our partners to develop and implement a heritage area-wide teacher training program offered through regional and community interpretive sites and focused upon teachers within local school districts.

ACTION: Use the teacher training program to introduce teachers to programming and partnership possibilities with regional and community interpretive sites.

Student Enrichment Programs

Curriculum-based educational programs that take place as a part of class activities can be supplemented by engaging activities that take place outside of the school environment. We work with our interpretive sites to recognize and enhance existing extracurricular programs for young people. We encourage and assist sites in implementing new programs based upon successful models.

Student enrichment programs we implement through our interpretive sites and other partners include summer day camps, apprentice programs, internships, and opportunities to undertake facilitated research. Current examples listed below are drawn from several of our existing sites. Through consultation with our partners, we identify additional types of potential programs, and our sites determine which types of programs are appropriate to their mission and capabilities.

Opportunities to work closely with a teacher, scholar, historian, or interpreter on a one-on-one or small group basis are an excellent way for students to build upon knowledge gained in the classroom and design their own program of study under the guidance of a professional.

We work with our sites to promote successful programs. We assist sites in developing and implementing new programs that fulfill heritage area goals. We prepare program workbooks that describe how to organize and implement successful programs and make them available to partnering sites. Successful models for various for types of programs (summer day camps, apprentice programs, internship opportunities) are matched with potential hosting partners (interpretive sites, high school honors programs, historical societies). We develop ways to put interested partners together for implementation of collaborative programming.

Advice and technical assistance from our more experienced partners is provided to sites seeking to implement new programs. We seek funding sources that enable us to provide financial support for enrichment programs that benefit students, communities, and sites. Partnerships between college programs and interpretive sites may be considered in implementation of student enrichment programs.

Summer Day Camps

"Walking in Lincoln's Footsteps" at Lincoln's New Salem State Historic Site is a 5-day summer day camp program for fifth through seventh graders. This program gives campers a taste of what life was like in the 1830s when Abraham Lincoln lived at New Salem by allowing campers to dress in period attire, participate in activities in the village, and learn about the young Abraham Lincoln.

Apprentice Programs for Historical Interpretation

Some apprentice programs take the form of summer day camps but offer more training than an average day camp experience. The 'Living History Apprentice Program' at Lincoln's New Salem State Historic Site is a 5-day camp session for eighth through tenth graders. In this program, campers are trained to interpret the history of Lincoln's New Salem to public visitors and participate in activities that allow them to portray the daily life of a young person in the village. Campers learn tasks such as quilting, weaving, leatherwork, or woodwork, and they spend a portion of each day assigned to one of the village homes, where they apprentice as a historical interpreter. After completing the 'Living History Apprentice Program,' students have the option to participate in the 'Junior Interpreter Program' during the following summer. This program is a training session that gives campers the opportunity to become qualified as an official New Salem volunteer.

The Lincoln Log Cabin State Historic Site offers the 'Summer Youth Program for Volunteer Pioneers.' In this program 10- to 17-year-olds volunteer one day a week for ten weeks of the summer to participate in the interpretive program at the site. Volunteers complete daily chores, such as cooking, gardening, splitting rails, and harvesting, as well as do period crafts and play period games.

Extracurricular Internship/Research Opportunities

Opportunities to work closely with a teacher, scholar, historian, or interpreter on a one-on-one or small group basis are an excellent way for students to build upon knowledge gained in the classroom and design their own program of study under the guidance of a professional. The Lincoln Studies Center at Knox College regularly employs students as research assistants and summer interns to work on the Center's projects. While this program is designed for college-age students with preference given to students with a pre-professional interest in historical research,

Photo: Members of a chapter of the Future Farmers of America explore Springfield.

the program serves as an excellent model of how extracurricular internship and research opportunities for advanced secondary students could work.

ACTION: Undertake an assessment of student enrichment programs currently in practice at interpretive sites and educational institutions throughout the National Heritage Area. Assist sites by publicizing their activities and the impact of these enrichment programs.

ACTION: In collaboration with partners, support models for student enrichment programs that can be replicated by participating sites across the National Heritage Area. Develop workbooks that describe how programs may be developed and implemented.

ACTION: Support the development and implementation of student enrichment programs at sites and organizations throughout the National Heritage Area through consultation, technical assistance, mentoring, partnership building, and, when possible, financial assistance.

Partnering with Youth Organizations

Youth organizations play an important role in the communities of central Illinois and provide us with an important opportunity to reach out to and connect with young people and communities across the National Heritage Area. Youth groups such as the Girl Scouts and Boy Scouts foster leadership and citizenship in young people and, like the National Heritage Area, encourage young people to be engaged in their communities. Youth organizations sponsor educational programming and seek interesting and engaging experiences that will excite their members.

The development of collaborative programming between youth organizations and the National Heritage Area is a central part of our educational initiative. We reach

As a predominantly agricultural region, the importance of forging meaningful connections to the agricultural community within the National Heritage Area cannot be understated. If our goals are to promote public awareness and raise public consciousness regarding our history and culture, what could be more relevant than the heritage area's agricultural legacy?

out to youth organizations within the region to find ways to involve youth in our activities and develop ongoing relationships with our partners. As we are creating this management plan, the Looking for Lincoln Heritage Coalition is in the process of planning collaborative programming with the Girl Scouts, whose regional group represents almost all of the counties included within the National Heritage Area.

As a predominantly agricultural region, the importance of forging meaningful connections to the agricultural community within the National Heritage Area cannot be understated. If our goals are to promote public awareness and raise public consciousness regarding our history and culture, what could be more relevant than the heritage area's agricultural legacy? What better way is there to connect a community's history to our experiences today? Agriculturally oriented youth groups play an important role within the communities of central Illinois and their missions are complementary to that of the National Heritage Area. We seek opportunities to develop collaborative programs with agriculturally oriented youth organizations as a means of engaging our rural communities.

Several national youth organizations with missions specifically related to agriculture have a strong and influential presence in the state of Illinois. These youth organizations include Future Farmers of America (FFA) and 4-H. The mission of the Illinois FFA is to "make a positive difference in the lives of students by developing their potential for premier leadership, personal growth and career success through agricultural education." FFA groups are frequent visitors to Springfield's historic sites. The 4-H organization is the largest youth organization in Illinois, and its mission is to help youth learn skills for living. 4-H sponsors curriculum that focuses on three primary mission mandates: Science, Engineering and Technology; Healthy Living; and Leadership and Citizenship. Youth agricultural organizations such as these will be a primary focus of the National Heritage Area's educational outreach.

ACTION: Seek on-site educational programs at interpretive sites within the National Heritage Area that are tailored to the needs, objectives, and programs of youth organizations in central Illinois.

ACTION: Develop outreach programs in which educators and interpreters from partnering sites and museums throughout the National Heritage Area provide educational programming to youth organizations in central Illinois.

ACTION: Explore collaborative programming opportunities with agriculturally oriented youth organizations as a means of engaging the heritage area's agricultural communities.

ACTION: Develop a heritage area-wide network through which individuals that are members of youth organizations can be connected to internships and projects at the heritage area's partnering sites as a means of fulfilling leadership and community service requirements of their organizations.

ACTION: Seek opportunities for youth organizations to undertake physical projects, such as building trails or installing exhibits,

Photo: L.L. Guyer Log House-Store (ca. 1837) along the old Lincoln Heritage Trail, Brimfield, Peoria County.

within communities and at interpretive sites in support of community interpretation.

Programs for the General Public

Educational and cultural programming for the general public that supports the National Heritage Area's mission is undertaken by many communities, organizations, and sites across the region and takes many forms. They include lectures, living history presentations, musical performances, plays, and a wide range of public events that draw a broad cross-section of heritage area residents. We continue to support and promote events initiated and developed by our partners. We encourage new initiatives to be undertaken by our partners, many of which may be associated with the interpretive programming discussed in Chapter 4 of this plan. Examples of educational and cultural programming for the general public are noted below.

Lectures

The Lincoln Studies Center at Knox College hosts a range of annual lectures relating to Lincoln. The Lincoln Colloquium is a nationally recognized annual lecture series featuring leading Lincoln scholars. The Lincoln Colloquium originated at the Lincoln Home National Historic Site in Springfield and is currently co-sponsored by the Lincoln Studies Center, the Lincoln Boyhood Home National Memorial in Southwest Indiana, the Indiana Historical Society, and the Chicago History Museum. The site of the colloquium rotates annually. The Lincoln Studies Center also hosts other lectures on Abraham Lincoln and other Lincoln-related topics at least twice each year. Presented by recognized scholars, the lectures are free and open to the public

Living History Presentations

For the past several years, Springfield has hosted a summer-long, seven days per week living history program known as 'History Comes Alive.' Managed through

The John Parke Gillett Memorial Arch over County Road 10.

St. John the Baptist Chapel (ca. 1890), on the Old Gillett Farm.

Community Profile: Elkhart, Logan County

The tiny village of Elkhart (pop. 421) is located less than one mile from I-55 and right off old Route 66 in Logan County. It is known for its unusual landscape, a tree-covered hill that rises 777 feet above sea level, surrounded by a horizon of flat Illinois prairie land, and the highest point between Chicago and St. Louis. The Kickapoo Indians and other tribes populated the area. When James Latham, the first white settler, arrived in 1819, the area was known as Elk Heart Grove.

"Edward's Trace" (or "Old Indian Trail") was an ancient route that traveled over the hill, at least 3,000 years old. Locally little is left of the "rut," tramped down and eroded over the centuries, except for two distinct fragments on Elkhart Hill and a preserved 200-foot remnant near Lake Springfield further south. As early as 1711, French priests and trappers traveled along its path and it was a major route taken by pioneers in the early 1800s.

Elkhart City (so named to distinguish it from Elkhart Hill and Elkhart Grove elsewhere in Illinois) was founded by John Shockey in 1855, two years after the arrival of the railroad. In 1885, the community gave up its municipal charter and incorporated as a village. It was not until 1979, however, that its name changed officially to Elkhart. Its picturesque historic downtown makes the village one of a kind, offering unique businesses and services located in restored buildings dating back to the mid to late 1800s.

Lincoln-era political figures populate Elkhart's history, narrated by three Lincoln-related wayside exhibits. Two of Lincoln's close friends lived here, Civil War General and three-term Illinois Governor Richard J. Oglesby (1824-1899) lived in Elkhart from 1890 until his death; and John Dean Gillett (1819-1893), whose daughter married Oglesby. Gillett's name became a standard for superior quality beef here and in Europe and his estate, now open for tours by appointment, is still run by his family.

Captain Adam H. Bogardus (1833-1913) made his home for many years in Elkhart and is buried in Elkhart Cemetery. He was a wildfowl market hunter, conservationist and champion wing-shot. Bogardus also toured with Buffalo Bill Cody's "Wild West" show. Elkhart was the birthplace of Garland (Jake) Stahl (1879-1922), baseball player and manager. Stahl led the Red Sox to a World Series Championship in 1912.

Representative Community Enhancement Initiatives

- *2012 was designated as a Elkhart's "Clean & Green" year.*
- *The Elkhart Historical Society recently preserved and restored the John Parke Gillett Memorial Arch, a pedestrian bridge that crosses County Road 10 on Elkhart Hill, after it was named one of the most endangered historic sites in Illinois.*
- *The Gillett family recently dedicated 136 acres of woods as the Elkhart Grove Forest Preserve, protecting Indian burial mounds and rare botanical species in this old growth woodland, an unusual Blue Ash forest. The hill is an important stop for migratory birds and home to several endangered species of plants; day passes are available for visitors to enjoy walking trails there.*

Photo: "An Evening with Mr. and Mrs. Lincoln," a performance of Springfield's summertime "History Comes Alive" program.

the Looking for Lincoln Heritage Coalition and funded by a grant from the state Office of Tourism, the program features storytelling and interaction with costumed interpreters, period musical performances, plays, events, and even appearances by Mr. Lincoln himself. This successful program is a model that we are planning to extend to other communities within the heritage area.

Plays and Musical Performances

Partners in the village of Oakland, Cole County, produce a widely attended play titled *Trials and Tribulations* on the 1847 Matson slave trial in which Abraham Lincoln represented a slave owner seeking to retain possession of his slaves. In July of 2011, the McLean County History Museum Education Department, in partnership with Illinois Voices Theatre, presented *The Affray: Lincoln's Last Murder Case*, a play that is an original dramatization of Abraham Lincoln's successful defense of Peachy Quinn Harrison, a young Springfield resident who was accused of the murder of Greek Crafton.

Community Festivals and Events

A wide range of festivals and events are offered by communities and organizations across the National Heritage Area. Many of these events include various types of educational programming. Our support for community festivals and events is discussed in Chapter 4, Presenting the Heritage Area's Stories. As noted in Chapter 4, we encourage the development of events based upon heritage area themes and coordinate an annual calendar of heritage area associated events. One way that we help is by widely publicizing events and programs through the various media managed by our heritage area partners. In addition to supporting events themselves, we encourage and support the inclusion of educational programming and performances related to heritage area themes as a part of larger events.

ACTION: Support the development of educational programs for the general public undertaken by partners within the National Heritage Area.

Photo: Archeological exhibit at New Philadelphia.

ACTION: Coordinate the publicizing of educational programs and events in the many media vehicles managed by heritage area partners, including the LFL website, newsletter, and press releases.

Research Programs

Abraham Lincoln is one of the most widely researched and written-about subjects in our nation's history. Hundreds of books have been written on Lincoln and his times, and new articles, books, and perspectives are being developed all the time. Scholars and universities within central Illinois play a leading role in Lincoln research and writing.

The Abraham Lincoln Presidential Library is the Illinois official repository for materials relating to the history of the state. Originally created by the General Assembly in 1889 as the Illinois State Historical Library, the library was charged with collecting and preserving "books, pamphlets, manuscripts, monographs, writings, and other materials of historical interest and useful to the historian, bearing upon the political, religious, or social history of the State of Illinois from the earliest known period of time." The new library building was completed in 2004 in conjunction with the Presidential Museum, and the State Historical Library was renamed in honor of Abraham Lincoln.

The Lincoln Studies Center at Knox College is devoted to the study of the life and work of Abraham Lincoln. Its principal focus has been on producing scholarly editions that make significant primary source material more accessible. In addition, the Center seeks to broaden the understanding of Lincoln and his legacy through a variety of activities, including sponsorship of cooperative research and publication, internet archives, lectures, conferences, public events and classroom instruction.

Community Profile: Sullivan, Moultrie County

Sullivan is a small town of approximately 4,500 residents. The county seat of Moultrie County, which was formed in 1843 out of Shelby and Coles Counties, Sullivan is located along the southern edge of the once vast Grand Prairie of Illinois and only a few miles from the Kaskaskia River. There are several attractions that make the town unique. Fifty-three years ago, Guy S. Little opened The Little Theatre On The Square, known as one of the best places in the Midwest to see a professional live stage production. It remains open today as a non-profit equity theatre selling 50,000 tickets per year. Lake Shelbyville, built just south of Sullivan thirty years ago for flood control and outdoor recreation, attracts 3.2 million visitors per year. The Illinois Amish also live in and around Sullivan, rounding out our tagline of "Boats, Buggies and Broadway."

Each spring and fall between 1847 and 1853, Abraham Lincoln would come to Sullivan as part of the Eighth Judicial Circuit when the lawyers would take cases to be tried before Judge David Davis, the circuit judge who later became Abraham Lincoln's campaign manager. A marker now denotes the site of the historic Moultrie County courthouse where Lincoln practiced law—the courthouse burned in 1864.

Sullivan's population has remained constant, unlike most small towns throughout the region. This is likely attributed to its many attractions, including award-winning schools, a historic downtown, and recreation in both leisure and the arts. Sullivan's distance from larger cities also makes it an easy day's drive to and from Chicago, St. Louis and Indianapolis, which is appealing to those who prefer small town life but want the occasional excitement of a larger city.

Agriculture has historically been key to the city's economy. While Sullivan struggles with the challenges faced by other small towns, such as small business competition with big box stores and online retailers, two large manufacturers, including Hydro-Gear and Argi-Fab, along with many medium size companies, require a diverse labor force that is fed by the local high school, community colleges and nearby universities.

With the advent of technology and a person's ability to work anywhere, Sullivan is seeing an influx of people returning to live in the region and raise children near friends and family in our quiet, safe community. The schools are expanding and are well managed, as are the parks and Civic Center. While the community is proud of its history and roots, we are looking to the future and exploring ideas for continued growth and sustainability.

Representative Community Enhancement Initiatives

- *Since its Historic Downtown Façade Improvement Grant program, which started in 2005, Sullivan has seen the façade renovation of 29 businesses with four more with planned renovations.*
- *The town initiated a Streetscape Enhancement and Historic Façade Improvement Program in 2009. Phase II construction of its Streetscape Enhancement Program began in 2011.*

Moultrie County Courthouse in downtown Sullivan.

Downtown Sullivan.

In order to undertake research connecting local history to the National Heritage Area's broad themes, it is important that our scholars and historians are aware of the availability of existing research materials. Perhaps most significant are the collections of local historical societies that have not been widely known.

Other research facilities and collections exist throughout the National Heritage Area. A review of colleges, universities, and other institutions with Lincoln programs is included in Appendix B, The Planning Context. In order to undertake research connecting local history to the National Heritage Area's broad themes, it is important that our scholars and historians are aware of the availability of existing research materials. Perhaps most significant are the collections of local historical societies that have not been widely known. To the extent possible, we work with existing organizations to make collections known and facilitate the availability of information to researchers.

We help promote central Illinois, its scholars, and its universities as a national center for Lincoln studies. Through the leadership of established programs such as the Abraham Lincoln Presidential Library in Springfield, the Center for Lincoln Studies at Knox College in Galesburg, and others, we provide a forum that facilitates communication between researchers and university programs, enhances Lincoln research, and seeks ways in which the various research programs are mutually supportive. We collaborate with universities in sponsoring student research and publications on Lincoln and his times through the student enrichment programs discussed above.

ACTION: Encourage research by local historians and historical societies into community history as it relates to the regional and nationally significant context of the Lincoln and Antebellum stories and subjects related to National Heritage Area themes and interpretation.

ACTION: Collaborate with the Abraham Lincoln Presidential Library, Knox College, and other academic and research institutions to find ways that the National Heritage Area initiative can be informed about, connected with, and supportive of their work.

ACTION: In the course of our heritage area work, promote central Illinois, its institutions, and its scholars as a center for Lincoln studies.

ACTION: Support local historians in research on their communities and sites that increases information and knowledge about Lincoln and his times and contributes to interpretation within the National Heritage Area.

ACTION: Identify existing bibliographies of publications, collections, and reference materials on Abraham Lincoln and how they may be accessed. Provide internet linkages where possible.

ACTION: Publicize the availability of new research within the National Heritage Area.

Chapter 6 • Preservation & Conservation

The Abraham Lincoln National Heritage Area is a partnership collaboration with a tangible beneficial impact upon the quality of life in central Illinois with preservation and stewardship of historic, cultural, and natural resources at the heart of what we need to accomplish. Through various heritage area initiatives, we highlight the importance of historic and natural resources in our communities and our lives, and we feature these resources as a basis for community revitalization.

This chapter of the management plan focuses upon the preservation and conservation of historic, cultural, and natural resources and outlines how our heritage area program actively strengthens preservation in central Illinois. To do so, we must first recognize the significant accomplishments that have been achieved to date, the issues and challenges that remain, and the roles that we can and should play regionally and locally.

The Context for Preservation and Conservation

Appendix B of this management plan, The Planning Context, is an overview of existing conditions within the heritage area, part of the foundation for moving forward. It includes discussions of Cultural Resources and Historic Preservation and Natural Resource Conservation in central Illinois and background information on socio-economic conditions within the heritage area. All of our present and future preservation, conservation, and revitalization initiatives spring from these successes.

The landscape of central Illinois and its context with respect to the Lincoln story is presented in Chapters 2 and 3. This landscape has three broad components, the agricultural landscape, the natural landscape, and historic communities. The **agricultural landscape** is the largest area and most strongly influences the visual character of the heritage area now as it did during the years that Lincoln rode through it. Most extensive in the eastern and central portions of the heritage area, the agricultural landscape is characterized by broad, flat plains that were once open prairie.

Since settlement in the 1830s and 1840s, the visual character of the agricultural landscape continued changing. With the mechanization of farming, consolidation

Photo: Rehabilitated historic building in Lincoln.

The landscape was most fully evolved, in terms of numbers of farms and numbers of farm buildings, during the late nineteenth and twentieth centuries. Since then we have been losing historic agricultural buildings and landscape features at an alarming rate, primarily because they no longer have direct economic value and, thus, are financially draining for farm families.

Photo: Historic barns and outbuildings, western Sangamon County.

of farm properties, and decreasing diversity of crops, today's agricultural landscape offers a different view than during Lincoln's day. The landscape was most fully evolved, in terms of numbers of farms and numbers of farm buildings, during the late nineteenth and twentieth centuries. Since then we have been losing historic agricultural buildings and landscape features at an alarming rate, primarily because they no longer have direct economic value and, thus, are financially draining for farm families. The bucolic landscapes, the subject of many artists over time, are fading from view because they lack functional and financial value.

Our **natural landscape** is most evident along our rivers and streams. The Illinois River cuts a broad diagonal swath through the heritage area from northeast to southwest, and its floodplain, tributaries, and adjacent rolling hills nurture extensive woodlands and natural areas, many of which are the focus of conservation initiatives. The character of this river landscape is markedly different from that of the agricultural landscape. The river corridor is also the site of the earliest human habitation with significant archeological resources stretching over many thousands of years in time. European exploration and settlement also followed the river corridor and was soon intertwined with the Native American presence.

Beyond the river corridors, many of the remaining significant natural areas are preserved as state and local parks. Comparing maps from the 1830s to see how many of these special areas still exist as parks or communities today provides the patterns between landscape changes and consistency over time. Perhaps most significant are the savannahs, the open, park-like woodlands within the prairie to which early settlers were attracted. The limited amount of the natural landscape that remains brings depth and understanding to the Lincoln story, and an important balance to our quality of life.

Nestled within the broad agricultural and natural landscape, are our **historic communities**, a predominant cultural feature. Our communities come in all shapes and sizes, are distinct entities, and are physically independent and separated from each other by broad areas of landscape. Examples of our community types include early settlement, river, crossroad, courthouse square, transportation hub, and railroad line communities. The form and layout of a community is related to its type, most notably the courthouse square and railroad line (linear) communities and the surrounding landscape.

Some communities thrived, especially those benefiting from successive waves of transportation infrastructure while others, have struggled because our agricultural economy and farming methods have changed. These Lincoln related communities are the key to our story being best told and are key to our long term preservation strategy.

Historic Preservation Context

Illinois has long been a national leader in historic preservation. The state has a well-developed governmental preservation program, active nonprofit organizations, significant preservation initiatives at the community level, and a robust private sector. Appendix B, The Planning Context, describes existing preservation programs within Illinois. Fortunately, the state capital of Springfield in the center of our region provides easy access to resources from agencies and governmental leaders that strengthen our preservation initiatives.

The state's historic preservation program is housed in the Illinois Historic Preservation Agency's (IHPA) Preservation Services Division, whose offices are located in the Old State Capitol, one of our most significant historic and interpretive sites. IHPA receives some NPS funding to administer a set of collaborative federal/state/local historic preservation programs. These preservation programs provide the structure around which historic preservation is built and include the National Historic Landmarks, National Register of Historic Places, Certified Local Government, and archeological programs.

One of the most significant state initiatives supporting preservation is the Historic Architectural/Archeological Geographic Information System, better known by its acronym HAARGIS. Launched in 1999, HAARGIS is an effort to digitize the thousands of historic resource surveys previously completed in order to provide rapid access to survey data so staff members and the public can more easily and efficiently use this information as the basis for decision-making in managing preservation programs. This database is an important tool though which we better understand what we have. It is a tool we can all use at a local level and help update and improve through additional surveying and assessment over time.

IHPA has a dedicated staff and manages important programs, but it can only succeed in partnership with local communities and the private sector. State agencies have limited funding, and the state budget for this important agency is likely to continue to decrease over the life of this management plan. IHPA's staff is stretched thin and depends upon leadership from local and regional preservation interests to implement preservation initiatives. The federal/state historic

Preservation Goals for the Abraham Lincoln National Heritage Area (as derived from full list in Chapter 1)

Goal 5: *Raise public consciousness about the needs and benefits of preserving the historic and cultural legacies of central Illinois.*

Goal 6: *Facilitate initiatives for the preservation and stewardship of the region's physical legacy of historic resources, communities, and landscapes.*

Goal 7: *Strengthen the ability of sites and resources associated with Abraham Lincoln and his legacy to achieve long-term sustainability.*

Goal 8: *Encourage and facilitate the enhancement of community character and quality of life related to the region's heritage for the benefit of residents and to strengthen the visitor experience.*

Clinton public square.

Community Profile: Clinton, DeWitt County

Clinton was established in 1835 by land speculators James Allen and Jesse Fell, who believed travelers by horseback along the well-traveled north-south route between Bloomington and Decatur would welcome a town at the halfway point. When DeWitt County was established in 1839, Clinton became the county seat. Today, State Routes 51, 54 and 10 meet in Clinton and the small town (population almost 7,000) continues to be centrally located, 22 miles from Decatur, 23 miles from Bloomington, 47 miles from Springfield, and 41 miles from Champaign.

The railroad arrived in Clinton in 1854. Originally settled and inhabited by those involved in agricultural and mercantile endeavors, the town evolved into the city known as "Little Chicago" when the Illinois Central Railroad designated Clinton the hub of its north-south operations. Thanks to the Illinois Central and additional railways added in the 1870's, Clinton possessed a long-lasting economic foundation that supported construction of handsome brick buildings in the last quarter of the 19th century. The railroads provided local jobs as well as a means of importing and exporting goods, grains, livestock, and produce. Even during the Great Depression, the Illinois Central kept hundreds employed.

C.H. Moore Homestead.

Through the 20th century and into the 21st, Clinton has transitioned from railroad hub to manufacturing to modern energy development. An Exelon nuclear power plant and a manufacturing facility operated by one of the nation's largest maker of wind turbines, Trinity Structural Towers, Inc., are now among the largest local employers. In 2009, the DeWitt County Development Council launched its signature GreenSphere Global Initiative, working to be the first county in the world to reduce its local carbon footprint to near-zero.

Clinton enjoys a harmonious combination of the old and new. The public square and its historic buildings serve their original purpose as a central location for commerce, independently owned and operated business establishments, and social gatherings. Each year 80,000 people attend the annual Apple & Pork Festival at the C.H. Moore Homestead and DeWitt County Museum. Nine Looking for Lincoln wayside exhibits, other Lincoln-related sites, and two state recreation areas are other attractions. The county offers a popular tour each fall of barns painted with quilt murals as well as a Prairie Heritage Festival.

Representative Community Enhancement Initiatives

- *The Clinton Lake development project.*
- *Restoration of Magill House.*
- *Cemetery devitalization.*
- *Downtown revitalization.*

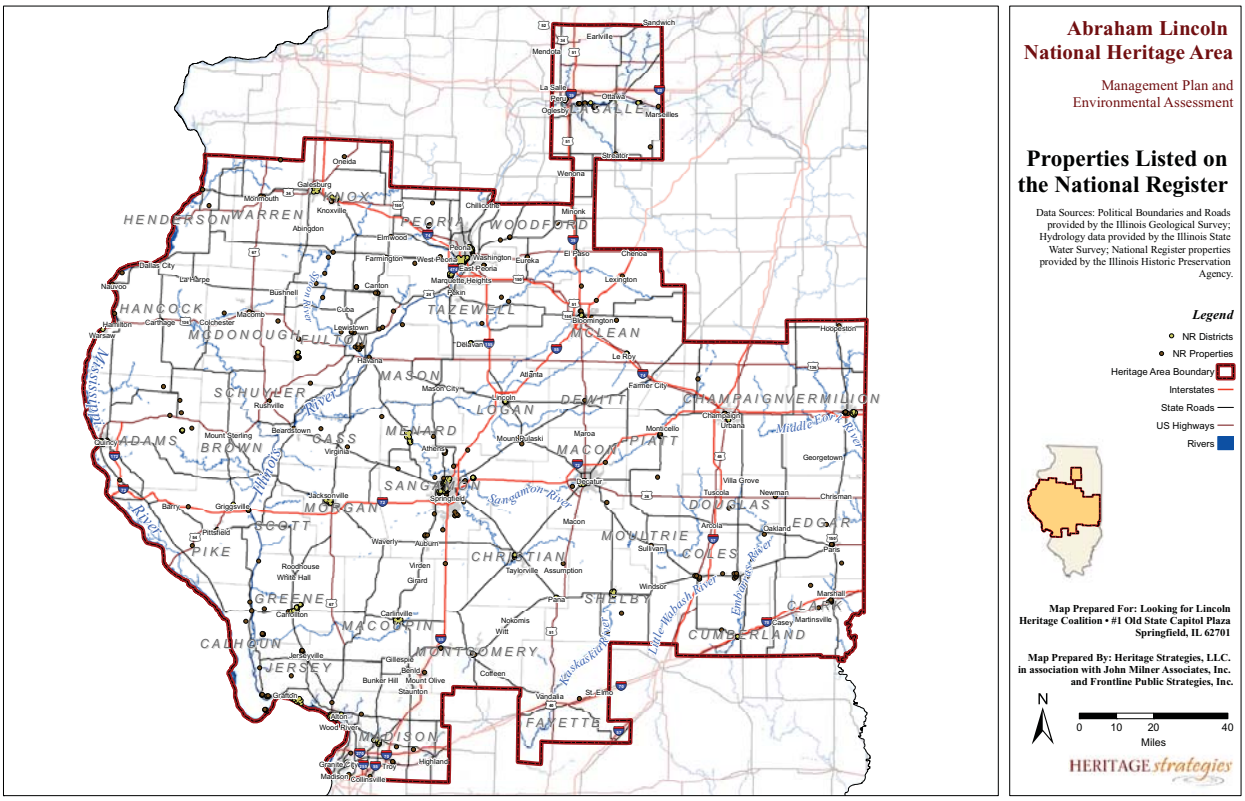


Figure 6-1: Properties listed on the National Register of Historic Places.

preservation program is a tool through which grassroots historic preservation action can be supported. We must work together to both make the statewide preservation program effective and to benefit our communities.

Statewide preservation organizations in Illinois include Landmarks Illinois, the Illinois Association of Preservation Commissions, the Illinois Archeological Association, and regional offices of the National Trust for Historic Preservation. Both Landmarks Illinois and the National Trust's regional office are located in Chicago. As the statewide nonprofit preservation organization for Illinois, Landmarks Illinois is a significant statewide leader and historic preservation presence.

Historic preservation initiatives happen most effectively through grassroots action at the local level. Throughout central Illinois, historic preservation has been a central component of the revitalization initiatives undertaken by many of our historically significant communities. A few of the region's larger communities, such as Peoria and Urbana, have created strong local preservation programs and have independent nonprofit preservation organizations. Communities of all sizes have individuals who are preservation enthusiasts and are involved in local planning activities. Among our communities:

- Fifty-one communities within the heritage area have National Register historic districts. Of these, 14 are involved with the Looking for Lincoln Story Trail, and 12 of the 14 are currently part of the LFL Heritage Coalition.

Our local historic communities are our strength. Our heritage area preservation program focuses upon stimulating and facilitating grassroots preservation initiatives within our communities. Through our collaborative initiatives we strengthen historic preservation locally, regionally, and statewide and make historic preservation a center of community life.

- Eighteen communities within the heritage area participate in IHPA's Certified Local Government (CLG) program. Fifteen of these currently participate in the Looking for Lincoln Story Trail and seven are part of the LFL Heritage Coalition.
- There are currently 20 communities within the heritage area participating in the Illinois Main Street program. Of these, 11 are currently part of the LFL Heritage Coalition.
- Aside from those communities that participate in the CLG program, it is not known how many communities within the heritage area may have locally designated historic districts.

Not surprisingly, many of the heritage area communities participating in the National Register, CLG, Main Street, and LFL programs are the same, taking advantage of multiple programs involving preservation as part of their revitalization strategy. These communities are our preservation leaders, and they are the key to a successful heritage area preservation program.

IHPA and Landmarks Illinois are excellent organizations and provide us with dedicated leadership at the statewide level. But they do not and cannot be expected to have the capacity to focus specifically on our region. There is a gap, therefore, between the capacity of local organizations and initiatives and service available at the statewide level. This is a gap which the Looking for Lincoln Heritage Coalition on behalf of the heritage area could fill in collaboration with Landmarks Illinois, IHPA, and local preservation entities.

Our local historic communities are our strength. Our heritage area preservation program focuses upon stimulating and facilitating grassroots preservation initiatives within our communities. Through our collaborative initiatives we strengthen historic preservation locally, regionally, and statewide and make historic preservation a center of community life.

Key Preservation Issues

A number of our communities have preserved their historic landmarks, neighborhoods, and commercial centers through a variety of public and private initiatives. Yet many of our communities struggle economically and their historic resources have suffered. Key preservation issues we face and upon which we need to focus include:

Historic Communities

- Deterioration and decline of historic community centers due to economic challenges;
- Loss of historic buildings in economically challenged historic community centers;
- Inappropriate treatment of historic buildings in historic commercial centers;
- Apparent lack of appreciation of historic resources in some communities;
- Limited inventories of historic resources in communities; and
- A limited number of historic preservation advocacy groups in communities.

Our initiatives are designed to complement the Illinois State Preservation Plan by working closely with IHPA and Landmarks Illinois staff in support of their programs. They, in turn, provide guidance and structure for identifying and preserving our historic resources.

Photo: Abandoned commercial crossroad.

Agricultural Landscape

- Loss of historic landscape features over large areas of the agricultural landscape throughout the region;
- Loss of historic farmsteads due to the economic need for fewer and larger farms;
- Loss of historic farm outbuildings;
- Loss of historic community buildings and structures that once supported the nineteenth century agricultural economy and social network;
- Inappropriate treatment of historic farmhouses in some farmsteads that remain;
- Limited inventory of historic resources associated with the agricultural landscape (rural resources in only six of our 42 counties have been inventoried.

The State Preservation Plan

Every five years, IHPA updates its statewide preservation plan as a requirement for participation in the federal governments preservation program as outlined in the National Historic Preservation Act of 1966 (16 USC 470). The most recent update of the state preservation plan was being prepared in 2011, as we have been preparing this heritage area management plan. It is titled, *Illinois Heritage: Past, Present, Future, A Historic Preservation Plan 2011 – 2015*. The preservation plan identifies broad areas of action related to five goals:

1. Outreach and Education

- Increasing public awareness about preservation;
- Supporting professional development for local partners; and
- Connecting with educational institutions.

2. Incentives and Funding

- Identifying and promoting use of existing incentives;
- Advocating for a state rehabilitation tax credit program; and

Our local historic communities are our strength. Our heritage area preservation program focuses upon stimulating and facilitating grassroots preservation initiatives within our communities. Through our collaborative initiatives we strengthen historic preservation locally, regionally, and statewide and make historic preservation a center of community life.

- Recognizing the need for different incentive and funding strategies for different types of resources and different communities.

3. Partnerships and Capacity

- Expand partnerships to target groups affecting the built environment;
- Engage with non-traditional partners involved in sustainability;
- Focus upon the economic benefits related to reuse;
- Focus upon the role of preservation in creating jobs, especially upon the success of the Main Street program; and
- Reach out to educational institutions.

4. Identifying Historic Resources

- The inventorying of historic resources is the foundation of the preservation program; continue to emphasize inventory and survey programs;
- Continue to develop and enhance research and evaluation tools and methodologies;
- Provide context statements that deepen understanding and support preservation initiatives; context statements for resources associated with the recent past are needed in particular;
- Survey work should be targeted to areas and subjects under threat;
- Promote the Main Street program as a successful preservation initiative;
- Focus upon historic interpretive sites as community centerpieces; and
- Focus upon preservation issues related to cemeteries.

Our initiatives are designed to complement the state plan by working closely with IHPA and Landmarks Illinois staff in support of their programs. They, in turn, provide guidance and structure for identifying and preserving our historic resources.

Conservation Context

The natural landscape within the heritage area has changed dramatically since the mid-nineteenth century. Remaining natural areas are highly fragmented, small in size, and found mostly in proximity to river corridors. The character of our natural landscape is discussed in Chapter 2, and existing conditions and conservation programs are discussed in Appendix B, The state's large number of parks and conservation areas are important resources preserving valuable natural areas and habitats. There are 140 state parks and other types of state recreation areas that preserve important natural areas within the heritage area. A number of these have interpretive programs that strengthen the story of our landscapes over time. Many county and local municipal parks and open space areas also contribute to Lincoln's landscape and stories.

The Illinois Natural Areas Inventory, initiated in 1975 and being updated, has identified 1500 sites within the heritage area as high-quality natural communities. About two thirds of these contain habitat suitable for endangered or threatened species. The *Illinois Comprehensive Wildlife Conservation Plan & Strategy* prepared by the Illinois Department of Natural Resources (DNR) provides a strategy for prioritizing and preserving natural areas using a variety of programs and funding sources. The Illinois Nature Preserves Commission provides protection to many high-quality natural areas through three partnership programs related to Nature Preserves, Land and Water Reserves, and Natural Heritage Landmarks.

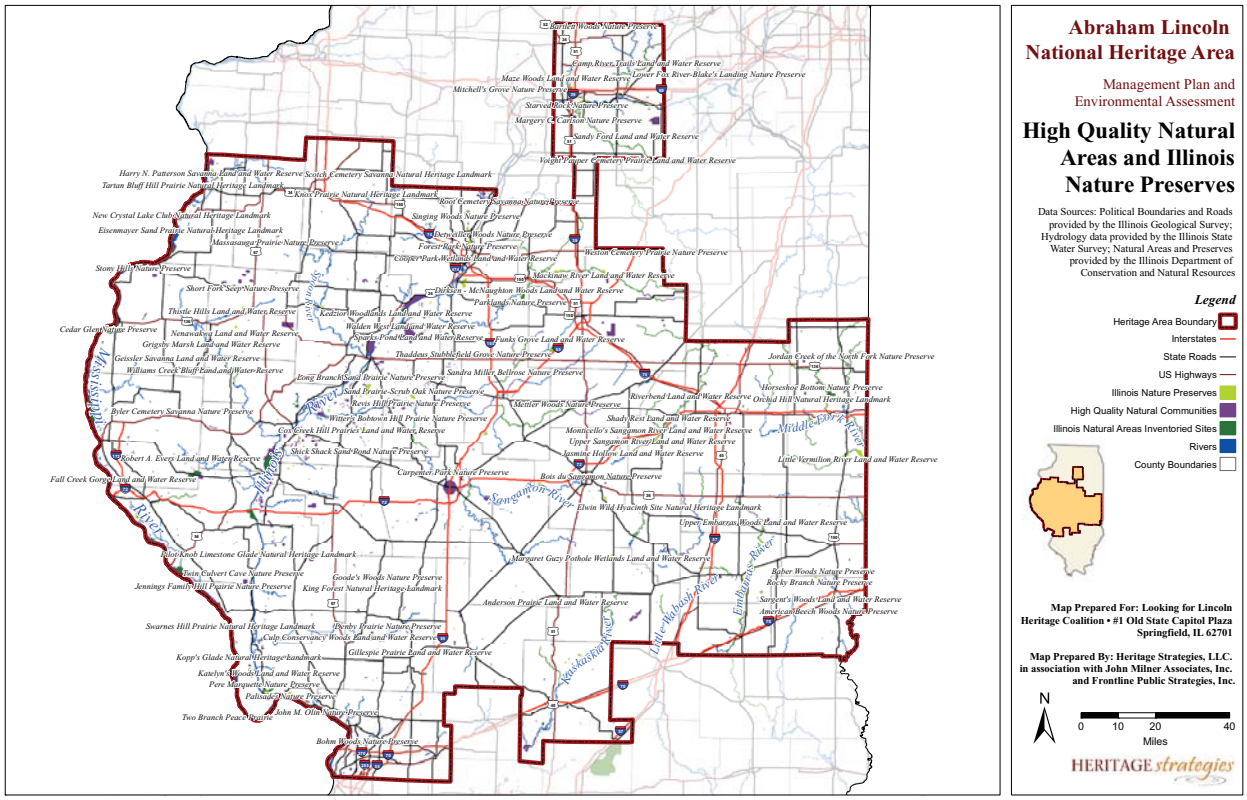


Figure 6-2: High Quality Natural Areas and Illinois Nature Preserves.

Approximately 27,000 acres have been preserved at 214 sites within the heritage area using these programs.

There are a number of independent national, state, and regional nonprofit organizations working on conservation and natural resources within the heritage area, including land trusts and land conservation organizations. These organizations have impressive experience in developing and implementing important land conservation initiatives involving key partners. A significant collaborative public/private conservation effort has recently been undertaken along the Illinois River in the vicinity of the Dickson Mounds. A host of smaller groups dedicated to conservation, trail, and the protection of open space exist as well and are active at the local level. The educational and stewardship activities that these organizations carry out are critical to the long-term health of natural resources within the region. We can play an important supporting role in these efforts.

The Foundation for Preservation and Conservation Initiatives

Two documents provide a foundation for our role in the preservation of historic, cultural, and natural resources and for the development of specific guidelines, recommendations, and actions we include in this management plan: the heritage area's enabling legislation and the goals we developed through our planning process

Public art commemmorating Lincoln's arrival in Decatur.

Community Profile: Decatur, Macon County

Decatur saw permanent settlement in 1820, well before many other communities in the heritage area owing to its eastern location. By 1829, Macon County was established with Decatur as its county seat and by 1830, the county's population had reached 1,161. In 1854, the Illinois Central and Great Western railroads reached Decatur and the town soon became a railroad hub, leading to much growth – Macon County's population tripled between 1850 and 1860. By 1925, the Wabash Railroad was Decatur's largest employer.

Before the Civil War, the region's economy centered on corn milling and locally needed goods. By the late 1800s, heavy industrial manufacturers established large facilities, including Firestone, Caterpillar, Mueller, and Union Iron Works. Agribusiness also flourished with the establishment of the A.E. Staley Manufacturing Co. and Archer Daniels Midland (ADM). Decatur's economy today continues to rely on agricultural processing and heavy industry, joined by two major hospitals. ADM has grown into the world's largest corn and soy bean processor, and Staley's is now Tate and Lyle, Inc., another large processor. Caterpillar and the Mueller Company (a brass foundry and manufacturer) also continue.

Abraham Lincoln first came to Decatur from Indiana with his family in 1830 at the age of 21, settling west of Decatur along the Sangamon River – now the Lincoln Trail Homestead State Park. Major events in Lincoln's life occurred over three decades in Decatur, many commemorated by public art. The county's first courthouse survives at the Macon County Museum Complex, along with a Lincoln-era log home and one-room schoolhouse. A wayside exhibit marks the site where the 1860 Illinois Republican Convention nominated Lincoln for president. In addition, it is possible to follow Lincoln's footsteps on part of the Paris-Springfield Road, restored and interpreted in the Sand Creek Conservation Area. Finally, the Oglesby Mansion is open to the public, a restored Victorian home of Lincoln's close friend, with Lincoln when he died and leader of the effort to build the Lincoln Tomb in Springfield.

Other Decatur tourism assets include the Homestead Prairie Farm at the Rock Springs Conservation Area, illustrating mid-1800s rural life on the Grand Prairie; the 1876 Millikin Homestead, a restored banker's mansion; and Millikin University, internationally known for its fine arts and theater program. Visitors can also enjoy a children's museum, a zoo, two museums featuring car history (Chevrolet and inventor Hieronymus Mueller), numerous art galleries, and several large events, including the Central Illinois Jazz Festival and the Farm Progress Show.

Representative Community Enhancement Initiatives

- *African American Civil War Soldiers Monument, by renowned artist Preston Jackson (completed).*
- *New landscaping and period lighting along the Near West Side Historic District's major thoroughfare (completed).*
- *Waterfront development for Lake Decatur to provide more services and recreational opportunities (in planning).*
- *More interpretation of Lincoln's long-lost first home at Lincoln Trail Homestead State Park (desired).*

Two little known facts about Decatur:

- *It was the original home of the Chicago Bears. In 1919, the A.E. Staley Manufacturing Co. hired George Halas to assemble and coach a football team. In 1920, the team won the Western Division championship of the professional league and in 1921 won the world's championship. Halas took the team to Chicago with the support of the Staley company. In 1922 the team was renamed the Chicago Bears.*

- *The Grand Army of the Republic (GAR) was formed in Decatur in 1866. This veteran's organization represented the interests of Civil War veterans and became a major political force of the post-Civil War era.*

The National Heritage Area's Enabling Legislation

The enabling legislation for the Abraham Lincoln National Heritage Area, Public Law 110-229, Subtitle C, outlines purposes for which the heritage area was created and requirements related to those purposes that the management plan must address. The full text is included in Appendix A of this management plan. As we have been developing our plan, we have closely followed the direction that the legislation has provided us. Over time, the success of our heritage area with respect to preservation and conservation will be measured by the degree to which our initiatives address the National Heritage Area's legislation (see sidebar).

Heritage Area Goals

Building upon our legislative purposes, we developed a series of eight broad goals listed in Chapter 1, four of which touch upon preservation and conservation (see sidebar). These goals were developed through extensive interaction with partners across the heritage area. Goal 5 relates to the ongoing need public engagement and education about the importance of preservation and conservation. Goal 6 asks us to develop appropriate preservation and conservation initiatives. Goal 7 relates to the sustainability of Lincoln interpretive sites, especially under-funded IHPA historic sites. Goal 8 encourages us to incorporate preservation and conservation into community revitalization initiatives.

Preservation Concepts and Approach

The following points characterize our concept and approach toward preservation and conservation initiatives within the Abraham Lincoln National Heritage Area.

General Preservation Approach

- Our heritage area is composed of distinct historic communities within the broad surrounding landscape. We tailor our preservation program to the needs and opportunities specific to our communities and landscape.
- We take a comprehensive, cultural landscape approach to both communities and the surrounding landscape addressing the preservation of historic resources and their landscape contexts.
- We support the preservation of resources from all eras and historic periods, but have a particular focus upon early settlement through post-Civil War (late nineteenth century) resources.
- Our interpretive program, presented in Chapter 4, Presenting the Heritage Area's Stories, and our educational program, presented in Chapter 5, Education & Engagement, play important educational roles in support of preservation.

Community Preservation

- Communities are key to achieving our legislative purpose of historic preservation within the heritage area.
- Our preservation initiatives seek to activate grassroots preservation interests in local communities.
- We engage communities in comprehensive revitalization initiatives based upon preservation. The initiatives in Chapter 7, Community Planning & Enhancement, are central to our community preservation approach.
- Economic viability is essential to preservation success. Our approach to community revitalization strengthens local economies by attracting a combination of local, regional, and visitor markets.

Requirements in the National Heritage Area's Federal Legislation for Preservation and Conservation

Provide a cooperative management framework to foster a close working relationship with all levels of government, the private sector, and the communities in the region in identifying, preserving, interpreting and developing the historical, cultural, scenic, and natural resources of the region for the educational and inspirational benefit of current and future generations (Sec. 441(5); and

Recommend policies and strategies for resource management, including the development of intergovernmental and interagency agreements to protect, enhance, interpret, fund, manage, and develop the natural, historical, cultural, educational, scenic, and recreational resources of the National Heritage Area (Sec. 444(a)(5)).

As a leader in historic preservation for central Illinois, the Looking for Lincoln Heritage Coalition (LFL) establishes strong partnerships with statewide and national organizations involved in historic preservation in the state. In particular, LFL will work closely with Landmarks Illinois, IHPA's Preservation Services Division, and the regional office of the National Trust for Historic Preservation. LFL also helps represent the state on the national level, working closely with the National Park Service and developing a partnership in the Alliance of National Heritage Areas.

Photo: Historic Charleston streetscape.

Landscape Preservation

- The surrounding landscape is comprised of the broad agricultural landscape and limited areas of natural landscape. Most of the natural landscape is confined to river corridors.
- The agricultural landscape is primarily late twentieth century in character, with fewer farms, larger fields, and less crop diversity than in the nineteenth century. Many historic landscape features have been lost and remaining features are undocumented and threatened.
- Preservation initiatives related to the agricultural landscape need to be organized at the regional and state levels due to scarcity of resources and constituencies at the county and local levels.
- Leadership for preservation and conservation of the natural landscape exists in state agencies, nonprofit land trusts and land conservation organizations, and a variety of local groups. We provide support and coordination but expect these organizations to take the lead role in conservation initiatives.

Our preservation and conservation program is divided into four parts, addressed below:

- Regional Preservation Leader;
- Community Preservation;
- Preserving Our Agricultural Landscape; and
- Preserving Our Natural Landscape.

Regional Preservation Leader

We are establishing the Abraham Lincoln National Heritage Area as a regional partnership in historic preservation for central Illinois. Our partnership depends upon collaboration among our many heritage area partners.

We reach out to local preservation organizations and individuals through a historic preservation network and collaborate closely with statewide and national

preservation organizations. We collaborate in creating a historic preservation program for implementation across the heritage area for the benefit of partners and everyone with an interest in historic preservation.

Heritage Area Preservation Network

We collaborate in creating a heritage area preservation network as an informal affiliation of local historical organizations, interests, and individuals dedicated to preserving and protecting historic resources and their landscape contexts. Our preservation network promotes historic preservation locally and regionally throughout central Illinois through communication, education, facilitation, and public and private advocacy.

Through our Community Working Groups and through other interested community interests, organizations and individuals from across the region will be invited to become members of the network and be included in a heritage area-wide preservation database. Participation will be open to any community, organization, or individual with an interest in preservation, not just those participating in other heritage area programs.

The primary purpose of the preservation network is to energize grassroots preservation initiatives and connect local preservation organizations to one another for mutual support and assistance. The network provides opportunities for organizations and individuals to get together to share experiences and give each other advice and support. This may be accomplished, in part, through a series of two to three preservation workshops held across the heritage area over the course of the year. Each workshop may focus on a topic of preservation interest, such as case studies on downtown revitalization, or preservation tax credits, or the Section 106 process, or the use of survey forms, or other topics. Local organizations may be asked to host the workshops and be given the opportunity to present their communities and their projects to those who attend.

Through the network, we provide information, advice, and assistance to local partners on specific issues and projects within their communities. In most cases, this is a matter of putting partners in contact with the right people. The network serves as a clearinghouse for information on historic preservation in central Illinois using the heritage area website and links to other websites.

ACTION: Coordinate a heritage area preservation network as an informal organization of communities and preservation interests within the National Heritage Area.

State and National Partnerships

As a leader in historic preservation for central Illinois, the Looking for Lincoln Heritage Coalition (LFL) establishes strong partnerships with statewide and national organizations involved in historic preservation in the state. In particular, LFL will work closely with Landmarks Illinois, IHPA's Preservation Services Division, and the regional office of the National Trust for Historic Preservation. LFL also helps represent the state on the national level, working closely with the National Park Service and developing a partnership in the Alliance of National Heritage Areas.

The primary purpose of the preservation network is to energize grassroots preservation initiatives and connect local preservation organizations to one another for mutual support and assistance. The network provides opportunities for organizations and individuals to get together to share experiences and give each other advice and support.

Photo: Valuable historic buildings in Virginia, Cass County.

Landmarks Illinois

As the state's leading nonprofit voice in historic preservation, Landmarks Illinois has managed a variety of programs that facilitate, educate, and promote historic preservation for over 40 years. Initially founded to save historic buildings in Chicago, Landmarks' mission and programs have grown work to promote historic preservation statewide. Its 2011 strategic plan cites five broad goals:

Goal 1: **Enhanced public image, awareness, and relevance** – creating a consistent brand, demonstrating the relevance of historic preservation, and expanding effective communications;

Goal 2: Improved structure for serving as a statewide organization – creating a statewide advisory council, establishing a "downstate" staff presence, and increasing interaction with state government, local agencies, and related organizations;

Goal 3: Viable preservation easement structure and program – strengthening its easement program in ways that minimize risk;

Goal 4: Diversified and enhanced revenue streams – creating a stronger donor base, evaluating the effectiveness of membership programs, and developing a range of benefits for member groups; and

Goal 5: Prioritized program and services – refocusing upon prioritized initiatives, creating clear geographic responsibilities, and identifying key new initiatives linked to mission.

Landmarks Illinois and LFL have similar missions related to historic preservation, and each organization will be made stronger through a close working relationship. LFL can assist Landmarks in achieving Goals 1, 2 and 5 above by serving as Landmarks' principal regional partner in central Illinois. LFL works collaboratively with Landmarks in demonstrating the relevance of historic preservation throughout central Illinois' communities and landscapes. Through

The proximity of LFL and the Illinois Historic Preservation Agency (IHPA) offices in Springfield provides a unique opportunity for staffs of the two organizations to work closely together. As manager of the Illinois federal/state/local partnership in historic preservation, IHPA's programs are central to historic preservation and are key tools to assist preservation initiatives at the local level.

Photo: 6th Street commercial area in Springfield.

its Preservation Network, LFL serves as a downstate presence for historic preservation, facilitating communication and coordinating local initiatives with a statewide vision and programs.

Conversely, through its singular focus on historic preservation, Landmarks provides LFL with expertise and guidance on effective preservation programming at the regional level. LFL need not reinvent preservation but may follow Landmarks' lead. Through its preservation network, LFL's primary role is to facilitate communication and provide encouragement and support for local preservation initiatives. Building upon Landmarks existing vision and programming and helping to extend them throughout central Illinois provides needed support to local preservation initiatives.

The nature of the relationship between LFL and Landmarks Illinois could take a variety of forms and could evolve over time. It could range from a simple understanding to collaborate to a more formal relationship such as creating a written memorandum of agreement and exchange of board members. In any case, staffs of the two organizations should work closely together. A yearly meeting to coordinate priorities, programs, and initiatives is advisable.

ACTION: Collaborate with Landmarks Illinois, the statewide nonprofit, in organizing and providing nonprofit preservation programming to central Illinois. Serve as a collaborator, facilitator, and conduit between local communities and Landmarks.

IHPA's Preservation Services Division

The proximity of LFL and IHPA's offices in Springfield provides a unique opportunity for staffs of the two organizations to work closely together. As manager of the Illinois federal/state/local partnership in historic preservation,

Through our heritage area preservation network and in collaboration with our Community Working Groups, we support a regional preservation program that provides information, resources, and assistance to network partners across central Illinois. A Preservation Advisory Committee will advise heritage area partners and the LFL board on preservation issues and policy. Our heritage area regional preservation program has four overall components: communication, resource information, technical assistance, and advocacy.

IHPA's programs are central to historic preservation and are key tools to assist preservation initiatives at the local level. Through the preservation network, LFL encourages and facilitates local communities and organization in taking advantage of IHPA's preservation programs. LFL does not duplicate IHPA's technical expertise, but actively helps extend its reach and effectiveness through the programs and initiatives it develops.

ACTION: Collaborate closely with IHPA's Preservation Services Division in supporting state programming within the National Heritage Area.

National Trust for Historic Preservation

The National Trust for Historic Preservation is the leading nonprofit organization at the national level dedicated to historic preservation. It has provided leadership and support for state, regional, and local preservation organizations in the Midwest and in Illinois for many years. In collaboration with Landmarks Illinois, the Looking for Lincoln Heritage Coalition develops a working relationship with the National Trusts' regional office to help coordinate national, regional, and local preservation initiatives.

ACTION: Collaborate closely with the regional office of the National Trust for Historic Preservation in identifying and addressing preservation issues in Illinois.

National Park Service

As a partnership program of the National Park Service (NPS), the Abraham Lincoln National Heritage Area is a federally designated program with a strong programmatic and structural relationship with the NPS. Federal funding allocated through the National Park Service provides organizational seed money for our National Heritage Area initiative. Just as important, the National Park Service provides us with technical assistance and guidance as we create and implement our programming at the regional and local levels. The National Park Service's identity and brand helps us establish and communicate the level of quality to which we aspire.

A close working relationship between our National Heritage Area and the National Park Service is essential. A discussion of the working relationships and roles of the National Heritage Area, LFL, and NPS is included in Chapter 9 of this plan, Business Plan. Locally, we maintain a close working relationship with the Lincoln Home National Historic Site, whose staff participates in our organizational structure and programs. Nationally, we continue to work closely with the NPS Midwest Regional Office in Omaha, Nebraska, which manages the heritage area program in the Midwest. The NPS can provide us with guidance, support, and technical assistance as we craft our programs related to historic preservation.

ACTION: Collaborate closely with the National Park Service's Lincoln Home National Historic Site and Midwest Regional Office in implementing the heritage area program in Illinois and coordinating NPS technical services for partners.

Photo: Historic commercial buildings in Monticello.

Regional Preservation Program

Through our heritage area preservation network and in collaboration with our Community Working Groups, we support a regional preservation program that provides information, resources, and assistance to network partners across central Illinois. A Preservation Advisory Committee will advise heritage area partners and the LFL board on preservation issues and policy. Our heritage area regional preservation program has four overall components: communication, resource information, technical assistance, and advocacy.

As we reach out to build our preservation network and develop our regional program, it is important that we have an understanding of the existing status of historic preservation in central Illinois. A review of participation in existing programs at IHPA, Illinois Main Street, and other agencies, provides us with a list of communities participating in statewide preservation and revitalization programs. We do not know the extent to which communities have created local historical commissions, historic districts, or other preservation related programs.

As an early step in implementing our regional preservation program, therefore, it is desirable that we undertake a survey of participating network communities and organizations to identify the types of issues they face and the types of programs now existing. This survey will assist us in understanding local issues, establishing priorities that are important to network participants, and implementing a phased regional preservation program.

ACTION: Create a Preservation Advisory Committee to advise the Looking for Lincoln Heritage Coalition and heritage area partners on needs and actions related to historic preservation.

ACTION: In collaboration with Community Working Groups, undertake a survey of historic preservation planning in communities throughout the heritage area.

The heritage area preservation network is a means of providing access to information and support for local preservation initiatives. Information on historic preservation can be created specifically for the network or links can be provided to other organizations that may be able to provide needed information.

Staff time devoted to historic preservation activities is necessary as part of the LFL's yearly work program. In the beginning, management of the network and other historic preservation tasks may be only a part of a LFL staff member's responsibilities. Over time, it may be desirable to devote an entire staff position to historic preservation activities. Establishment of such a position could be the focus of LFL fundraising initiatives, seeking foundation or other funding support specifically for preservation activities that benefit community revitalization. A historic preservation and community revitalization position could be combined. LFL will incorporate historic preservation activities into its work program over time. Staffing is discussed further in Chapter 9, Business Plan.

ACTION: Designate staff time to historic preservation activities within the National Heritage Area as part of the Looking for Lincoln Heritage Coalition's yearly work plan.

The primary benefit of our preservation network is in fostering communication between network members for mutual support. Through communication with one another, local preservation advocates learn about the programs, processes, and successes of others and are encouraged by their own successes. Network communication may be achieved through a variety of means including workshops, LFL newsletters, website, and the statewide preservation conference. A heritage area preservation awards program would help highlight community successes.

ACTION: Designate a portion of the Looking for Lincoln Heritage Coalition website to historic preservation information.

ACTION: Co-sponsor, participate in, and encourage local partners to participate in statewide preservation conferences in Illinois.

The heritage area preservation network is a means of providing access to information and support for local preservation initiatives. Information on historic preservation can be created specifically for the network or links can be provided to other organizations that may be able to provide needed information. The Looking for Lincoln Heritage Coalition and other leading network members are available to advise network participants or direct them to other organizations and individuals who may be able to assist them.

ACTION: Serve as a resource clearinghouse for local communities and network participants, connecting them to others who can provide guidance with respect to preservation issues and activities.

ACTION: Develop a comprehensive on-line preservation tool box and resource library online for use by network participants.

To the extent possible, network members provide advice and technical assistance to one another through informal mentoring. LFL and other key network members provide leadership in this regard and help develop these mentoring relationships. As the preservation network grows, we may seek funding support that enables us to undertake regional preservation programming for the benefit of network participants. Types of possible programming are mentioned in the following sections of this chapter on community and landscape preservation. Participation

Photo: The square in Rushville, Schuyler County.

Advocacy for historic preservation is one of the most important activities that network participants can undertake. At the state and national levels, the Looking for Lincoln Heritage Coalition collaborates with Landmarks Illinois and other state and national preservation organizations to advocate for national and statewide preservation programs.

in IHPA's various preservations programs, such as surveys, National Register nominations, etc., is a priority. The development of programming depends upon the availability of such funding.

ACTION: Encourage communities to participate in preservation programming. Facilitate, support, and assist communities in undertaking projects and initiatives related to programming.

ACTION: Provide technical assistance to local partners on preservation issues and initiatives in coordination with other local and state partners.

ACTION: Collaborate with partners on mentoring within the heritage area wherein local partners with preservation experience provide guidance and support to organizations and communities with emerging preservation initiatives.

Advocacy for historic preservation is one of the most important activities that network participants can undertake. At the state and national levels, the Looking for Lincoln Heritage Coalition collaborates with Landmarks Illinois and other state and national preservation organizations to advocate for national and statewide preservation programs. LFL provides support, guidance, and technical assistance to local organizations and communities in advocacy on historic preservation issues when appropriate.

ACTION: Support advocacy for historic preservation at the state, local and national levels.

ACTION: Provide support, guidance, and technical assistance to local organizations and communities in advocacy for historic preservation at the local level.

Commercial buildings on Pittsfield's town square include early two-story buildings, some of which may date from Abraham Lincoln's time.

Community Preservation

Communities are key to historic preservation in central Illinois because of the concentration of historic resources within communities and because of their ability to undertake preservation initiatives. Chapter 7 of this management plan, Community Planning & Enhancement, outlines a specific program for participating Looking for Lincoln Communities involved in telling the story of Abraham Lincoln and his time.

In this chapter, however, we are outlining a preservation program that we hope all communities can be involved with, whether they are participating in other National Heritage Area programs or not. We use the heritage area preservation network to encourage and facilitate preservation initiatives in communities throughout central Illinois. Where possible, we may seek funding sources that enable us to provide financial support for local preservation planning initiatives.

Community Planning and Documentation

A variety of specific actions can be undertaken by local organizations to document resources and further planning for historic preservation in their communities. Community planning and documentation activities might include the preparation of:

- Context statements that provide background and support for historic designation and understanding with respect to significance. Context statements might be based upon the historical development of various community types within the National Heritage Area, such as early settlements, river communities, railroad communities, courthouse square communities, etc.;
- Updated and new local community surveys of historic resources in coordination with IHPA guidelines;
- National Register Historic Districts nominations to recognize and document historic areas within communities;

Community Profile: Pittsfield, Pike County

When it was organized in 1821, Pike County originally covered the entire territory northwest of the Illinois River and north to the state line. The county was reduced to its present size in 1825. Tiny Atlas, sitting just above the floodplain of the Illinois River, was the original county seat, but in 1833 the new town of Pittsfield captured the honor as a more central location. That same year, the first sale of lots took place and construction of the county's new courthouse began – replaced by a larger structure in 1839. Today's stately courthouse was completed in 1895.

Agriculture has long provided stability to the local economy. Brickyards were built as early as 1843. Flour milling, shipping, and transportation have also played a part in the local economy. Growth in the nineteenth century was steady, but in the twentieth century has been stable, at best. In the 21st century, Pittsfield's primary challenges are the preservation of its historic structures; property and income tax increases; and economic development, principally loss of businesses moving to the nearby states of Missouri and Iowa and a lack of jobs to retain the community's youth entering the job market.

Visitors to Pittsfield today experience a beautiful and historical community whose nineteenth century roots are readily visible, with distinctive connections to Abraham Lincoln. Abraham Lincoln and Stephen Douglas each spoke in the courtyard during the senatorial campaign of 1858.

In addition, John Hay and John Nicolay, Lincoln's private secretaries who accompanied him to the White House, were both from Pittsfield. The homes where they lived are identified on a local tour. Hay came to Pittsfield in 1851 to receive an academic education. He is remembered locally as author of the Pike County Ballads, a widely circulated book of poems written in dialect and published 1871. Hay's distinguished political career included service as a diplomat and as U.S. Secretary of State 1898-1905 under Presidents McKinley and Roosevelt.

Nicolay edited the Whig Free Press which was published in Pittsfield prior to the Civil War. Nicolay and Hay collaborated on an official biography of Lincoln that appeared serially in The Century Magazine *from 1886 to 1890. The biography was then issued in book form in ten volumes which, together with their two-volume* Complete Works of Abraham Lincoln. *are definitive resources on Lincoln and his times.*

Representative Community Enhancement Initiatives

- *Revolving loan program.*
- *Facade loan program for businesses.*
- *Tax Increment Financing (TIF) district.*

Pike County's third courthouse, completed in 1895.

The Greek Revival-style Milton Hay House, c. 1840, home to Lincoln's presidential secretary John Hay, is today one of many sites on Pittsfield's "Abe Lincoln Talking Houses Tour."

Photo: Endangered historic barn.

- Community preservation plans as elements of community comprehensive plans;
- Community interpretive plans similar to the interpretive recommendations in Chapter 4 of this management plan; and
- Community histories to interest and educate local residents about their history and associated resources.

Community Preservation Programs

Participation in the preservation network encourages communities to create local preservation programs. Communities are encouraged to:

- Establish local historical commissions to provide guidance to local planning commissions and elected officials on preservation issues within their communities;
- Adopt local preservation ordinances within their zoning and land development ordinances to identify and protect local historic resources;
- Create local historic districts to guide change that is appropriate to the character of historic areas within their communities;
- Participate in IHPA's Certified Local Government program; and
- Support local and regional historic interpretive sites as centerpieces of community character, programming, and pride, coordinating with actions outlined in the interpretive section of this management plan.

ACTION: Facilitate communication within the preservation network to encourage communities to undertake and implement preservation initiatives.

ACTION: Seek funding sources that enable the National Heritage Area to provide funding support for community preservation planning initiatives, perhaps through a matching grant program.

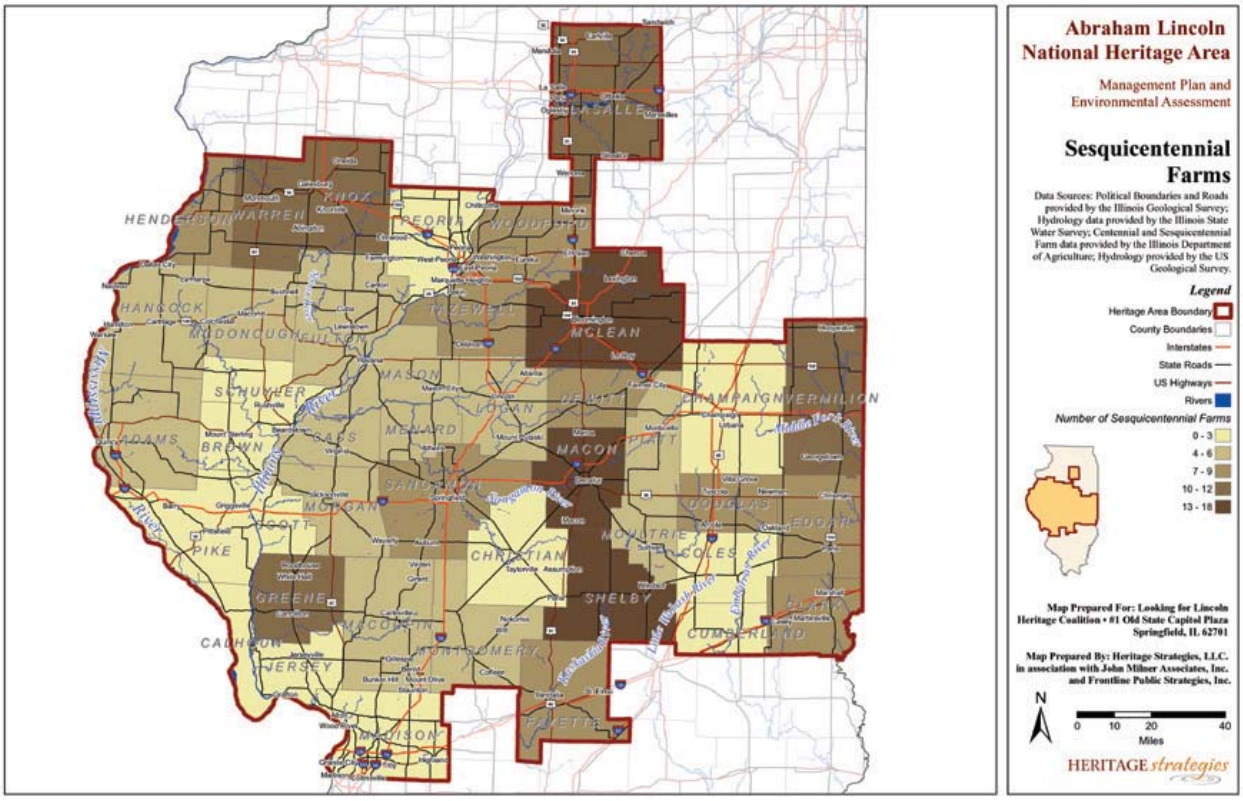


Figure 6-3: Sesquicentennial Farms. The Illinois Department of Agriculture recognizes farms that have been in the same family for over 150 years as Sesquicentennial Farms, and for over 100 years as Centennial Farms.

Preserving Our Agricultural Landscape

In collaboration with our state, regional, and local partners, we develop long-term programs focused upon the preservation of historic buildings and resources in our agricultural landscapes. We consult with partners within our preservation network on issues and priorities and develop initiatives that we can undertake both as individual organizations and together. A regional preservation program focused upon the agricultural landscape of central Illinois might include:

- A survey of county and regional planning organizations with respect to historic preservation interests and capabilities. With the assistance of preservation network partners, engage with these organizations to encourage historic preservation initiatives at the county and regional levels.
- An inventory of remaining Lincoln landscapes and landscape features that retain integrity to the Antebellum period. Assess threats and prioritize needed actions for their protection.
- A context statement for cultural and agricultural landscapes within the National Heritage Area to provide background and documentation for landscape inventory, education, and preservation initiatives.
- Encouragement and support for counties and others to undertake cultural landscape and historic resource inventories on a countywide and regional basis. Identify contributing landscape resources. Identify and document remaining historic farmsteads.
- An educational initiative in collaboration with partners focused upon owners of historic farmsteads within the heritage area. Make educational

Jacksonville is in the midst of the second phase of the Downtown Turnaround Project to restore traffic to the historic square, which was blocked by Urban Renewal in the 1970s. The first phase, completed in 2010, has inspired 28 business expansions and more than 100 new jobs. In just over 10 years, downtown has seen over $28 million in reinvestment ($9 million public and $19 million private).

Painters from all over the U.S. and as far away as Ireland and Australia worked on Jacksonville's 10 historical 'Walldog Murals,' located in various areas of downtown.

Community Profile: Jacksonville, Morgan County

Morgan County was established in 1823 and named for General Daniel Morgan, a Revolutionary War hero. In 1825 the Morgan County surveyors staked out land at the center of a 160-acre tract, and the seat of government was established in the new town of Jacksonville. Thanks to early settlers Alexander Cox, Joseph Fairfield and George Hackett, the Jacksonville town square quickly developed.

Education was always a primary concern for city founders. Illinois College was founded in 1829. The Reverend John M. Ellis, a Presbyterian missionary, felt the need for a "seminary of learning" in the new state. His plans came to the attention of group of Congregational students at Yale University. Seven of them, in one of the now famous "Yale Bands," came westward to help establish the college. As one of the earliest institutions of learning in the Midwest, the college was named after the state in which it was located. The first president of the college was Edward Beecher, brother of Henry Ward Beecher and Harriet Beecher Stowe.

The courthouse was built on the square, churches were constructed, railways were planned, and before long, stores and taverns were flourishing. In 1834 Jacksonville had the largest population in the state, outnumbering even Chicago.

Jacksonville's educational foundation grew stronger with the Illinois School for the Deaf; the School for the Blind (later Illinois School for the Visually Impaired): and the Illinois Conference Female Academy (later MacMurray College). By 1850 Illinois College had conferred Illinois' first college degrees and opened the first medical school in the state. Because of this commitment to education, many referred to the community as "The Athens of the West."

Beginning with Capps Woolen Mills, established in the 1839, businesses located in Jacksonville because of the excellent economic climate and convenient access for transporting goods. Farmers appreciated the fertile soil of central Illinois, and agriculture enriched the economy as well. In 1919 the Eli Bridge Company, the world's oldest manufacturer of Ferris wheels and other amusement rides, relocated to the city. Founder W.E. Sullivan introduced the "Big Eli" wheel on the Jacksonville square in 1900. Jacksonville contributed three governors to the state: Joseph Duncan, Richard Yates, and Richard Yates, Jr. Governor Duncan's home still stands on West State Street, the only official governor's mansion outside of Springfield.

The Jacksonville area has carefully built upon the foundation established by its forebears. It is now a thriving community rich in educational, business and leisure activities, making the area an enjoyable place to live, work, play, shop and learn.

Representative Community Enhancement Initiatives

- *Downtown Revitalization Program - JREDC, Jacksonville Main Street, CVB, and Chamber of Commerce.*
- *Downtown Turnaround Project - Restoration of Jacksonville Town Square.*
- *Voices of Jacksonville Audio Tours, including Lincoln Sites.*
- *Looking for Lincoln Wayside Exhibits.*
- *Walldog Murals, 10 building murals in downtown.*

Photo: A winding road in Illinois, an old stagecoach route between Springfield and Peoria, betrays its origins prior to survey of the grid system. This is County Road 124 south of Middletown, a popular overnight stop.

information available online, through a public campaign, and through partner initiatives.

ACTION: In collaboration with state, regional, and local partners, initiate a long-term program for the documentation and preservation of historic resources in the agricultural landscape of central Illinois.

Preserving Our Natural Landscape

Illinois has developed a system dedicated to the preservation of natural resources that involves a network of pubic agencies and nonprofit organizations. The Illinois Natural Areas Inventory, Illinois Comprehensive Wildlife Conservation Plan & Strategy, and other natural resource conservation initiatives are discussed in Appendix B, The Planning Context. Many of the remaining natural landscape areas within our National Heritage Area are located along the region's river valleys.

We support existing agencies and nonprofit organizations in their programs and initiatives to preserve natural resources within central Illinois, contributing where we can but allowing them to take the lead. We help existing conservation organizations understand the significance and value of cultural resources within the natural landscape and of cultural landscape values and criteria in developing their programming and in decision-making. We focus specifically upon landscapes associated with the Lincoln story.

In addition to collaboration and support, our role concentrates upon education and interpretation, raising public awareness about the significance of the natural landscape and its relation to our region's history. To this end, the strategies and actions outlined in Chapter 4 (Telling Our Heritage Area's Stories), Chapter 5 (Education & Engagement), and Chapter 7 (Community Planning & Enhancement)

We support existing agencies and nonprofit organizations in their programs and initiatives to preserve natural resources within central Illinois, contributing where we can but allowing them to take the lead.

related to the landscape are directly relevant to our support of natural resource conservation.

With respect to raising public awareness, the actions outlined in Chapter 4 involving interpretive collaboration and partnerships with Department of Natural Resources and other parks and natural areas are central to the actions we undertake supporting natural resource conservation. The proposed partnerships with Illinois National Scenic Byways Program, especially the Illinois River Road National Scenic Byway, Great River Road National Scenic Byway, and Meeting of the Great Rivers Scenic Byway are key.

ACTION: Collaborate closely with organizations preserving natural landscapes throughout the National Heritage Area. Be informed and involved with their initiatives and provide support where possible.

ACTION: Coordinate educational and interpretive programming with programs offered at natural resource sites by DNR, the Corp of Engineers, county parks, and others as outlined in the interpretive chapter of this management plan.

ACTION: Identify significant remaining cultural and natural landscape associated with the Lincoln era and encourage land trusts and land conservation organizations to take leadership roles in their preservation.

ACTION: Work with land trusts and land conservation organizations in helping them realize the significance of historic and cultural features associated with the properties they are preserving. Assist with and help facilitate appropriate treatments of historic and cultural resources on conserved properties.

Chapter 7 • Community Planning & Enhancement

Our historic communities are among our greatest assets. Their maintenance and revitalization requires sustained planning, preservation, enhancement, and business development at the local level. This chapter is about how we, the participants in the Abraham Lincoln National Heritage Area, can encourage our communities to use their heritage to support community prosperity, focusing on historic downtowns.

Photo: Rehabilitated historic buildings in downtown Quincy, Adams County.

The Looking for Lincoln Heritage Coalition (LFL) and the organizations, communities, businesses, and individuals with a stake in the National Heritage Area's success – the "we" you are hearing from, as you read this chapter – will work to strengthen communities so that they are economically viable as centers of community social and economic life. We will collaborate with state, nonprofit, and local initiatives supporting the revitalization of historic communities, with a focus on helping communities to capitalize on historic preservation and heritage tourism. Communities need a range of economic development activities to thrive; the heritage area emphasizes preservation and tourism because these are the heritage development activities that can contribute to local economic development.

Heritage tourism is a natural consequence of building audiences for the interpretation, education, and enjoyment of special places that form the core of the National Heritage Area experience. This chapter thus builds on Chapter 4, Presenting the Heritage Area's Stories, which describes community interpretive planning and opportunities for interpretive presentation and development that can help stimulate community investment that can lead to revitalization. Chapter 4 also presents a rationale for designating communities at differing levels to recognize and encourage progress, which is described more completely in this chapter. This chapter also relies on Chapter 6, Preservation & Conservation, which provides the specifics of techniques for historic preservation and conservation to protect the National Heritage Area's special places, and Chapter 8, Heritage Tourism & Marketing, which provides the details of how heritage tourism is to be stimulated by our work.

Requirements in the National Heritage Area's Federal Legislation for Community Planning & Enhancement

Public Law 110-229, May 8, 2008, Consolidated Natural Resources Act of 2008, 122 Stat. 754, Title IV, Subtitle C has a number of statements that support community planning and enhancement activities:

- *Section 441, purposes of the National Heritage Area: (5) to provide a cooperative management framework to* ***foster a close working relationship with all levels of government, the private sector, and the local communities in the region*** *in identifying, preserving, interpreting, and developing the historical, cultural, scenic, and natural resources of the region for the educational and inspirational benefit of current and future generations; and (6) to* ***provide appropriate linkages between units of the National Park System and communities, governments, and organizations*** *within the Heritage Area.*

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Photo: Atlanta's public library.

The Need

Small towns in the Abraham Lincoln National Heritage Area are vital to the quality of life for area residents and the overall interpretive experience of visitors. Collectively, these towns offer a nationally significant experience of nineteenth century townscapes, punctuating a beautiful agricultural landscape, as described in Chapter 3, The Cultural Landscape.

Much of the nineteenth century heritage of these towns is remarkably well preserved, beginning with their dignified county courthouses, often set amid a courthouse square in the center of downtown. This traditional community plan is seen in county seats throughout the National Heritage Area. Neighborhood after neighborhood, Main Street after Main Street, there is a pleasing rhythm and scale to towns small and large. Generations of investors built impressive buildings in their communities as business profits permitted. Visually speaking, there is a deep sense of the aspirations of these communities as they grew to prosperity in the years following the Civil War – a sense that these are places with interesting stories to tell.

The years have not been kind to historic towns and buildings. Some have done better than others, but evolving economic conditions since the second half of the twentieth century have not been favorable to many. Population declined as farms mechanized; the automobile improved customers' ability to travel and rendered downtown Main Streets and their businesses less vital. More recently, big box stores brought economies of scale to the edge of town, against which long-established smaller business have found it difficult to compete. Loss of manufacturing has also hurt the economies of many towns.

Hard Times Challenge Historic Preservation

As local economies have declined since the mid-twentieth century, investment in maintenance of area homes and downtowns often plummeted. Many downtown buildings were "improved" in the last five decades with aluminum slipcovers over historic brick buildings, or handsome storefronts replaced with ill-advised materials. Many other buildings that have not been subject to such "modernization" have not had their woodwork painted in years, exposing critical structural and design elements to water damage. Water damage from clogged gutters has deteriorated stone and brickwork to the point that repair is too expensive and replacement of these features the only feasible alternative. Finally, some buildings have deteriorated so badly that they succumb to demolition.

In the last fifty years, the historic preservation movement has offered communities a voice in how their valuable built environment should change. Enacting local historic preservation ordinances gives residents the ability to manage the treatment of designated historic buildings – that is, such ordinances can give a voice to the community at large as changes occur to individual buildings that have the potential to affect the entire community. This tool is the strongest tool in the "toolbox," although not the only one. (For more on historic preservation, see Chapter 6, Preservation & Conservation.)

When faced with declining economic circumstances, residents may sometimes fear that additional historic preservation regulations would impose extra costs for property owners. Without local protection of historic buildings through local preservation ordinances, however, losses and changes can endanger the very fabric of communities. One building's loss or adverse alteration – or one local government's decision, for example, to defer needed maintenance in the public domain – can discourage beneficial investments by other property owners. We need to protect unique, historic buildings until communities, their property owners, and businesses can find prosperity once again.

For the National Heritage Area to tell our stories, we need tangible and real places to do so. Whenever possible, we will use authentic physical features – communities, buildings, landscapes, and other resources – to tell the stories. Retaining the existing historic fabric of our communities, then, must be an emphasis for National Heritage Area communities.

Concept and Approach

Collectively, those of us working together as a heritage area believe that small towns, to be viable and competitive – to be the kinds of places that will attract and sustain economic growth in the twenty-first century – must distinguish themselves among their competition by focusing on their unique qualities. What is sometimes called "asset-based community development" (ABCD) is a process of identifying these qualities first, as the basis for strategic change and community investment. In the Abraham Lincoln National Heritage Area, these unique qualities include our heritage.

This chapter is based on two premises: (1) That towns can achieve a virtuous cycle of prosperity and preservation to enable them to continue to grow, change, and compete in a way that respects their heritage. Small and positive public and

Requirements in the National Heritage Area's Federal Legislation for Community Planning & Enhancement (cont.)

- *Section 444, management plan requirements: (a)(2) include a description of actions and commitments that Federal, State, Tribal, and local governments, private organizations, and citizens will take to protect, enhance, interpret, fund, manage, and develop the natural, historical, cultural, educational, scenic, and recreational resources of the National Heritage Area; (a)(3) specify existing and potential sources of funding or* ***economic development strategies*** *to protect, enhance, interpret, fund, manage, and develop the National Heritage Area; (a)(5) recommend policies and strategies for resource management, including the development of intergovernmental and interagency agreements to protect, enhance, interpret, fund, manage, and develop the natural, historical, cultural, educational, scenic, and recreational resources of the National Heritage Area; (a)(6) describe a program for*

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Requirements in the National Heritage Area's Federal Legislation for Community Planning & Enhancement (cont.)

implementation for the management plan, including (A) performance goals; (B) plans for resource protection, enhancement, interpretation, funding, management, and development; and (C) specific commitments for implementation that have been made by the local coordinating entity or any Federal, State, Tribal, or local government agency, organization, business, or individual; and (a)(7) include an analysis of, and recommendations for, means by which Federal, State, Tribal, and local programs may best be coordinated (including the role of the National Park Service and other Federal agencies associated with the National Heritage Area) to further the purposes of this subtitle.

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private investments can start such a cycle; and (2) that working collectively, across the region, will help individual communities in ways they cannot achieve alone. A regional approach mirrors the overall concept of a heritage area – of building a system out of the parts. The power of a regional vantage point leads heritage area participants to join forces for the sake of communities and their preservation.

Our approach includes these ideas:

- The **Community Working Group** is a new tool offered by the National Heritage Area and described in Chapter 9, Business Plan. Community Working Groups provide a forum and new dynamic to energize a wide range of community interests to take advantage of the heritage area concept and programs. Working outside established agendas and agencies and encouraging dialogue among participants, each working group can focus on improving the overlaps among its community's efforts to enhance interpretive offerings, heritage tourism and the visitor experience, community planning, and downtown revitalization. It can pinpoint issues and search for solutions using heritage area resources. The Community Working Group provides an "umbrella" for coordinating and encouraging use of all of the following programs.

- A Looking for Lincoln Community designation program, described in a later section. Designations build on one another, encouraging communities to continue their planning and investment, ultimately to result in demonstrated accomplishments in community revitalization. The program encourages communities and local interpretive attractions to build close relationships for mutual benefit. A Community Working Group is generally expected to facilitate the community's work to attain designation, interaction with LFL, and outreach to other designated communities.

- A partnership development program will offer a wide range of activities and support through all of the above programs and designations, described in Chapter 9. Community Working Groups and both communities (through various governmental agencies) and nonprofit organizations can become partners.

- Encouraging historic preservation interests at the local level across the National Heritage Area to come together for mutual education and assistance, an idea also described in Chapter 6, Preservation & Conservation. The objective is for participants to gain skills and information to improve their ability to influence historic preservation activities in their communities in many ways. Leadership in forming such a mutually supportive effort would come from participants, supported by the heritage area as appropriate, and the form and frequency such networking might take can be expected to evolve with experience. Through their leadership in community education and planning, using historic preservation tools and techniques, participants will be able to respond to community needs for preservation. Participants in such a network could keep their Community Working Group informed about ideas to pursue and opportunities to share with the wider community.

Working through Partners

When it comes to community and economic development, the issues are too broad, the players are too many and the public costs are too great for any single heritage area partner to provide leadership. In the Abraham Lincoln National Heritage Area, moreover, there are many, many communities. Community-based partners are thus logical leaders in supporting community planning and enhancement, community by community.

Local partners observe local needs and participate in the community dialogue required to address their needs. Multiple parties, including economic development and planning agencies, Local Tourism and Convention Bureaus (LTCBs), Main Street organizations, and elected officials, typically lead the dialogue. The heritage area as a whole and each Community Working Group can collectively affect community planning dynamics, by offering a powerful vision of success. All of us, working together in this National Heritage Area, can provide good information and smart arguments, passionate advocacy, regional collaboration, and an eye toward the long term. Successful heritage area partners working at the community level will nudge the current system to work in favor of heritage preservation and development and enhanced visitor experience.

Partnership is the powerful foundation of the heritage area, period. Other chapters in this management plan describe how partnership with locally based organizations will benefit interpretation, tourism, historic preservation and conservation, and educational outreach.

Working through Existing Planning and Community Programs

Multiple planning programs in the Abraham Lincoln National Heritage Area are available to address the needs of towns and their economic development and historic preservation efforts; they are described in detail in Appendix B, The Planning Context. County and municipal planning include mechanisms for community development. Regional planning agencies in Illinois address the needs and conditions of both urban and rural regions through strategies to enhance the unique needs of multiple counties and communities. Community development and historic preservation programs at the state level also encourage local planning and action. A considerable array of nonprofit organizations focuses on various aspects of resource protection and promotion at the local, regional, and state levels. To grow support for towns in ways described in this chapter, partners can influence local processes of community planning and investment by building trust, bringing resources to the table, and sharing information.

In addition to aiding in developing heritage projects, existing planning programs can also help to address concerns communities may encounter as they expand tourism, relating to finding ways to address existing or potential negative impacts from tourism. Such programs can sometimes spur innovative, community-driven solutions through community outreach and deep knowledge of community relationships and overlapping issues. For example, re-designed or additional parking, motor coach facilities, or pedestrian walkways might be among community planning and development solutions to common tourism impacts relating to increased numbers of cars, motor coaches, or tour groups. More intractable, less design-oriented issues include stimulating a mix of businesses

Requirements in the National Heritage Area's Federal Legislation for Community Planning & Enhancement (cont.)

- *Section 446, local coordinating entity duties: (a)(4) encourage* ***economic viability and sustainability*** *that is consistent with the purposes of the National Heritage Area; and (b)(3) hire and compensate staff, including individuals with expertise in (B)* ***economic and community development.***

Nauvoo's business district, on the bluff above the historic settlement, is a thriving commercial center serving visitors as well as the local community. The town features restaurants, lodging, shops, and services as well as community interpretation.

Visitors taking a family photo at the historic Joseph Smith gravesite. Historic Nauvoo is located on the flats below the commercial center. A National Historic Landmark, it features a visitor center, 60 restored historic sites, guided walking tours, horse drawn wagon tours, and extensive interpretation.

Community Profile: Nauvoo, Hancock County

Over a period of six years from 1839 to 1845, the few scattered log cabins along the Mississippi that had been known as Commerce became the City of Nauvoo (Hebrew for beautiful place) with a population of 12,000 mostly Mormon settlers. Followers of Joseph Smith, the Mormon prophet, gathered here from around the United States and from the British Isles to create what they hoped would be a Zion community. A complicated story of mistrust, suspicion, jealousy, and cultural differences led to serious conflict with the other residents of Hancock County, the murder of Smith, and, ultimately, the expulsion of the Mormon population.

An idealistic colony of French Icarians under the leadership of Etienne Cabet subsequently acquired abandoned Mormon properties and attempted to create a utopian socialist commune. Although the effort did not succeed, the experience added new diversity to the population and introduced wine production to Illinois. Today's oldest bonded winery in Illinois traces its origins to the Icarian period. Grape growing was the dominant agricultural pursuit in the area from the latter half of the nineteenth century to Prohibition.

Along the way, a wave of German immigrants moved in to cultivate the soil and take advantage of the area's other natural advantages. A group of nuns of the Order of St. Benedict chose to start a girls' school here and for 127 years, Nauvoo was the home of St. Mary's Academy. When someone discovered that the numerous limestone wine cellars in town provided ideal conditions for the production of blue cheese, another indigenous industry was born.

In the middle of the twentieth century, Nauvoo began a transformation into a tourist destination as the Church of Jesus Christ of Latter-day Saints complemented the historic preservation efforts of the Community of Christ by restoring pioneer era homes and shops in the historic section of town. The capstone of this effort was put in place in 2002 with the dedication of a re-created Nauvoo Temple to replace the one that arsonists destroyed in 1848.

Today, the community encompasses a large historic area with 1840s buildings, large expanses of grass, well-kept flower gardens, and visitor accommodations—the flats; and a charming business district with buildings dating primarily to the early part of the twentieth century—the bluff. The Nauvoo State Park and two museums operated by the Nauvoo Historical Society enhance the community's appeal to visitors. Most of the shops on the bluff are oriented to tourism but the huge grain elevator at the river's edge and the expansive corn and soybean fields surrounding the city attest to the continuing dominance of agriculture in the local economy.

Representative Community Enhancement Initiatives

- *Major events to attract visitors.*
- *Nauvoo Betterment Association projects — self guided history tour, benches, park improvements, city hall façade overhaul.*
- *Creation of a Tax Increment Finance (TIF) district to help finance redevelopment.*
- *New library initiative that may lead to acquisition of a community center.*

Heritage Area Goals for Community Planning & Enhancement (as derived from full list in Chapter 1)

Goal 6: *Facilitate initiatives for the preservation and stewardship of the region's physical legacy of* ***historic resources, communities, and landscapes****.*

Goal 8: *Encourage and facilitate the enhancement of* ***community character and quality*** *of life related to the region's heritage for the benefit of residents and to strengthen the visitor experience.*

that benefits residents as well as visitors and insuring that jobs added to the local economy through tourism benefit the community as greatly as possible. Those two particular examples are the domain of economic development agencies, which can seek to enhance what are essentially private sector decisions through incentives, advice, and technical assistance. Coping with the temporary strain of large events is another challenge, the domain of community government, tourism directors, and/or event operators. Communication and cooperation are critical to long-term success in operating events, especially ones over successive weeks or months that can have potentially negative impacts on neighborhoods and community quality of life.

Designating Looking for Lincoln Communities

This plan will build upon the existing system of Looking for Lincoln Communities described in Chapter 4 by creating three levels of participation in a community designation program:

- Story Trail Communities;
- Partnership Communities or Cornerstone Communities; and
- Gateway Communities.

The interpretive elements of these designations are addressed in Chapter 4. In this chapter, we discuss the community revitalization possibilities embedded in all levels.

The objective for communities and residents in this chapter is that they will be encouraged by the strategic marketing advantages of this designation program to undertake the necessary planning and investment in order to qualify – thereby enhancing their communities for their own sake. Results we seek from this program include community enhancement, increased awareness of community heritage and heritage development opportunities, and civic pride.

Photo: Gazebo in Rushville.

All three levels of designation (Story Trail Community, Partnership/Cornerstone Community and Gateway Community) will support a National Heritage Area system of signs that mark community entry points. This creates an identity for the heritage area as a whole and announces to visitors and residents that a given community is a heritage area participant, with a special identity of its own.

The objective for visitors is that they will have an enjoyable, comfortable, and informative tour or stay, will admire the quality of the community's care for its heritage, and will seek to repeat the experience in other Looking for Lincoln Communities through a driving tour or other methods to move through the National Heritage Area.

Criteria and benefits are summarized in Tables 7.1 and 7.2 for each of the designations. Designations build on one another. Commitments and actions to preserve heritage resources and to support community prosperity through planning and investment are critical elements toward earning Partnership/Cornerstone or Gateway designation. Direct benefits to communities include inclusion in heritage area promotional materials commensurate with their designation, networking opportunities, and technical assistance and other forms of support. Potential benefits also include support for initiatives needed to qualify for designation.

Once communities have achieved Story Trail Community status as a first level of recognition, they will be eligible to work toward either Partnership or Cornerstone Community status, and beyond that, for Gateway Community status.

The chief difference between Partnership and Cornerstone status involves interpretation. Cornerstone Communities have a Regional Heritage Interpretive Site as recognized under a similar designation program for individual interpretive attractions described in Chapter 4. Partnership Communities do not have a Regional Heritage Interpretive Site.

Communities can use a variety of ways to achieve both Partnership/Cornerstone and Gateway status. The primary difference between the two is that Partnership/Cornerstone Communities have made commitments to achieve certain actions – they have done the planning. Gateway Communities have not only made the commitments, but have invested the time and funds to implement their plans.

All three levels of designation as described in the following sections will support a National Heritage Area system of signs that mark community entry points. This creates an identity for the heritage area as a whole and announces to visitors and residents that a given community is a heritage area participant, with a special identity of its own. This special identity can be an important element in establishing the heritage area in the minds of each community's residents, to boost a community's pride and awareness of its heritage. We anticipate creating simple, small signs, inexpensive for communities to purchase and install and capable of blending in with other community entry signage.

ACTION: Support the programs, needs, and objectives of the heritage area's historic communities. They are interpretive sites and attractions in and of themselves and should be treated as such.

ACTION: Create guidelines and criteria for a community designation system comprising Story Trail, Partnership, Cornerstone, and Gateway communities based upon interpretive presentation, available visitor services, planning, and commitment

Photo: Looking for Lincoln wayside, Bloomington.

to historic preservation. Assess the process and criteria for designation periodically.

ACTION: Develop a cooperative program of technical assistance to be provided to Looking for Lincoln Communities by organizing staff, volunteers, contractors, and sources from communities as appropriate.

ACTION: Support interpretive planning for Looking for Lincoln Communities.

ACTION: Feature Looking for Lincoln Communities in heritage area interpretive, marketing, and promotional materials and on the heritage area website.

ACTION: Create a system of community entry signs to support the Looking for Lincoln Communities designation program.

Working with Communities Now Participating in Looking for Lincoln Programs

The Story Trail Community designation centers on the community's support for existing and new high-quality outdoor interpretive exhibits, such as those already existing in 52 communities participating in the longstanding Looking for Lincoln Story Trail. This designation is largely addressed in Chapter 4, Presenting the Heritage Area's Stories.

Beyond the Story Trail program, 20 of the 52 communities participate in an existing LFL program that markets selected communities that demonstrate a significant level of visitor services and interpretive experience. These towns have been identified through a simple application process operated by LFL over the years preceding this plan. The program's primary benefit for these communities has been promotion in LFL's annual visitor guide and on its website.

Story Trail Community	Partnership Community	Cornerstone Community	Gateway Community
▪ Historic community	▪ Historic community	▪ Historic community	▪ Historic community
▪ A direct or thematic interpretive relationship to Abraham Lincoln	▪ A direct or thematic interpretive relationship to Abraham Lincoln	▪ A direct or thematic interpretive relationship to Abraham Lincoln	▪ A direct or thematic interpretive relationship to Abraham Lincoln
▪ The ability to host Community Interpretive Sites[1]	▪ The ability to host Community Interpretive Sites[1]	▪ The ability to host Community Interpretive Sites[1]	▪ The ability to host Community Interpretive Sites[1]
	▪ Presence of high-quality visitor services	▪ Presence of high-quality visitor services	▪ Presence of high-quality visitor services
	▪ Demonstrated commitment to historic preservation and revitalization	▪ Demonstrated commitment to historic preservation and revitalization	▪ Demonstrated commitment to historic preservation and revitalization
	▪ An enhanced interpretive presentation based on a community interpretive plan that includes heritage sites thematically related to the heritage area	▪ An enhanced interpretive presentation based on a community interpretive plan that includes heritage sites thematically related to the heritage area	▪ An enhanced interpretive presentation based on a community interpretive plan that includes heritage sites thematically related to the heritage area
		▪ The presence of a Regional Interpretive Site in or near the community[2]	▪ Gateway Communities do not need to be associated with a Regional Interpretive Site
			▪ Outstanding historic character exemplary of the heritage area
			▪ Implementation of a community revitalization plan
			▪ Heritage area orientation exhibit
			▪ Special programming to enhance visitor experience (hospitality training, wayfinding signs, etc.)

[1] Community Interpretive Sites include a variety interpretive resources ranging from house museums to other types of small museums and exhibit venues, to authentic historic places that can be interpreted to the public. Interpretation may feature interior and/or exterior exhibits and may be guided and/or self-guided. They include outdoor exhibits associated with the Looking for Lincoln Story Trail.

[2] Regional Interpretive Sites are medium-sized sites most directly related to the heritage area's key Lincoln themes. They are capable of providing an informative and high-quality visitor experience. Increasing visitation at these sites is an important heritage area objective.

Table 7-1 Criteria for Designating Looking for Lincoln Communities.

While initiated and largely funded as a heritage tourism project, both existing LFL programs have had broader impacts that are in keeping with the purposes and goals of this National Heritage Area. In particular, the Looking for Lincoln

Story Trail Community	Partnership Community	Cornerstone Community	Gateway Community
Matching grants for qualifying preservation, interpretation, and enhancement initiatives	Matching grants for qualifying preservation, interpretation, and enhancement initiatives	Matching grants for qualifying preservation, interpretation, and enhancement initiatives	Matching grants for qualifying preservation, interpretation, and enhancement initiatives
Inclusion in heritage area promotional activities	Inclusion in heritage area promotional activities; enhanced promotion as Partnership Communities with interpretive destinations and places where visitor services can be obtained	Inclusion in heritage area promotional activities; enhanced promotion as Partnership Communities with interpretive destinations and places where visitor services can be obtained	Inclusion in heritage area promotional activities; enhanced promotion as Partnership Communities with interpretive destinations and places where visitor services can be obtained
	Qualification for small entrance "tag" signs	Qualification for small entrance "tag" signs	Qualification for small entrance "tag" signs
Support and technical assistance for initiatives needed to qualify for additional designation as Partnership, Cornerstone, or Gateway Community	Support and technical assistance for initiatives needed to qualify for additional designation as Gateway Community	Support and technical assistance for initiatives needed to qualify for additional designation as Gateway Community	
	Collaborative programming with other communities	Collaborative programming with other communities	Collaborative programming with other communities
			Qualification for heritage area orientation exhibit (must be installed before promotion as Gateway Community)

Table 7-2 Potential Benefits for Designated Looking for Lincoln Communities.

Story Trail has significantly raised community awareness of the region's history, culture, and resources, and it has been a high-profile component of downtown revitalization efforts in some participating communities. Currently, of those 52 communities, there are 32 expected to transition to more formal Story Trail Community status. These communities would then be encouraged to work toward qualifying for a higher level when they are able. The heritage area will help them to make the leap. As with the current program, they could continue to enhance their participation in the Story Trail.

The 20 other communities that are part of the current Story Trail and marketed more prominently by LFL are expected to qualify for Partnership or, more likely, Cornerstone status. These 20 communities are leaders for the next phase of developing the National Heritage Area. They will participate in a transition period in which the heritage area will continue marketing Lincoln attractions and communities while building up a portfolio of designated communities and designing a new marketing program (see Chapter 8, Heritage Tourism & Marketing).

Community Working Groups are expected to be the day-to-day managers of the Looking for Lincoln Community designation earned by their communities.

Photo: Lincoln courtroom inside the Cass County courthouse, Beardstown.

The aim of this program is to create a memorable "visitor experience." We often apply the word "franchise" and like any synergistic franchise, we strive to maintain a certain level of quality and consistency in our "product." The quality standards incorporate accurate history, told in a compelling way that creates that "visitor experience." In addition, we look for good visitor services, which include ways to obtain information and ancillary business that will capture economic impact for the local community.... A good visitor experience means that [a visiting family] will walk away satisfied and anxious to find the next "Looking for Lincoln" site. A stop at each of the LFLHC sites is an investment made by this family. We want to ensure that each stop provides a good value to the visiting public through a quality experience and exceptional customer service.

- From the Looking for Lincoln Heritage Coalition's Community and Site Evaluation

Coordinating Looking for Lincoln Communities through Community Working Groups

During the management planning process, the idea of Community Working Groups evolved to provide communication among community groups, LFL, and the planning team, and to gain local guidance for decisions in this plan. These have worked so well that they are now a part of the overall management structure for the National Heritage Area. Their role is completely described in Chapter 9, Business Plan.

Community Working Groups are expected to be the day-to-day managers of the Looking for Lincoln Community designation earned by their communities.

Communities are expected to apply with a show of support from their local elected officials. In many cases, however, instead of asking their local planning or tourism office to apply, they might organize the application process through their Community Working Group, which would recruit the necessary community partners, coordinate needed research, and provide a forum for the decisions and commitments needed. Once the application is successful, the group would provide a forum for the dialogue needed among various community actors in order to advance community improvements planned during the application process, and needed in order to progress to the next designation possible.

Designation as a Partnership Community or Cornerstone Community requires that a community show that it possesses enhanced interpretation.

ACTION: Create a review process that (1) enables eligible communities and communities seeking to achieve eligibility for Looking for Lincoln Community designation to enter into dialogue with the heritage area to identify steps and assistance needed to qualify; and (2) confirms community intentions to participate on a continuing basis in heritage area programs for interpretation and promotion.

Story Trail Community Designation

The Story Trail Community designation centers on the community's support for existing and new high-quality outdoor interpretive exhibits and is addressed in Chapter 4, Presenting the Heritage Area's Stories.

ACTION: For qualifying communities, apply for Story Trail Community status by delineating the community's existing wayside exhibits and status in terms of maintenance and repair; researching the potential for additional wayside exhibits; describing other existing or planned types of exhibits and interpretive initiatives relating to heritage area themes (including public art, trails, walking tours, and events); describing the community's needs for heritage area assistance; and projecting the community's intention to progress (or not) to other Looking for Lincoln Community designations.

Partnership and Cornerstone Community Designation

Enhancements of a community's interpretive presentations affect visitor experience and therefore the level of tourism a community is able to attract, which has economic development implications. As communities consider their opportunities and make their plans, they should understand the economic potential of their intended actions. Pairing community planning for economic development and downtown enhancement with interpretive planning can help to make sure that the community is working to achieve maximum benefit from interpretive investments.

Designation as a Partnership Community or Cornerstone Community requires that a community show that it possesses enhanced interpretation. This would include activities beyond the outdoor exhibits and activities that qualify a community for Story Trail Community recognition. In addition, designated Partnership and Cornerstone Communities must possess high-quality visitor services and show a demonstrated commitment to community enhancement, particularly through

Newman City Park with Pagoda and downtown area in background.

Community Profile: Newman, Douglas County

Newman is a small railroad town located on the Brushy Fork of the Embarras River on the eastern end of the Grand Prairie. Native Americans used temporary camps in the timber areas along the creeks, but had no permanent settlements. The earliest settlers arrived in the late 1820s and 1830s and also chose the lands adjacent to waterways and covered with groves of trees. By the 1840s there were seven families in the vicinity including Lewis James, a "free colored man" who had bought his freedom, and Kentuckian Robert Matson.

Matson was from Kentucky's Bourbon County and pioneered and speculated in Douglas County land (then part of Coles County, Illinois). Among his landholdings was Black Grove Farm, established on 80 acres about one-half mile east of today's town of Newman. Matson is known to have brought some of his slaves north with him to work the land, including Jane Bryant and her four children in 1845. Two years later, Matson's housekeeper/mistress, Mary Corbin, threatened to have Jane's children sent back south, so the family fled to Oakland where they found protection and support.

A descendant of the historic multi-racial community visits the Negro Cemetery memorial (the only remnant of the community).

These events resulted in Abraham Lincoln's most controversial case, the Matson Slave Trial. Lincoln and Usher Linder, a former Illinois Attorney General, represented Matson in a lawsuit with the goal of keeping the Bryants enslaved. They lost the trial, however, and Jane and her four children were awarded their freedom. Matson sold his land in Illinois and returned to Kentucky. Lincoln received a promissory note from Matson for his fee, which Lincoln passed on to his father, Thomas Lincoln. In the early 1990s, the grove at Black Grove Farm was cleared, the well filled, and the last remnants of the homestead succumbed to the plow.

The 1853 chartering of the Indiana and Illinois Central Railway brought hope that a community might develop along its line, though construction moved slowly. Benjamin F. Newman, a minister, land commissioner for that railway and son-in-law of famed minister Peter Cartwright, purchased the land and laid out the town named in his honor in November 1857. The town grew slowly since it sat on boggy soil. In 1859, Douglas County was formed from Coles County and named after Senator Stephen A. Douglas, with Tuscola as the county seat.. Not until the rail line was completed between Indianapolis and Springfield in 1873 did the town begin to thrive as a regional market town.

Agriculture and related industries that utilized the railroad created a boom in the late nineteenth century. The town's population peaked in 1910 with 1,263 residents. With the depopulation of the rural landscape, Newman has shrunken, though it is still the largest farm town in eastern Douglas County and western Edgar County.

Representative Community Enhancement Initiatives

- *Preservation of regional historic sites, including the Wesley Chapel (1891), Albin Cemetery (1835), Winkler School (1898), Fairfield Presbyterian Church and graveyard (1869), and unique pre-Civil War threshing barn.*
- *G.O.A.L. (Give Our Area Life), a volunteer community development group formed in the 1990s by residents of Newman to revitalize the community.*
- *Newman City Park, in the center of town, and Memorial Park, on its eastern edge.*

historic preservation. The community must already have achieved Story Trail Community recognition to be able to advance to the next level of designation (Partnership or Cornerstone).

For Partnership and Cornerstone Community designation under the community enhancement criterion, substantial planning activities underway in historic preservation and community planning is a critical factor for participation, although plans need not yet be implemented to qualify. In general, actual accomplishment is a requirement for Gateway Community status, as discussed in the next section.

For Partnership and Cornerstone Community designation under the community enhancement criterion, substantial planning activities underway in historic preservation and community planning is a critical factor for participation, although plans need not yet be implemented to qualify.

The plans required for Partnership and Cornerstone Status not only benefit the communities who do the planning. They also help all of us working through the heritage area to understand needs and intentions that we can meet or support through programs we will design over time. These programs might focus on particular kinds of technical assistance for community enhancements or specific training that could be offered as workshops through the Heritage Area Preservation Network.

As the distinction between Partnership and Cornerstone status does not especially concern community revitalization the two designations are discussed together in this section and generally throughout this plan. As previously stated, Cornerstone Communities must be associated with a Regional Heritage Interpretive Site as recognized under a similar designation program for individual interpretive attractions described in Chapter 4. Let's look at the requirements for these two levels of designation in detail.

Partnership and Cornerstone Requirements for Enhanced Interpretation

Qualification for Partnership or Cornerstone designation requires an enhanced community interpretive presentation that links a community's Story Trail exhibits or other Community Heritage Interpretive Sites with other, broader interpretive opportunities in the community that are thematically related to Abraham Lincoln National Heritage Area. Such an accomplishment generally requires an interpretive plan to guide program investment and development.

Chapter 4, Presenting the Heritage Area's Stories, and Appendix H, Community Interpretive Plans, describe interpretive planning in detail. In general, interpretive planning offers a way to unify various interpretive opportunities and supportive organizations' efforts in the community. The Looking for Lincoln Story Trail exhibits provide a baseline. Communities seeking Cornerstone and Partnership designation should consider these possibilities for enhanced interpretation:

- Other kinds of Community Heritage Interpretive Sites;
- Regional Heritage Interpretive Sites (Cornerstone qualifier);
- Preservation and development of new Lincoln-related sites and exhibits;
- Festivals, events, or commemorative activities related to Abraham Lincoln National Heritage Area themes;
- Community education programs;
- Public art and cultural programs;
- School programs; and
- Collaboration with other communities or scenic byways, etc.

Requirements for Visitor Services in Communities Currently Promoted by LFL

The long-established Looking for Lincoln program set the following criteria for visitor services for communities wishing to be promoted in the Looking for Lincoln visitor guide:

- *Public restrooms should be within a walking distance of approximately 500 feet on all sites. For areas with several sites on a common walking circuit, restrooms at each site are not required; but should be within 500 feet of a single site on the circuit.*

- *Visitor services such as gift shops or restaurants should be nearby. These tourism generators are located in close proximity to sites will prove to be more successful in attracting visitors and holding their attention for longer periods. Food trucks, merchandise carts, and street vendors are a possibility for these functions, but they must comply with local ordinances for such facilities.*

(continued on next page)

A community ambitious to achieve Partnership or Cornerstone Community status should explore interpretive planning early on, first assessing possibilities and determining feasibility for the best ideas. Implementation of the plan, enough to achieve an enhanced community interpretive presentation, is a requirement to advance to Partnership or Cornerstone status. Continued improvement and investment in interpretation over the years in Partnership and Cornerstone Communities can be guided by later phases of or updates to the interpretive plan.

Partnership and Cornerstone Requirements for Visitor Services

The provision of services that visitors pay for is the way that a community benefits from heritage tourism; it follows that more and higher quality services can enlarge the impacts of visitor spending by capturing more dollars (for businesses and for local tax revenues). By encouraging Partnership and Cornerstone Communities to be sure that their visitors' basic needs can be met – that there are places to eat, sleep and visit nearby – the heritage area reinforces development that will enhance communities.

The original "Looking for Lincoln Heritage Coalition" program for the 20 communities that are currently promoted to a higher degree than others in LFL promotional materials and on its website emphasized the importance of high-quality visitor services (see sidebar). LFL's board of directors reviewed each community's application; and once an application was deemed complete, a delegation made a visit to meet with community officials and understand the community's visitor experience on the ground.

Building on that application process, LFL, the Tourism Advisory Committee and heritage area stakeholders will establish criteria and design an application process asking communities to describe or list their qualifications in the following categories, which in part will inform how we will undertake marketing for successful applicants:

- Welcome services (orientation information, brochures, help desk)
- Restrooms for the visiting public
- Lodging
- Restaurants
- Retail offerings, including but not limited to unique stores such as art galleries
- Services (banks, gas stations, auto repair services)

Hospitality Training and Visitor Readiness

Participants in the process that led to this management plan have recommended that one criterion to achieve Partnership or Cornerstone status should be that an applicant community must have or participate in an ongoing visitor readiness program involving local businesses and organizations, particularly those involved in hospitality and interpretation. Hospitality training should not only include customer service techniques, but also incorporate knowledge of the destination that tourism industry employees can share with visitors.

In a community that has undertaken such hospitality programs, visitors are more likely to enjoy an excellent time there – they are greeted warmly and steered to experiences appropriate to their individual interests and needs. Addressing hospitality is a major factor in quality control throughout the National Heritage Area. Hospitality training is discussed further in Chapter 8, Heritage Tourism & Marketing, where one action calls for tourism professionals in the region to assist the heritage area in designing a hospitality training program for Heritage Interpretive Sites and Looking for Lincoln Communities.

Partnership and Cornerstone Requirements for Demonstrated Commitment to Community Enhancement and Historic Preservation

Criteria to be developed in detail for designating Partnership and Cornerstone Communities are expected to ask communities to demonstrate commitment to community revitalization through a comprehensive plan or other documentation of strategic policies and actions. Such documentation must include a historic preservation component. Planning programs that some communities have developed in the past may qualify, such as the Competitive Communities Initiative previously offered by the Department of Commerce and Economic Opportunity (DCEO) (*http://www.ildceo.net/dceo/Bureaus/ Community_Development/Competitive+Communities+Intiative+(CCI)/*) and the MAPPING program operated by the Illinois Institute for Rural Affairs (*see http://www.iira.org/outreach/mapping/*; MAPPING is the acronym for "Management and Planning Programs Involving Nonmetropolitan Groups" and part of the title of the MAPPING the Future of Your Community planning assistance program). Many of the plans that stem from these programs, however, will need to be supplemented by historic preservation planning. Both are described in Appendix B, Planning Context.

For Partnership and Cornerstone Community designation, substantial planning is the critical factor, not necessarily accomplishment of the specific actions

Requirements for Visitor Services in Communities Currently Promoted by LFL (cont.)

- *There should be trained volunteers or professional staff present to answer questions. This depends, to some extent on the nature and size of the site and the presentation of the historic significance. Graphic panels, and brochures may suffice in many cases, but interactive displays or knowledgeable staff members can enhance the visitor's experience.*

- *There should be overnight accommodations within twenty miles of the site. If there are enough sites in a given area, a visit could conceivably require more than one day to see everything available.*

- *There should be room for growth. As the number of sites and activities increases, the additional tourist traffic could necessitate the need for additional visitor services, such as parking or restroom facilities. As additional concepts and artifacts are brought forward, displays may also grow.*

Photo: Lincoln-Douglas Debate Interpretive Center in Quincy.

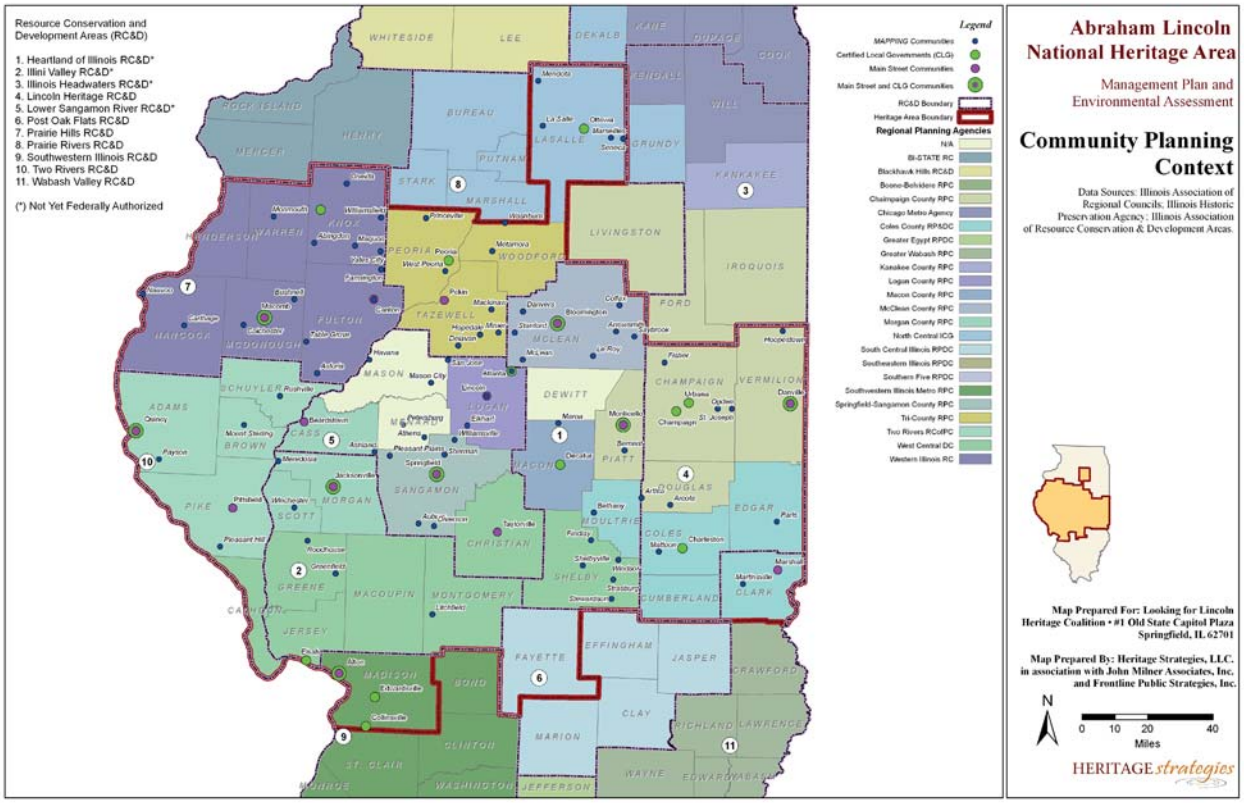


Figure 7-1: Map showing all existing MAPPING, CLG, and Main Street Communities within the heritage area.

and projects identified in these plans. Submission of an older plan without demonstrated accomplishments resulting from that plan however, may cause reviewers to ask for renewed planning and intentions.

Each community applying for Cornerstone or Partnership designation can shape its historic preservation component according to its needs. Chapter 6, Preservation & Conservation, explains the possibilities in detail. Historic preservation activities can be simple public education activities and surveys of historic resources. More ambitious activities such as qualifying for Certified Local Government (CLG) status are also encouraged. Aiming for CLG status would call for establishing a historic preservation ordinance and a preservation review commission, creating an active local survey program to identify historic resources and providing for public participation *(http://www.illinoishistory.gov/ps/community.htm#CLG, accessed 2/13/12)*. Communities with existing CLG status automatically satisfy the historic preservation criterion for Partnership or Cornerstone Community, as do communities currently participating in the Illinois Main Street program.

ACTION: For qualifying communities, apply for Partnership Community status through (1) completing an interpretive plan as described in Appendix H and progressing to a level of interpretation considered to be enhanced and community-wide, worthy of promotion to visitors; (2) establishing or participating

in an ongoing visitor readiness program involving local businesses and organizations, particularly those involved in hospitality and interpretation, emphasizing both customer service and knowledge of the community to be shared with visitors; (3) demonstrating commitment to community revitalization and historic preservation by providing one or more recent, completed plans, strategies, or policies whose implementation will lead to substantial revitalization and preservation above and beyond the community's existing achievements; and (4) describing the community's needs for heritage area assistance and projecting the community's intention to progress (or not) to Looking for Lincoln Gateway Community status.

ACTION: For qualifying communities, apply for Cornerstone Community status through supplying all information to support a Partnership Community designation (see action immediately above), and furthermore demonstrating the existence of at least one Regional Interpretive Site (as described in Chapter 4) and its participation in the community's interpretive plan.

Gateway Communities are Partnership Communities or Cornerstone Communities "plus," meaning that they are the communities that have undertaken additional initiatives to enhance their historic character and to revitalize their historic downtowns.

Gateway Community Designation

Gateway Communities are Partnership Communities or Cornerstone Communities "plus" – they are the communities that have undertaken additional initiatives to enhance their historic character and to revitalize their historic downtowns. Their historic qualities should be outstanding and exemplary of the National Heritage Area. They are to function literally as "gateways," to be marketed as portals into the heritage area. These are potentially the first locations any visitor will seek out in the National Heritage Area.

In reality, "Gateways" can be located geographically anywhere in the National Heritage Area, for we do not want to preclude communities not actually located within the heritage area's borders that can otherwise show the level of achievement to qualify for such a prestigious designation.

It makes sense to focus early in implementation of this plan on establishing Gateways. Communities that believe they currently qualify for this status should volunteer right away to work with us to establish criteria and programs supporting Gateways, and should make a rapid assessment of steps they can take immediately and additional steps that make sense in terms of the qualifications generally described here.

Communities wishing to be designated as Gateways should be our superstars – the highest achievers among Looking for Lincoln Communities. Following is a general description of how the program can be expected to reinforce communities' planning, visitor experience, and regional leadership.

Plan Implementation

Gateway Communities must prepare and make substantial progress in implementing a comprehensive revitalization plan for their historic commercial centers, either in the normal course of community planning or as a special initiative responding to the opportunity presented by participation in the National Heritage Area.

Photo: Museum of the Grand Prairie, Mahomet, Champaign County.

Such plans must meet criteria and guidelines to be established in collaboration with our preservation and tourism advisory committees and the Advisory Steering Council. Requirements for Gateways' planning and implementation will naturally exceed the level of planning expected for Partnership and Cornerstone Communities. For example, plans more than ten years old will be subject to special scrutiny to be sure that they are still relevant.

Visitor Experience and Orientation

The visitor's experience in a Gateway Community should be outstanding. Each Gateway Community should undertake special programs to enhance the visitor experience through hospitality training, special services, discounts, and/or other initiatives by participating businesses within their historic commercial areas. A complete wayfinding system must be a part of these efforts.

Hospitality training for Gateway Communities should include a regional component, so that all who receive such training can knowledgeably and enthusiastically discuss possibilities across a wide swath of their immediate surroundings. The better a Gateway Community's residents can perform this service, over time, the more its reputation will rise and the more visitors will seek to visit – so the community will experience economic benefits that accrue from added tourism. Moreover, the experience offered by each Gateway Community would affect all others.

Gateway Communities provide superior visitor orientation services in the form of a welcome center with people available for many hours and days of the week to answer questions, suggest ideas, and share stories. If they do their jobs well, Gateway Communities have the potential to benefit surrounding communities. For one, they are responsible for orienting visitors to their immediate region, chiefly by developing an orientation exhibit introducing visitors to heritage area themes and opportunities and installing it before designation. The heritage area will provide guidelines and support for such exhibits, as a matter of high priority in the first phase of implementing this plan.

Regional Leadership

Gateway Communities are also responsible for undertaking collaborative programming on a regional basis with nearby Story Trail, Partnership, and Cornerstone Communities. Communities that have not achieved these designations may be included on a case-by-case basis in regional projects, depending on the collaborative opportunity and the potential for moving such communities into designation. Such programming may simply be shared interpretation, such as a thematic driving tour or regional itinerary. Such collaborative programming is described in detail in Chapter 4.

Participating in the heritage area should result in a rich mix of collaborative activities among communities that includes, over time, physical trail linkages.

Participating in the heritage area should result in a rich mix of collaborative activities among communities that includes, over time, physical trail linkages. Planning and development to achieve these linkages is important, since improved recreational opportunities are a "two-fer" – they enhance the quality of life for National Heritage Area residents and at the same time enrich visitors' experience. In both ways, such development supports community prosperity. Community enhancement and revitalization plans should address regional trail linkages so that the heritage area is apprised of the need and can seek to respond with appropriate kinds of support.

ACTION: For qualifying communities, apply for Gateway Community designation through (1) demonstrating the existence of a completed or substantially complete wayfinding system and a visitor center readily convenient to visitors and able to meet their needs; (2) indicating a willingness to plan and install a regional heritage area orientation exhibit (Gateway status is conferred upon substantial completion of the planned exhibit); (3) demonstrating substantial and continuing achievements in community revitalization and historic preservation; (4) describing the potential for regional collaboration and the community's willingness to provide and/or stimulate the necessary regional leadership; and (5) describing the community's needs for heritage area assistance.

Direction for Communities Seeking "Looking for Lincoln Community" Designation

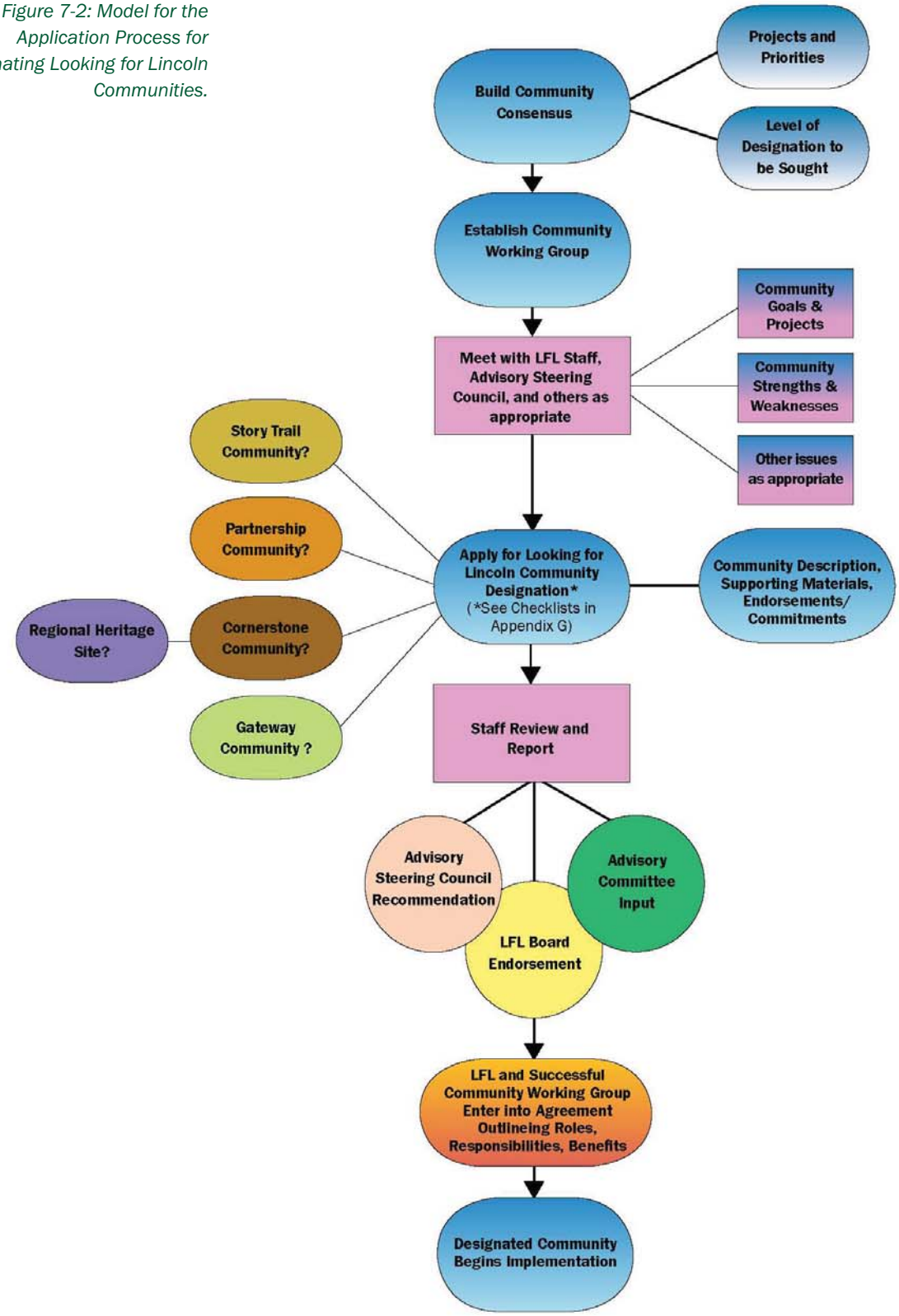
Appendix G provides a step-by-step process for communities that choose to seek a Looking for Lincoln Community designation. Figure 7-2 is an illustration of that process.

Enhancing Looking for Lincoln Communities' Downtowns

Downtowns are the center of community life. Downtown is where residents mail a letter, buy a birthday card, eat lunch, and watch the parade. The commercial and civic buildings and institutions (churches, schools, museums) that constitute a downtown are valuable to everyone and a singular indicator of the economic vitality of the entire community.

Vibrant downtowns are attractive to tourists. Many essential visitor services are located downtown: restrooms, restaurants, gift shops, gas stations, and lodging can be found there, all within a pedestrian oriented and walkable district. Vibrant

Figure 7-2: Model for the Application Process for Designating Looking for Lincoln Communities.



Community Profile: Oakland, Coles County

Oakland is a small town in northeastern Coles County. Founded in 1835 under the name Independence, the community grew up on the prairie-crossing road from Terre Haute to Springfield. It developed slowly until the 1870s when the Eastern Railroad was laid through town connecting it to the nation. Oakland grew to its peak in the early 1900s as a regional agricultural farm/market town. As the population of area farms has decreased, so have the businesses in Oakland. The University of Illinois has highlighted the town square as an excellent example of the architecture of a Midwestern farm town.

Abraham Lincoln and other lawyers practicing on the of the Eighth Judicial Circuit occasionally passed through Oakland as they traveled the circuit. Lincoln met and was friends with one of the key figures in the community, Dr. Hiram Rutherford. The two shared a belief against slavery. Rutherford was born in Pennsylvania to a family that was actively involved in the abolitionist movement. He arrived in Oakland in 1840 after graduating from Jefferson Medical College in Philadelphia and prospered on the prairie in his practice, purchasing land, and helping build the Oakland community. It is through his writings that we know much about life on the prairie in the 1800s and about the Matson Slave Trial (as previously discussed in the community profile for Newman, located ten miles to the north, the Matson Slave Trial was the only case in which Abraham Lincoln represented a slave-owner in his career). After their escape, the Bryant family found refuge in Oakland with two local abolitionists, Rutherford and Gideon "Matt" Ashmore. After Jane Bryant and the children were jailed for 58 days, a trial was held in Charleston that found the Bryants to be free despite Lincoln's arguing that they were merely in transit. After returning to Oakland for a few months, the family emigrated to Liberia.

Historians and the public are curious about Lincoln's participation on behalf of the enslaver and the contrast between that and his later role as the Great Emancipator, making the Matson Slave Trial the most controversial trial of his career. Lincoln's actions are more puzzling because Rutherford tried to employ him on his behalf since "they shared the same views against slavery." Lincoln told him he had already committed to Matson's side, but would see if he could be released. Lincoln later sent a message that he could represent Rutherford. However, Rutherford was angered at Lincoln's perceived contradiction of his morals and refused, leaving Lincoln on Matson's side of the bar. While we will never know Lincoln's motivations for sure, the interpretations of his actions often reflect the prevailing attitudes toward our country's heroes and raise questions about historical myth versus reality.

Representative Community Enhancement Initiatives

- *"Trial & Tribulations: Lincoln Represents Slave-owner," an annual theatrical event telling the story of the Matson Slave Trial through the eyes of the participants/*
- *Dr. Hiram Rutherford Home and Complex preservation/interpretation.*
- *Oakland Square preservation/revitalization.*
- *Oakland Historical Foundation exhibits and programs.*
- *Independence Pioneer Village.*
- *Berry Cemetery preservation.*

Oakland Square in winter. Photo source: Renee Henry.

Rutherford House in Oakland, 1843, the home of Dr. Hiram Rutherford, who was involved in 1847 in a case in which Abraham Lincoln represented a slaveholder. Rutherford helped to harbor a family who had been brought by Kentuckian Robert Matson to work on his Illinois farm, and unsuccessfully sought Lincoln's help, who had already agreed to take Matson's side. Photo source: Renee Henry.

downtowns have an active street life, handsome shop fronts, restored buildings, and interesting stores and window displays. These downtowns are charming. Vibrant downtowns promote themselves through special events throughout the year to acquaint residents and visitors with the offerings in town, so they might shop or make a return visit. Vibrant downtowns also create wealth for local communities. These downtowns retain and increase property values (and property tax revenues) in the downtown district, increase the sales tax, and increase business profits that cause retailers to add jobs.

For all of these reasons, this plan places special emphasis on developing downtown commercial districts in the heritage area as a centerpiece of a broader tourism and revitalization agenda.

The Illinois Main Street Program

Nationwide, the Main Street program has helped more than 1,600 historic communities revitalize their traditional downtowns since the National Trust originated the program 25 years ago. DCEO manages the Illinois Main Street (IMS) program, with an intergovernmental agreement with IHPA to provide specific design assistance to designated communities. The Lieutenant Governor serves as ambassador for the IMS program.

Illinois Main Street promotes historic preservation and economic development of the state's traditional business districts, and provides training and technical assistance to participating communities. Based upon the model developed by the National Trust for Historic Preservation, the Illinois Main Street program promotes the Main Street Four-Point Approach™ to community revitalization. Volunteer committees organize around these activities:

- **Organization:** Developing and sustaining an effective downtown management organization.
- **Design:** Improving the appearance of the downtown buildings and streetscape through historic preservation.
- **Promotion:** Marketing the district's unique assets to bring people downtown.
- **Economic Restructuring:** Improving the downtown's economic base by assisting and recruiting businesses and finding new uses for underused space.

There are currently 16 Illinois Main Street communities within the Abraham Lincoln National Heritage Area. Regardless of their designation through the Looking for Lincoln Communities program, we are pledged to supporting these 16 communities through implementation of the Partner Development program as described in Chapter 9, Business Plan.

According to the Illinois Main Street website, the program has "Eight Guiding Principles that distinguish it from other redevelopment strategies" *(http://www2.illinois.gov/dceo/mainstreet/Pages/principles.aspx, accessed 2/15/12),* see sidebars.

Main Street is a program that can last indefinitely in a supportive community. Main Street is a "volunteer driven, historic preservation based, economic development effort" to manage a downtown, in the same way that a mall has managers that

National Main Street's "Eight Guiding Principles"

Comprehensive
Downtown revitalization is complicated and cannot be accomplished through any single project. For successful long-term revitalization, a comprehensive approach must be applied and utilized over time.

Incremental
Small projects and simple activities lead to a more sophisticated understanding of the revitalization process and help to develop local skills to undertake increasing complex projects and ensuring that each local program builds its capacity to address these projects.

Self-help
Nobody else will save Main Street. There are no white knights. Local leaders must be willing to make their commercial area successful. Illinois Main Street provides technical assistance and training, but sustained, long-term success depends upon the involvement and commitment of the local community.

Public-private Partnership
The public and private sectors have a vital interest in the economic health and physical viability of the downtown. Each sector has a role to play and must understand the other's strengths and limitations to forge an effective partnership.

(continued on next page)

guide its ongoing performance year after year. Communities participating in the Main Street program gain experience and capacity year after year as they learn the techniques of working with partners and raising money, understanding the local economy, promoting the district, and enhancing and restoring the historic buildings in their midst.

Within the National Heritage Area, there are communities that have been active Main Street communities for more than 15 years. These communities have impressive accomplishments to share with visitors. Other communities are just starting their Main Street journey and need additional support to achieve their dreams for their downtown. We will work closely with DCEO to support the existing Main Street communities and help them build on current successes.

National Heritage Area Assistance to Existing Illinois Main Street Programs

Tourism development is a logical activity for a local Main Street program; the heritage area's programs with respect to heritage tourism marketing and development are detailed in Chapter 8. The heritage area can help the 16 existing IMS communities to enhance their tourist infrastructure. Since these revitalization programs already have a dedicated full- or part-time paid manager to work on downtown issues, there is local paid staff to help with tourism development and take maximum advantage of heritage area assistance, providing the Tourism Advisory Committee with information as to needs and possibilities in order to custom design technical assistance and training and cross-marketing among communities. (Training might be made available to other, non-Main Street communities, as well.) In addition, most local IMS programs have a downtown office presence, sometimes located in a storefront; through the heritage area, these assets may be used to offer better visitor services.

ACTION: Support Illinois Main Street communities in the National Heritage Area.

Enhancing All Downtowns

The Illinois Main Street (IMS) program is wonderful for the 16 communities fortunate enough to have qualified for the program. The IMS Program will have an application process this coming year (2012), but expects to accept only one or two new communities. Competition is expected to be quite high for these spaces because the IMS program has not accepted new communities in several years. Until the program is able to expand again, and for communities that are not able to fulfill the entire requirement even to be able to apply to become an Illinois Main Street community, the Abraham Lincoln National Heritage Area can fill the gap.

Among other benefits, a program to support all downtowns seeking to use the Main Street concept will encourage participation from communities that are close to qualifying for IMS status. We hope to make them ready for the time when they can apply to the Illinois Main Street program in the future.

ACTION: Support National Heritage Area communities wishing to take advantage of downtown revitalization concepts but which do not participate in the Illinois Main Street program.

National Main Street's "Eight Guiding Principles" (cont.)

Identifying Existing Assets
Commercial districts need to capitalize on those assets that make them unique and different. Every district has unique attributes, such as distinctive architecture or a pedestrian feel. This enables a local sense of belonging. These local assets serve to differentiate each district and each community.

Quality
Quality must be emphasized in every aspect of the revitalization program. This applies equally to each element of the program, from storefront design to promotional campaigns to educational programs to organizational performance.

Change
Main Street can make skeptics become believers. Changes in attitudes and the ways that things are done are necessary to improve the district's economic conditions. Public support for change builds as the Main Street program grows in its work.

Implementation
Actions create confidence in the program and increase local involvement. Frequent and visible changes remind the community and downtown's stakeholders that the revitalization is under way, beginning with small steps and building on those successes.

Alton: An Illinois Main Street Community.

Monticello: An Illinois Main Street Community.

Getting Started: Using the Main Street Approach

The National Trust for Historic Preservation recommends that communities seeking to use the Main Street concept take the steps listed below[1]; while the Illinois Main Street program is not open to new communities at the moment, this does not prevent other communities from benefiting from the considerable knowledge and experience available from IMS and the National Main Street Program:

Get informed

Get a copy of the *Main Street Board Members Handbook and the four Main Street Committee Handbooks* (Organization, Design, Promotion and Economic Restructuring). Another helpful book is the Center's basic manual *Revitalizing Main Street* which offers a detailed explanation of how the Main Street Approach™ works.

Form a downtown leadership group

This can be a subcommittee of the existing Community Working Group serving a Looking for Lincoln Community or a separate sponsoring organization, or simply an informal task force of interested individuals and community leaders. List steps for getting organized and make assignments to group members.

Let LFL know that the downtown leadership group is underway

It can take some time to accomplish the steps here. LFL staff and volunteers can advise at any point along the way; alerting LFL begins the communication process and ensures that the heritage area is apprised of each community's needs.

Visit another community

Take a group field trip to other Illinois Main Street communities, or vibrant downtowns or commercial districts. Meet with peers, hear about lessons learned, and see how your commercial district compares. Contact LFL for assistance in arranging a visit.

Take inventory

Identify economic development and historic preservation resources. Create an inventory of all district buildings and businesses on a simple data base; count and map parking spaces on the street and in parking garages if any. Take a photo of every building in the downtown to document the 'before' condition of the commercial district. Determine strengths and weaknesses.

Generate broad-based local interest and support

Hold a community meeting to discuss downtown revitalization through the Main Street concept. Call LFL for advice and possible attendance at the meeting; invite someone from an Illinois Main Street community in the National Heritage Area to describe accomplishments and answer questions. Use photographs to illustrate what needs to be done in your town. Ask for feedback from participants and invite them to join the effort.

[1] We are grateful to the National Trust for Historic Preservation's Main Street program for the information here, which was adapted from its web page, http://www.preservationnation.org/main-street/resources/public/Revitalizing-Main-Street.html, accessed 2/15/2012.

Spread the word

Ask the local newspaper(s) to run a story about the commercial district revitalization initiative. Position a member of the working group as a guest on the local radio station to explain how the community can start a program.

Get organized

Formalize the working group. Establish communication channels and protocols with community officials and supporting organizations from your mayor on down. Hold regular meetings and make reports. Draw upon enthusiastic individuals from community meetings to serve on committees. Develop job descriptions for board members, officers, committee chairs, committee members, and assign startup tasks.

Develop committees to share the load

A committee structure is essential for the success of any local downtown revitalization effort. Volunteers should form four committees corresponding to the four activities recommended in the Main Street Approach™ (Organization, Design, Promotion and Economic Restructuring) to implement the work of the organization. Each committee chooses a small number of projects that its members wish to implement and prepares individual work plans to flesh out costs, tasks, deadlines, and volunteer needs. The first year's work plan should take on just a few projects. More information on how and why to do work planning can be found in the *Main Street Board Members Handbook*, the *Four Committee Handbooks* and *Revitalizing Main Street*.

Develop an implementation plan

The plan should include a vision for the district, a mission statement, a set of goals, both long and short term, and committee work plans. Set priorities among committee activities by assigning an early order to projects that are easy to accomplish as well as those that can have visible impact while the group builds capacity and seeks to associate with the heritage area.

Draft a budget

Draw up a budget that corresponds with the work plans made by each committee for their particular projects. Look at sample budgets from other Main Street communities with the same size population.

Develop a fund-raising plan

Even a group with a small budget should get organized about knowing where its dollars will come from, year to year. Draw up a plan outlining financial support for the program. Talk with other community entities about financial support. Funds should come from a diverse range of sources, not just one entity, to ensure financial security. Typical sources include local government, large and small businesses, membership programs, fund raising events, earned revenue from special events, community groups, sponsors, and foundation grants.

Raise some money and complete a small project

Use the fund raising plan to raise small sums to undertake a small project with your volunteer committees. Use the work plans, complete the project, and then celebrate success. Be sure to thank everyone who participated and take many photos.

Beardstown: An Illinois Main Street Community.

Lincoln: An Illinois Main Street Community.

Communities seeking to develop downtown revitalization programs can use a variety of taxing mechanisms and funding techniques to support staff and overhead as well as creating grant and loan pools for rehabilitation of private sector buildings, or upgrading infrastructure in the downtown (street furniture, lighting, parking lots etc.).

Funding Mechanisms for Revitalization Organizations

Communities seeking to develop downtown revitalization programs can use a variety of taxing mechanisms and funding techniques to support staff and overhead as well as creating grant and loan pools for rehabilitation of private sector buildings, or upgrading infrastructure in the downtown (street furniture, lighting, parking lots etc.). Funding mechanisms in Illinois have been successful in stimulating downtown revitalization and exist to support local matches to federal heritage area funds, assuming funds supporting community revitalization are focused on projects directly related to heritage area goals. These funding mechanisms often support downtown revitalization organizations in building their budgets and are described in more detail Appendix B, Planning Context:

- **Special Service Areas:** a taxing mechanism and financing tool most often used in larger cities as a means to support neighborhood commercial corridor revitalization efforts; it is known as a Business Improvement District (BID) in other parts of the country.
- **Tax Increment Financing:** a mechanism used in Illinois to encourage economic growth in blighted, decaying, and underperforming areas in need of development or redevelopment; this tool permits financially strapped local governments can make such needed improvements as new roads or sewers, and provide incentives to attract new businesses or help existing businesses stay and expand, without tapping into general municipal revenues or raising taxes.
- **Enterprise Zones:** Businesses located (or those that choose to locate) in a designated EZ can become eligible to obtain special state and local tax incentives, regulatory relief, and improved governmental services, thus providing an economic stimulus to an area that might otherwise be neglected; municipalities may offer additional incentives over and above those offered at the state level incentives to enhance business development projects.

This chapter has covered a variety of programs that communities in the Abraham Lincoln National Heritage Area can employ to enhance their downtowns, including participating in new programs to designate and support "Looking for Lincoln Communities." Both residents and visitors can benefit from such efforts. The following chapter addresses ways to serve and attract an audience of appreciative visitors, to enable communities to gain maximum returns from investing their time and treasure in building beautiful, functional downtowns.

Table 7-3: Index to the Designation System for Looking for Lincoln Communities

Designation	Discussion	Actions
Looking for Lincoln Communities	▪ Interpretation, 4-29 and 4-30; community-building, 7-7	▪ 7-8, 7-9. 4-35, 4-36
Story Trail Communities	▪ Interpretation, 4-32; community-building, 7-13	▪ 7-13; 4-35, 4-36
Partnership Communities	▪ Interpretation, 4-33; community-building, 7-13	▪ 7-18, 7-19; 4-35, 4-36
Cornerstone Communities	▪ Interpretation, 4-34; community-building, 7-13	▪ 7-18; 7-19; 4-35, 4-36
Gateway Communities.	▪ Interpretation, 4-34 ; community-building, 7-19	▪ 7-21; 4-35, 4-36
For communities seeking designation, criteria are summarized in Tables 7-1 and 7-2, pp. 7-10 to 7-11. Figure 7-2 is a diagram of the application process, p. 7-22, and a full discussion of the application process is provided in Appendix G.		

Chapter 8 • Heritage Tourism & Marketing

Hundreds of thousands of communities throughout the United States name tourism as their main economic goal.We – meaning all with a stake in the Abraham Lincoln National Heritage Area's success, including the Looking for Lincoln Heritage Coalition (LFL) as coordinating entity – want to compete successfully in the challenging heritage tourism marketplace by providing residents and guests with one of the best places to live and visit in the nation. Heritage and cultural travelers seek authentic experiences. Creating heritage tourism programs for these travelers and competing well in a crowded marketplace is the way that we can best promote sustainable, heritage-based economic development and community revitalization in the Abraham Lincoln National Heritage Area.

LFL's experience of the past ten years is the foundation of the heritage tourism and marketing component of this plan. As described in Chapter 4, as a part of this work, working in partnership with 52 communities, LFL has installed more than 220 wayside outdoor exhibit signs that feature stories relating to Abraham Lincoln. Ideas and action items in this chapter are designed to enable the heritage area to build a heritage tourism program, starting from what LFL has already been offering.

"Lincoln's America" is the organizing concept for visitor experience and heritage development within the heritage area. LFL, existing convention and visitor bureaus, the Illinois Office of Tourism, communities, historic sites, tourism-related businesses, and community-based organizations are all part of the team working together through the heritage area to develop an appropriate visitor experience and market the heritage area.

Tourism in Central Illinois

Tourism is an important industry to many Central Illinois communities. As documented in Appendix B, The Planning Context, tourism in heritage area communities accounts for roughly 10 percent of tourism demand for the state of Illinois. Our region includes a rich patchwork of attractions and activities; working together, we can quilt these into a high-quality visitor experience readily perceived as a National Heritage Area experience. Visitor attractions and services range from smaller community-based attractions, such as the Vermilion County Museum and Galesburg's Seminary Street Historic District, to such large generators of tourism demand as the Abraham Lincoln Presidential Library and Museum and Route 66. Some attractions rely heavily on Lincoln-related themes while others complement Lincoln heritage to create a well-rounded visitor experience in central Illinois

Photo: Atlanta Museum.

The National Heritage Area's Local Tourism and Convention Bureaus

Quincy Convention and Visitors Bureau, Inc. (Quincy, IL; serving Adams, Pike, Hancock Counties)

Champaign County Convention and Visitors Bureau (Champaign, IL; serving Champaign County)

Henderson County Economic Development Corp. (Stronghurst, IL; serving Henderson County)

Galesburg Area Convention and Visitors Bureau (Galesburg, IL; serving Knox County)

Heritage Corridor Convention and Visitors Bureau (Romeoville, IL; serving LaSalle County)

Abraham Lincoln Tourism Bureau of Logan County (Lincoln, IL; serving Logan County)

Decatur Area Convention and Visitors Bureau (Decatur, IL; serving Macon County)

Alton Regional Convention and Visitors Bureau (Alton, IL; serving Madison, Jersey and Calhoun Counties)

Macomb Area Convention and Visitors Bureau (Macomb, IL; serving McDonough County)

(continued on next page)

Despite the inherent competition, opportunities exist for cooperation among Local Tourism and Convention Bureaus (LTCBs; see sidebar) from cooperative advertising or a shared booth at a travel show, to helping to lead local efforts to create trails linking several communities. Cooperation among the communities can alleviate some of the current tourism development challenges we all face, such as changes in travel demand, changing travel patterns, and increased travel costs.

Direction for Heritage Tourism Planning

The concepts and criteria found in this chapter are based on direction provided from early discussions among the Looking for Lincoln board of directors and partners. This section repeats a portion of the vision and goals described more fully in Chapter 1 and offers measurable objectives for achieving these.

Vision and Goals

In accordance with the vision developed by the Looking for Lincoln board of directors, tourism success in the heritage area will be realized when visitors spend time and money exploring the culture, history, and landscapes of heritage area communities and when that exploration leads to strengthened local and regional economies. Three of the eight primary goals approved by LFL's Board of Directors relate to heritage tourism development, through calling for strong partnerships, engaging experiences, and increased economic activity and investment in heritage resources. (See sidebars.)

Objectives

This plan has four measurable objectives for enhancing heritage tourism's economic impact on National Heritage Area communities (for a definition of "economic leakage," see the discussion of "buy local" below on Working with Businesses):

- Increase the number of visitors to the region;
- Increase visitors' average length of stay;
- Increase the average expenditure per person; and
- Decrease economic leakage of tourism expenditures in the region.

The following sections lay out methods and criteria for pursuing heritage tourism, and offer basic measures for evaluating progress. First, however, let's describe the audiences we intend to serve, that is, those audiences that all of us with a stake in the Abraham Lincoln National Heritage Area's success intend to serve.

Knowing the Audience We Serve

Tourism "supply" or "products" (i.e., museums, festivals, recreation, eateries, accommodations, entertainment) – what we call "offerings" in this chapter – should be developed to match audience demand. For example, if a primary audience for a destination is identified as families with small children, destination managers could be expected to develop programs that appeal to children and promote the area as a family-friendly destination. Research can assess the audiences that comprise the National Heritage Area's primary demand, and their wants and needs. Similarly, research can identify the amount of demand a destination might be able to expect.

Primary Audiences

Different audiences have different needs and expectations. Visitor experiences throughout the heritage area must serve various audiences and meet varied demand. The following are how we describe the National Heritage Area's three primary audiences as we understand them now. Research will help refine an understanding of each – what makes them tick, what attracts them, how they learn about activities, and other characteristics:

- Visitors interested in Lincoln and *Lincoln's America*
- Niche demand
- General travelers

Let's look at each of these a little more closely.

Visitors Interested in Lincoln and Lincoln's America

Visitors interested in Lincoln and *Lincoln's America* are a critical audience. Visitors with a particular interest in Abraham Lincoln will be attracted to places exhibiting Lincoln-era heritage and will tend to support preservation and revitalization of that heritage. The tourism demand generated by Lincoln enthusiasts helps National Heritage Area communities reach goals for economic revitalization. According to a study commissioned by the U.S. Cultural and Heritage Tourism Marketing Council and the U.S. Department of Commerce, cultural heritage travelers spend roughly 62 percent more money on cultural/historic trips than travelers spend on typical domestic leisure trips. Forty-five percent of culture and heritage travelers spend more on heritage activities while traveling than on other activities.[1]

Niche Demand

Demand from niche tourism markets could come from other travelers similarly interested in historical topics (e.g., presidential history, military history, American

The National Heritage Area's Local Tourism and Convention Bureaus (cont.)

Bloomington-Normal Area Convention and Visitors Bureau (Bloomington, IL; serving McLean County)

Menard County Tourism Council (Petersburg, IL; serving Menard County)

Ottawa Visitors Bureau (serving Ottawa, IL)

Jacksonville Area Convention and Visitors Bureau (Jacksonville, IL; serving Morgan County)

Springfield Convention and Visitors Bureau (Springfield, IL; serving Sangamon County)

Shelby County Office of Tourism (Shelbyville, IL; serving Shelby County)

Danville Area Convention and Visitors Bureau (Danville, IL; serving Vermilion County)

Peoria Area Convention and Visitors Bureau (Peoria, IL; serving Woodford, Tazewell, Mason, Fulton, Marshall, Stark, Bureau Counties)

Source: Appendix B.

[1] All references to a cultural heritage traveler study refer to the study described here: http://www.gozaic.com/press-room/press-releases/New-Study-Reveals-Popularity-of-U-S--Cultural-and-/, accessed 1/2/2012.

Photo: Alton Visitor Center.

A Vision for Heritage Tourism

Heritage area partners work collaboratively to preserve significant resources and strengthen local and regional economies through heritage-based initiatives and innovation. Success is accomplished through a common vision of building prosperity through recognition of this shared heritage.... Visiting audiences are attracted by the region's quality of life and hospitality and are intrigued by its stories.... Through heritage area initiatives, new ways of working together are forged across the region; communities are strengthened; and new generations are inspired to community action and betterment. (The full vision statement is found in Chapter 1.)

Photo: Illinois Great River Road Scenic Byway sign.

Civil War, statesmen, frontier life, and African-American heritage), outdoor recreationists, students and educational travelers, byway travelers, and others. Demand may be in the form of individuals and family groups, motor coach tours, and conferences. Developing niche tourism opportunities enables a destination to differentiate itself from competitors and promote the area more sustainably than if it were to focus on mass tourism. Much niche market demand will take the form of group travel. Niche markets are described in detail in Appendix F.

General Travelers

In addition to travelers with specialized interests, counties within the heritage area also host visitors traveling for a variety of non-heritage reasons. General travelers include those passing through along the interstates, business-related travel, convention travel, and those visiting for non-heritage leisure purposes, such as sporting events.

An important segment of this audience is travel parties who are visiting friends and family. Area residents guiding their guests to heritage area assets will help us reach a variety of goals including increasing appreciation of heritage assets in the region, increasing community pride, and stimulating economic development.

Potential Target Geographic Market Areas

The audiences described in the previous section could come from within the Abraham Lincoln National Heritage Area, neighboring communities, other parts of the United States, or from around the world. The most natural target audiences live in four significant population centers on the outskirts of the heritage area, roughly within a 150 mile radius (population figures are for 2010):

- Chicago (9,461,105) to the northeast;
- Quad Cities (379,690) to the northwest;
- St. Louis (2,812,896) to the south; and
- Indianapolis (1,756,241) to the east.

People currently are traveling closer to home, mostly because of rising fuel prices and lack of extended vacation time. Encouraging these audiences to travel 150 miles or more away from home may result in overnight stays if offerings are unique and diverse enough to be worth their time and attention.

Our residents are also an important component of tourism demand. The Abraham Lincoln National Heritage Area covers a large geographic expanse, so that residents from one area within the region can travel from their homes to other communities within the heritage area for short unique getaways. The furthest points, in fact, are more than 150 miles apart (i.e., Galesburg to Danville, 170; or Ottawa to Alton, 225).

Visitor Research

Consistent and continuously updated research is part of a successful tourism program. By monitoring the characteristics of current audiences, the heritage area can be competitive in a fickle marketplace. Research provides answers to such questions as, "Who are we doing this for?" and "How will we know when we are successful?" Periodic research would allow measurement of performance against a baseline to assure that heritage area programs remain relevant and important to our residents, their guests, and those we attract.

We also need to understand the effects of the heritage area's tourism on the local economy, to reinforce the efforts of all with a stake in the Abraham Lincoln National Heritage Area's success and to inform our investors (which include taxpayers) and the United State Congress. Three years prior to the sunset of the Secretary of the Interior's authorization to invest federal funds in this National Heritage Area, the National Park Service is to report to Congress on the long term benefits of federal investments and match.

A visitor research program for the heritage area is a shared responsibility of our 42 counties; research provides benefits to not only the heritage area, but also individual Local Tourism and Convention Bureaus. The cost among the counties could be shared based on each county's tourism revenues, number of Lincoln sites, overall tax revenues, or other metrics. For contributing to the research program, each county could receive county-level data from the research findings. An online visitor survey would be most cost-effective and could be designed to collect data pertaining to:

- Visitor attitude and perception;
- Conversion of inquirers to visitors;
- Length of stay;
- Trip purpose and niche marketing opportunities;
- Rating of destination attractions;
- Travel party composition;
- Trip-related visitor expenditures;
- Evaluation of website and other marketing collateral;
- Visitor demographics;
- Likelihood of visitors to return to the area; and
- Other descriptors that may be meaningful for the Abraham Lincoln National Heritage Area.

Heritage Area Goals for Heritage Tourism (as derived from full list in Chapter 1)

Goal 1: *Maximize the heritage area's effectiveness through* ***strong partnerships*** *that link communities, sites, organizations, ideas, and actions.*

Goal 2: *Create* ***engaging experiences*** *that connect places and stories throughout the heritage area and promote public awareness of the region's history, culture, and significance.*

Goal 3: *Promote heritage, cultural, and recreational* ***tourism*** *and related* ***heritage development*** *that support increased economic activity and investment in heritage resources.*

Requirements in the National Heritage Area's Federal Legislation for Heritage Tourism

The need for heritage tourism programs for the National Heritage Area is established in Public Law 110-229, Subtitle C, which is included in Appendix A. Here are selected statements that bear on the heritage tourism strategies in this chapter :

***Promote heritage, cultural and recreational tourism** and to develop educational and cultural **programs for visitors** and the general public (Sec. 441(2));*

*Specify existing and potential sources of funding or **economic development strategies** to protect, enhance, interpret, fund, manage, and develop the National Heritage Area (Sec. 444(a)(3));*

(continued on next page)

Photo: Visitors waiting to enter the Lincoln Home National Historic Site.

The visitor research sample could be drawn from contact information gathered individuals who have requested tourism information (inquirers) from tourism organizations within the heritage area, from LFL, and from other tourism agencies within the region.

Costs for a visitor research program consisting of online surveys are estimated to cost between $10,000 and $25,000 per year. (Other methods, such as telephone surveys and in-person surveys, are generally much more expensive.) If the higher estimate of such a cost were to be distributed evenly among the 42 counties, the investment would be roughly $600 per county per year. Local Tourism and Convention Bureaus, or another responsible group existing or established especially for this work, could lead in conducting visitor research yearly or every two years to measure the heritage area's performance.

Performance measurement is a science with many books and research studies available to explain how to produce successful evaluations. Performance measures – objectives and targets – evaluate progress and document the impacts of time, investment, and effort.

Performance measures typically look at "inputs," "outputs," "outcomes," and "impacts." It is not the number or quality of the heritage area's offerings to be measured, such as training for partners or creating water trails. Those things would be "inputs." What we really need to identify and measure are results ("outcomes" and "impacts" that result from the "outputs" that were directly produced by the "inputs"). We need measurements that tell us whether, by virtue of the programs chosen, visitors responded positively. The most basic way of understanding this will be to measure how well we have achieved the objectives stated above, of increasing the number of visitors plus increasing their average length of stay and average expenditure per person; and decreasing economic leakage of tourism expenditures in the region.

We will refine these objectives and establish targets through research. That research will provide a baseline – actual, current performance – for each objective and suggest the extent to which it is possible to achieve changes, and where the best opportunities are found, in terms of geography and offerings.

Performance measures are to be set for the heritage area as a whole, not necessarily just LFL. LFL, however, will be a champion for pursuing performance measures as a way of tracking the progress to be made from implementing this plan year to year, and will ask partners whose attractions, events, and other programs receive heritage area support to collect data providing information on the first objective, increasing the number of visitors.

ACTION: Establish baseline attendance at attractions and events.

ACTION: Require all participants in the heritage area's programs to have an ongoing method to measure visitation or attendance as accurately as possible over time.

ACTION: Encourage Local Tourism and Convention Bureaus or similar group to conduct visitor research yearly or biennially to measure the heritage area's performance.

Developing Experiences and Programs

This section addresses "product development" – ways to focus on enhancing and adding to the programs and experiences this National Heritage Area can offer to audiences.

Organizing Current Offerings

Two basic elements attract visitors in the Abraham Lincoln National Heritage Area: historic sites and historic communities. As described in detail in Chapter 4, Presenting the Heritage Area's Stories, and Chapter 7, Community Planning & Enhancement, we will organize sites and communities in a framework that will support their continued improvements in programs and facilities:

Heritage Interpretive Sites, including:

- **Interpretive Gateways** (larger sites with significant visitation responsible for introducing visitors to heritage area-wide themes and interpretive opportunities);
- **Regional Interpretive Sites** (medium-sized sites directly related to the heritage area's key Lincoln themes, and capable of providing an informative and high-quality visitor experience); and
- **Community Interpretive Sites** (smaller sites of various types with the key role of filling out the heritage area presentation with a rich and diverse variety of local stories that make the National Heritage Area's themes come alive).

Looking for Lincoln Communities, including:

- **Story Trail Communities** (hosting Community Interpretive Sites);
- **Partnership Communities** (providing high-quality visitor services, such as dining, shopping, pleasing public spaces, rest rooms, and, ideally, lodging);

Requirements in the National Heritage Area's Federal Legislation for Heritage Tourism (cont.)

Include an analysis of, and ***recommendations for, means by which Federal, State, Tribal, and local programs may best be coordinated*** *(including the role of the National Park Service and other Federal agencies associated with the National Heritage Area) to further the purposes of this subtitle (Sec. 444(a)(7)); and*

Encourage economic viability *and sustainability that is consistent with the purposes of the National Heritage Area (Sec. 446(a)(4)).*

The National Trust for Historic Preservation's Five Principles for Successful and Sustainable Cultural Heritage Tourism

1) Collaborate: *Much more can be accomplished by working together than by working alone. Successful cultural heritage tourism programs bring together partners who may not have worked together in the past.*

2) Find the Fit: *Balancing the needs of residents and visitors is important to ensure that cultural heritage tourism benefits everyone. It is important to understand the kind and amount of tourism that your community can handle.*

3) Make Sites and Programs Come Alive: *Competition for time is fierce. To attract visitors, you must be sure that the destination is worth the drive.*

4) Focus on Quality and Authenticity: *Quality is an essential ingredient for all cultural heritage tourism, and authenticity is critical whenever heritage or history is involved.*

(continued on next page)

- **Cornerstone Communities** (the same, but also providing Regional Interpretive Sites and/or Interpretive Gateways); and
- **Gateway Communities** (portals into the heritage area; Partnership or Cornerstone communities that have undertaken additional initiatives to enhance their historic character and revitalize their historic downtowns).

In addition, as described in Chapter 7, Community Planning & Enhancement, communities participating in the Illinois Main Street program are working on community enhancements that are attractive to visitors as well as residents. Other communities in the National Heritage Area may also undertake Main Street programs, ultimately to qualify for the Illinois program (when it makes space available). Actions in Chapter 7 state that the heritage area will support both Main Street communities and those undertaking Main Street-like activities.

Producing Successful Visitor Experiences

The majority of heritage travelers seek to make their trips educational by including exploration of local arts, culture, and environment, according to a study sponsored by the U.S. Cultural and Heritage Tourism Marketing Council and the U.S. Department of Commerce. The heritage area can build on current programming by adding more opportunities that reflect arts, culture, and the environment.

Our best opportunities for improvement center on enhancing itineraries and other linkages, and festivals and events, and recreation activities. Ideas associated with each of these components are described in this section, which concludes with suggested performance measures.

Itineraries and Other Linkages

Creating various travel itineraries can help a community or region broaden its appeal as a destination to a wider audience without having to create new tourism products. They can range from organizing similar attractions within a county, such as wineries packaged into a trail with a brochure and map, to organizing a collection of custom visitor experiences within the region. Customizing visitor experiences requires more staff time but expenditures related to developing customized itineraries could offer a return on investment as providers could charge fees or commissions for customizing.

Creating customized itineraries can be particularly helpful for the Abraham Lincoln National Heritage Area as a valuable form of relationship marketing. Relationship marketing – deeply understanding the preferences, tastes, and likes of customers through interaction – helps organizations enjoy long-term value of relationships with their visitors beyond simply communicating with them through advertising and sales messages. Relationships developed through customized itineraries could also assist in fundraising for the heritage area.

Itineraries can be designed especially for the audiences described above (Lincoln enthusiasts, niche demand, and general travelers). New itineraries can also remind heritage area residents about the importance of their own culture while they move around throughout the heritage area and spend money in heritage area communities. Itineraries can also build interest in the characteristics of the

The National Trust for Historic Preservation's Five Principles for Successful and Sustainable Cultural Heritage Tourism (cont.)

5) Preserve and Protect: *A community's cultural, historic, and natural resources are valuable and often irreplaceable*

Source: http://www.culturalheritagetourism.org/fiveprinciples.htm, accessed July 2011.

heritage area that visitors would not typically regard as historic, yet which are also related to "heritage," new and old, natural and recreational – such as the previously mentioned winery trails, or birding trails, or driving tours linking farms offering locally products and tours.

Itineraries that extend travel distances beyond 100 miles, up to150 miles, are more likely to encourage overnight stays because of both travel time and a rich menu of opportunities. Itineraries within 100 miles with plenty to do will accomplish the same objective.

This is a concept with significant overlap in other chapters, given the goals for the heritage area as a whole for encouraging strong partnerships linking communities, sites, and organizations and the creation of engaging experiences connecting places and stories throughout the heritage area. Chapter 4, Presenting the Heritage Area's Stories, supports community collaboration on interpretive planning and presentation and encourages collaboration with other regionally oriented entities such as scenic byways. Its section on community collaboration aims for coordinated thematic presentations among related communities and sites with shared experiences and 'galaxies' of geographically related communities. Its section on partnering with other regional initiatives addresses collaboration with scenic byway programs and other regional initiatives. Chapter 6, Education and Research, encourages student activities, including itineraries; such programs have the additional benefit of educating entire families residing in the heritage area.

ACTION: Develop intra-regional travel itineraries.

ACTION: Develop itineraries within 150 miles of Indianapolis, Chicago, St. Louis, and the Quad Cities to capture visitor demand from large, growing markets.

Photo: Lincoln Long Nine Museum, Athens.

Menard County Courthouse (1896). Petersburg has been the county seat since Menard County was established in 1839 and continues to be the center of county life today.

Rehabilitated and adaptively reused commercial buildings around the town square provide space for offices, shops, and restaurants.

Community Profile: Petersburg, Menard County

Petersburg is a small town located in the rolling hills of the Sangamon River and the Illinois prairie. Founded in 1833 by George Warburton and Peter Lukins, Petersburg is located two miles downriver from the historic site of New Salem, where Abraham Lincoln lived in the 1830s. It was in New Salem where the young Lincoln was transformed from a self-admitted "aimless piece of driftwood" into a merchant, surveyor, postmaster, and captain of the local militia.

When Lincoln arrived in New Salem in the early 1830s, he was offered living quarters with schoolmaster Mentor Graham, his wife Sarah, and their children. Mentor taught the young Lincoln, and as time went on they became close friends. Mentor instructed Lincoln in the art of surveying. His first survey assignment, in 1835-1836, was to map and lay out lots for the town of Petersburg.

Petersburg grew quickly because of its advantageous location on the Sangamon River. In 1839 Menard County was formed from the north part of Sangamon County, and Petersburg was selected as the county seat. By 1840, many of the residents of New Salem had moved to Petersburg and New Salem ceased to exist. The New Salem residents were responsible for the birth and growth of Petersburg. They planned the town, and nurtured it through the years of growth. A home built by Mentor Graham is still standing just blocks from the town square.

Many of the people who were responsible for the early history of Petersburg and New Salem are buried in Menard County cemeteries. They include Ann Rutledge, who was said to be Abraham Lincoln's first love. Her death in 1835 at the age of 22 is claimed to be the cause of Lincoln's first known severe depression. Her gravesite is less than a mile from the town. The site of former New Salem is now Lincoln's New Salem State Historic Site, a recreation of the historic town interpreting Lincoln, the community, and the 1830's way of life in this area. The Illinois Professional Land Surveyors Association has placed several significant displays of early surveyors' artifacts in the structure housing the Menard County Historical Society Museum. The Museum is a great place to do genealogy research or catch up on the early history of the area. This interesting display is free of charge and is located on the town square.

The lavish Victorian-era homes built by the town's early wealthy inhabitants still stand on the bluffs of Petersburg. The town, which has even preserved some of the original cobblestone streets to compliment the classical architecture, takes great pride in these structures.

Representative Community Enhancement Initiatives

- *Revitalization of the town square including streets,.*
- *Redevelopment of empty and underutilized uuildings .*
- *Planning for a Tax Increment Finance (TIF) District.*
- *Green space in the downtown.*
- *Trails and greenway grants.*
- *Improving aesthetics of town entrances.*
- *Planning for additional festivals.*

ACTION: Develop itineraries and driving routes that complement visitors' experience of the region's history with other authentic aspects of the heritage area's communities, landscapes, and businesses.

ACTION: Work with entrepreneurs to develop transportation and guided tours from larger communities such as Springfield, Bloomington, and Champaign/Urbana to key stops along different routes of the Looking for Lincoln experience.

Programs and Events

Temporary programs, such as traveling exhibits, and special events, such as themed festivals, are excellent ways to capture repeat visitation from interested market segments. They are also good ways for new visitors to experience a destination for the first time. Programs and events can be designed for all ages, from school children to senior citizens, and can span such varied purposes as education, entertainment, recreation, or religious gatherings. Annual programs and events are typically held in the same communities each year, but through heritage area coordination special programs could be designed to rotate within the region.

Programs and events can increase the number of visitors to the region and encourage visitors to stay longer and spend more money. They can be developed so that local products and businesses are featured, resulting in decreased economic leakage. Developing programs and events can also create jobs and add to the quality of life experienced by residents.

ACTION: Support programs and events at Heritage Interpretive Sites and in Looking for Lincoln Communities.

ACTION: Encourage collaboration among Heritage Interpretive Sites and Looking for Lincoln Communities in presenting heritage area themes through shared programs and events.

ACTION: Offer workshops on creating and managing programs and events.

ACTION: Develop a "Lincoln expo" for communities and sites to share their offerings with one another and the general public.

Recreation Activities

Many natural recreation attractions and opportunities for entrepreneurs to develop more commercial options based on nature-based outdoor recreation exist in the heritage area. Recreation services can be provided by governments or the private sector, nonprofit or for-profit.

Outdoor recreation opportunities supported by the heritage area offer ways to connect communities and encourage visitors and residents to move around the heritage area. Land trails can be designed for various activities, including hiking, biking, riding ATVs, rollerblading, etc. Where practical, trails could follow old stagecoach or railroad routes or trailheads could be located near Looking for Lincoln markers.

While motorized boating is a popular activity across the heritage area, non-motorized boating is an activity that could be expanded. Water trails could help

A Presidential Itinerary Unique to Illinois

Itinerary-making can be endlessly creative and opportunistic. For example, many visitors interested in Lincoln would be as interested in presidential history in general. It is possible to create a National Heritage Area itinerary linking resources associated with the four U.S. presidents (Lincoln, Grant, Reagan, and Obama) who have affiliations with Illinois, based on the "getaway" itineraries already to be found at www.EnjoyIllinois.com. This is not an idea directly suggested by the National Heritage Area's themes, although two can be linked to guide it, "The Real Abraham Lincoln" and "Lincoln's Illinois and the American Experience" (see Chapter 4).

Photo: Illinois & Michigan Canal Trail in LaSalle County, part of the I&M National Heritage Corridor as well as the Abraham Lincoln National Heritage Area.

to identify desired long-term improvements to non-motorized boating access (e.g., put-ins and camping areas) on the rivers that flow throughout the heritage area, to encourage kayaking, canoeing, tubing, rafting, etc. Similarly, birding trails link existing properties (actually through driving), but their planning and implementation also help to identify longer term ideas for greater public access to natural areas.

These are all examples of recreational opportunities that offer ways to link modern experiences to stories of the past – for example, encouraging visitors to walk portions of the paths used by the Lincoln family as they settled in Illinois, or those of itinerant lawyers moving through the landscape to the various courthouses of the 8th Judicial Circuit.

Geo-caching is a popular global-positioning treasure hunt that appeals to a wide demographic. Much geo-caching takes place in natural settings, although park managers may encourage virtual geo-caching instead of physical caches because of the potential impact to historic and natural resources. Geo-caches can be placed anywhere to lead players to interesting resources and sites of stories.

ACTION: Support recreational linkages for Heritage Interpretive Sites and Looking for Lincoln Communities.

ACTION: Encourage and support planning and development of recreational trails linking heritage sites and participating communities.

ACTION: Support planning and development of enhancements for access to support water trails.

ACTION: Encourage planning and development of birding trails or, more broadly, "natural history" trails that link natural sites having public access suited to interpretation and observation.

Potential Objective	Baseline	Year 1 Potential Target	Year 2 Potential Target	Year 3 Potential Target
Increase attendance at Heritage Interpretive Sites	TBD	Establish baseline	5%	5%
Increase visitor satisfaction rating of destination attractions	TBD	Establish instrument to assess and rate visitor satisfaction	3%	3%
Increase attendance at all attractions and events	TBD	Establish baseline	5%	10%
Increase tourism revenue market share for Abraham Lincoln National Heritage Area counties relative to all Illinois counties	TBD	Establish baseline	5%	5%

Table 8-1: Sample Worksheet for Developing Performance Measures for Product Development

ACTION: Create a heritage-area-wide geo-caching program by partnering with sites and communities.

Performance Measures and Evaluation for Product Development

Table 8-1 suggests options for performance measures to help evaluate progress in improving offerings, and thus visitor satisfaction, which can be estimated by using indicators that show the number of visitors and their average length of stay and average expenditure per person.

We will finalize particular objectives and targets through the research described above. That research will measure actual, current performance and suggest targets.

Building Visibility, Growing Audiences

Product development and product marketing go hand in hand. Products must be marketed to find audiences. Audiences do not materialize without good products.

Marketing is determining the needs and wants of target markets and delivering products or services at a high rate of satisfaction more effectively and efficiently than competitors. The primary aim of marketing is to build on existing tourism demand and to spread demand throughout the heritage area and into the geographic regions surrounding us. Once tourism products, experiences, and services are developed, potential audiences must be made aware of the visitation opportunities through good branding, technology, communications, and promotions activities. These activities are described in this section.

Branding

To separate the Abraham Lincoln National Heritage Area experience from other travel opportunities available to potential audiences, we must have and maintain a distinctive brand. Branding is more than just a logo or a tagline. Branding is the 'space' a destination occupies in the minds of consumers. Once a brand is developed in concept, it is important to get it off the page and into people's hearts and minds by creating experiences that are consistent with the brand message.

A YouTube Heritage Area Channel?

A fun way to enliven the Looking for Lincoln website would be to create a YouTube link to a heritage area channel established to allow Looking for Lincoln visitors to post videos of their Looking for Lincoln experiences in various communities. As an incentive to post, videos could be recognized, judged across different categories: most informative video, most excited group appearing in the video, best interview with a member of the local community, and so on.

LFL, as the coordinating entity for the region prior to designation as a heritage area, already has a successful graphic identity and attractive family of signs and exhibits. This LFL branding, which is fun and appealing to visitors and familiar to residents, is now the heritage area brand, a decision made by residents who have already seen it deliver visitors to their communities.

As more products are created by partners and LFL, branding challenges will increase. Developing and updating brand identity provides a way of evaluating brand status and providing an orderly process for assessing and implementing the best ways to evolve current LFL branding as new products are created.

Recommendations in this plan that have the greatest potential to affect branding are found in Chapter 4, Presenting the Heritage Area's Stories. Key elements include:

- Creating a presence for the heritage area, using the website, a family of interpretive publications and media, orientation exhibits, and signage for outdoor exhibits and wayfinding; and
- Partners' use of the brand identity and participation in heritage-area-wide marketing as benefits for participating in programs to designate their sites and communities.

Branding for the heritage area should also tie into the state's branding and promotional activities. It is easy to blend the current state tagline, *"Illinois. Mile After Magnificent Mile"* with the Looking for Lincoln experience, which covers a vast expanse of (yes, magnificent) miles throughout central Illinois.

ACTION: Evaluate and update brand identity on a regular basis.

Technology and Communications

Current data show at least 57 percent of heritage travelers use websites as their primary source for travel information. Of those who use websites for travel information, 43 percent use Facebook and 67 percent use Google. LFL itself should be a resource to publicize happenings, tweet information, and otherwise electronically communicate and promote events and programs throughout the heritage area. Wherever possible, everyone working to develop the heritage area should expand their use of social media, blogging, and other technological approaches to share information and promote the region collaboratively.

As it is developed and expanded, the content and codes on LFL's website must be edited so that the site can be indexed and relevant keywords are featured. This will optimize the site for web visitors using search engines.

Recent research suggests that small attractions and businesses typically promoted by heritage areas benefit little from online intermediaries, and that the trend is for such businesses to seek search engine optimization (SEO).[2] This suggests an opportunity for the heritage area to improve search engine optimization for partners as a part of our marketing strategy.

In addition to simply communicating with potential travelers, website technology can be used as a point-of-sale system – and not just by the established

[2] *"How Small Regional Accommodation Providers View and Respond to Online Intermediaries." Joshua R Hills and Grant Cairncross, Journal of Vacation Marketing, October 2011, vol. 17, no. 4, pp. 249-262. Abstract available at http://jvm.sagepub.com/content/17/4/249.abstract?etoc, accessed January 18, 2012.*

Community Profile: Pleasant Plains, Sangamon County

Pleasant Plains is a small community in western Sangamon County that lies approximately fifteen miles west of Springfield along the historic Beardstown-Springfield stagecoach road (now State Highway 125). Formerly inhabited by Kickapoo and Pottawatomi Indians, the "plains" area of western Sangamon County (called such for the rolling open nature of the topography), had ample supplies of fresh water, timber, and wildlife—including deer, bear, and buffalo. The first white settler, a Mr. Spillars, is said to have settled in this area around 1819, establishing a grist mill operated by horse power.

In the mid-1820s the area became a stagecoach stop (eventually taking on the name of "Clayville") and grew to include several farm homes and an industrial site featuring a variety of enterprises, including an inn with stables, a tannery, and a horse mill.

Today the Broadwell Inn (ca. 1824), a frequent stop for 19th-century travelers, is believed to be the oldest brick building in Sangamon County. Other important historic structures include the Pleasant Plains Methodist Church, which was built in 1838 by the famous circuit preacher, Rev. Peter Cartwright.

In 1876, the community of "Pleasant Plains" was incorporated approximately one mile west of Clayville. Today this village of approximately 800 residents is the principal settlement within Cartwright Township (largest township in Sangamon County). Richland Creek, which provided the original settlers with a fresh water supply, still runs freely through the community and surrounding woods.

As a small rural community, Pleasant Plains supports the nearby farms. The town's major employer is Brandts, a fertilizer producer. Due to its proximity and easy access, it also serves as a bedroom community for people who work in Springfield.

The school district, in which the Pleasant Plains takes great pride, is the focal point of the community. Its residents are active in the Pleasant Plains Community Club, the local churches, the volunteer fire department and the Pleasant Plains Historical Society, which now owns, operates, and maintains the Clayville Historic Site, as the Broadwell Inn is now known.

Representative Community Enhancement Initiatives

- *Develop interpretive program for public at Pleasant Plains Methodist Church.*
- *Create hiking/biking trail showcasing the farmland between Clayville and Pleasant Plains.*
- *Further development, refurbishing and enhancement to Clayville Historic Site including the re-installation of original porches to the Broadwell Inn.*
- *Further training and development of volunteer base for Clayville historic site and development of educational programs.*
- *Continue collaboration with other local Lincoln historic sites.*
- *Work with county and state to develop Clayville historic site road signage.*

Historic Broadwell Inn (ca. 1824) served travelers along the Beardstown-Springfield Stagecoach (now State Highway 125). The site was purchased by the Pleasant Plains Historical Society, formed in 2009 to acquire and restore the historic site. On July 11, 2009 work at the site began with the help of more than 50 volunteers. By lunchtime, for the first time in over ten years, the tavern was visible from the road. Over the next several weeks more than a thousand scrub trees and shrubs were cleared away and dumpster loads of trash were picked up and hauled away. Buildings were secured and new electric panels replaced the old unsafe ones. On September 5, 2009, Clayville once again hosted an event open to the public, the 1st Annual Clayville Cruise-in. The inn is listed on the National Register of Historic Places.

Veteran's Memorial, downtown Pleasant Plains.

Websites Promoting Travel

In addition to Facebook, Google, and other search engines like Google, travelers have many opportunities to plan trips through interactive websites promoting travel – from familiar sites like Expedia, Kayak, and Priceline that provide one-stop-shopping for the logistics of travel (hotels, plane tickets, car rental) to others that guide site visitors to tour operators or vacation rentals. Tripadvisor.com and websites associated with guidebooks, such as Lonely Planet or Fodor's, provide reviews and information for travelers searching for details about lodging, restaurants, or – yes – heritage sites.

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intermediaries like Expedia. For example, "shopping cart" technology can be used to allow the heritage area's website users to pick from a menu of available tourism opportunities to create their own customized itineraries. (For an example of a tourism site that provides this, see *http://www.tourtalbot.org/itinerary.asp.)* LFL's site could also easily offer heritage area merchandise as it expands. More complicated but also possible would be to work with heritage area partners to use the website or collectively build another web-based capacity to allow visitors to purchase tickets, book hotel rooms, and arrange other services linked to itinerary planning. This would add tremendous value to a personalized visitor experience with limited personnel costs once the technology is in place.

Many travel-related websites now also offer their information directly to travelers' mobile devices (smart phones, iPads, or whatever the next generations will be over the life of this plan) or through special apps (applications) downloadable to mobile devices, a growing market and means for travelers to gain information. Mobile devices and apps are becoming especially important to visitors while they are traveling, to gain instant information – Yelp is one such provider, offering place-based local reviews of restaurants and other businesses and services.

The use of Quick Reference (QR) codes (squares with digital coding that works like bar coding) by businesses and interpretive sites and many others is increasingly common. For example, Looking for Lincoln wayside signage with QR codes would allow visitors with the QR app in their smart phones to scan the codes to gain additional information about the immediate site, learn about nearby Looking for Lincoln sites, and locate nearby visitor services.

Google Earth's easy-to-use technology provides for a powerful "virtual visit" experience using aerial and 3-D images, photos, and maps. There are multiple ways that the heritage area can make its presence known in Google Earth. Because Google Earth (and Google Maps) draws its data from other web sources (including various websites that aggregate user reviews), there are three simple tasks to improve our presence in Google Earth.

- Assure that photos linked to Google Earth from Panoramio (see www.panoramio.com) are representative of assets and locations (see sidebar).
- Assure that place names and historic sites throughout the heritage area are also accurately entered into Wikipedia.
- Assure that we monitor information that appears in Google Earth and continue improving it, individually as heritage area partners and working collectively through the management structure as described in Chapter 9, Business Plan.

The partners in Abraham Lincoln National Heritage Area are an ideal subject for a relatively new way of displaying "travel guide" content on the web geographically, including itineraries. Google Earth offers a free, user-friendly mapping program requiring no special software that assembly of information about interpretive attractions and recreational experiences throughout the heritage area for web visitors worldwide. The content includes photos, text, audio, and video. *(<http://support.google.com/maps/bin/answer.py?hl=en&answer=62843&topic=1687289&ctx=topic>))*

ACTION: Monitor photos from National Heritage Area places in web-based photo sites to make sure that under-represented areas are covered by local photographers.

ACTION: Encourage heritage area attractions, businesses, and communities to be fully represented with detailed information in Google Earth or latest applicable technology.

ACTION: Create a web-based travel guide through Google Maps.

ACTION: Adopt Quick Reference (QR) or latest applicable technology.

ACTION: Update the existing Looking for Lincoln website to accommodate changes and developments with respect to graphic identity, presentation, and expanded content.

ACTION: Improve the visibility of the National Heritage Area through search engine optimization.

ACTION: Encourage tourism-related businesses in the heritage area to include a heritage area website link on their website.

ACTION: Include opportunities to generate revenue through the heritage area website.

ACTION: Create an interactive route planning tool that can be used across a variety of mobile devices.

ACTION: Develop and monitor content for travel-support websites focused on heritage travel, automobile travel, and local reviews.

ACTION: Maximize web-based video technology to promote the heritage area.

Websites Promoting Travel (cont.)

One site specific to travelers planning auto trips in the Abraham Lincoln National Heritage Area is www.planyourroadtrip.com, a product of Valero Energy Corporation, which operates gas stations in Illinois and surrounding states. The website offers an interactive road trip planning tool while providing useful tips, such as traveling with pets and traveling on a budget. After the user enters origin and destination information, the website provides directions and suggests stops along the way based on the user's interests. Users can also see itinerary and reviews from other road trippers.

Photo: Lincoln Heritage Trail highway marker.

A Down-Home Promotional Idea

One traditional tool for reaching the home audience might be a paper placemat to be used on tables at casual restaurants with a map of the heritage area and perhaps a trivia contest about Lincoln. Costs of the placemat can be offset by sponsorships and ads.

Tactics for Promotions

Chapter Public relations and promotions are important aspects of tourism marketing. Mutually beneficial promotions tactics and marketing partnerships are described in this section.

A variety of marketing approaches are designed to reach the various specific audiences, depending on available resources. Traditional tourism marketing approaches include brochures, visitor guides, trade shows, and familiarization tours for travel writers and others who influence travelers' decisions. Hosting travel writers is a cost-effective way for destinations to generate positive public relations. Examples of target audiences include American heritage, outdoor recreation, African-American travel, culinary tourism, and other niche demand areas. Marketing firms can assist with bringing in the right travel writers. Market media examples include interactive websites, podcasts, apps and social media.

Advertising, another traditional approach to tourism marketing, is costly. A cost-effective method to pursue print advertising is to create cooperative opportunities from within our partnerships. For example, group purchase shared by partners can pay for ad space and development of the individual ads including artwork. Another cooperative approach is to purchase (or donate) ad space in visitor guides produced within the heritage area. The two approaches might be combined – creating the same or similar co-op ad page or pages in each visitor guide, uniting all heritage area cooperators.

Different audiences react to different communication methods in different ways. An advertisement in *AARP The Magazine* highlighting the variety of heritage tourism activities would likely have a stronger appeal to senior motor coach travelers, whereas an iPod app showing hiking trail conditions would appeal more to active twenty-somethings looking for exciting outdoor adventures. Selected marketing initiatives can be evaluated during research, as previously described, to determine the best potential for return on the promotion dollar.

ACTION: Coordinate familiarization tours for travel writers and others who can influence the travel decisions of the heritage area's visiting public.

Table 8-2: Sample Worksheet for Analyzing Promotional Opportunities by Audience and Collaborating Parties

Audience	Potential Promotional Tactics	Potential Support NHA	Community & Targeted Collaboration Needed
Visitors interested in Lincoln and *Lincoln's America*			
Niche demand markets			
General travelers			
Residents of four regional population centers			
Residents of the heritage area			

ACTION: Work with Local Tourism and Convention Bureaus and attractions with advertising budgets to develop yearly, mutually beneficial strategies for cooperative advertising, ad placement in individual visitor guides, and other promotional tactics to gain recognition and market share for the heritage area as a whole.

Table 8-2 is a sample worksheet for breaking down the task of promotion, to allow for analyzing the differing needs of the heritage area's audiences and the differing ways that collaborating partners could take responsibility. It illustrates a simple tool for creating an annual work plan, and can be elaborated with cost analysis and specific actions, for example.

Table 8-3: Performance Measures and Evaluation for Product Marketing

Potential Objective	Baseline	Year 1 Potential Target	Year 2 Potential Target	Year 3 Potential Target
After establishing the ability to collect revenue through the website in Year 1, increase revenue collected		N/A	5%	10%
Increase the number of articles written about the heritage area by travel writers		5 articles	12 articles	15 articles
Increase usage of the heritage area website		10%	10%	10%

Performance Measures and Evaluation for Product Marketing

Table 8-3 lists options for performance measures related to product marketing and associated goals over the next three years. These targets can be adjusted by heritage area managers based on input from the tourism committee.

Improving the Experience of Visitors

The ideas presented in previous sections about developing tourism offerings will likely improve the visitor experience. Several opportunities exist to improve it further, described in sections below. Each involves working with a different heritage area tourism stakeholder: businesses, communities, and tourism professionals.

Wayfinding, a need raised repeatedly in management planning workshops, is addressed further in Chapter 4, Presenting the Heritage Area's Stories, section 3.3.1, Creating a Heritage Area Context and Presence.

Working with Communities

Chapter 4, Presenting the Heritage Area's Stories, and Chapter 7, Community Planning & Enhancement, explains LFL's program in detail for designating Looking for Lincoln Story Trail, Partnership, Cornerstone, and Gateway Communities. It is the primary means by which the visitor experience can be improved in communities, because the program will create consistency based on a standard that visitors will come to expect throughout the heritage area. The visitor experience will be enhanced through additional and improved community interpretation and revitalization, and communities efforts to enhance the visitor experience through providing high-quality visitor services, complete with hospitality training as described further below.

Monticello features a variety of restaurants in the vicinity of its Courthouse Square that keep the Square vibrant for both residents and visitors. Local businesses are proud of the historic character of their buildings and their community.

Bement is the location of Bryant Cottage State Historic Site, home of Francis E. Bryant, a local businessman and friend of Stephen A. Douglas. According to Bryant family tradition, Abraham Lincoln and Stephen Douglas met in the parlor of Bryant Cottage to plan their famous series of 1858 debates.

Community Profile: Monticello and Bement, Piatt County

Early settlers of what is now Piatt County began searching for the location of a new town along the Sangamon River after concluding that Decatur was simply too far to go for trading purposes. The Town of Monticello's founding July 1, 1837 was celebrated with a great Independence Day barbecue, with $2,700 worth of lots already sold. Piatt County was created in 1841 from sections of Dewitt and Macon counties, and as it was the only town established at the time, Monticello became the county seat. The first Piatt County Circuit Court was held that same year. Abraham Lincoln would visit Monticello regularly as part of the Eighth Judicial Circuit from 1845 to 1858. The present courthouse was built in 1903.

The coming of the railroads is credited for Monticello's steady and rapid growth. However, while railroads were being built in east-central Illinois as early as the 1850s and 1860s, Monticello did not receive rail service until the 1870s, when both the Illinois Central (1870) and the Chicago Paducah (1873) began operating through the town.

Bement is located seven miles south of Monticello. On Christmas Day, 1853, L.B. Wing, Joseph Bodman and Henry Little rode to the ridge that divided the waters of the Sangamon and Kaskaskia Rivers. Inspired by the view and reports that a railroad was being built across the Illinois prairies, the men later traveled to the Federal Land Office in Danville to purchase property selling for as little as $1.25 per acre. In 1855, the site was surveyed and a deed for the land was signed for the town of Bement. The men worked closely with representatives of the Great Western Railroad in bringing the new railway linking Danville to Quincy through the area.

While many other small towns have declined in population, Monticello continues to grow and enjoy an excellent quality of life, with great schools, charming older neighborhoods (including two listed on the National Register), a variety of well-planned subdivisions, an excellent private hospital, and an array of local services. The charm and historic character of Monticello's Courthouse Square remains today, and it was recently listed on the National Register of Historic Places. The square hosts a vibrant business area including services, restaurants, and shops.

Bement's residents also support activities, residential areas, and schools. A great example of the community's coming together is the Veteran's Memorial built several years ago. Though the downtown has seen a downturn in recent years, there is a dedicated group working to revive the area. Both Monticello and Bement host three Looking for Lincoln Story Trail outdoor interpretive signs.

Representative Community Enhancement Initiatives

- *Building new library and developing new recreational areas and a swimming pool (Monticello).*
- *New hospital, opened in fall 2011 (Monticello).*
- *New water tower (Monticello).*
- *Downtown beautification (Bement).*
- *Refurbishing of recreational areas (Bement).*
- *Newly opened grocery store (Bement).*

Photo: Pittsfield community event.

Experience over time will provide added insights for adapting this program to support heritage tourism. When the time comes, the best method for exploring program enhancements for tourism may be to conduct a region-wide tourism development charrette. This would involve intense and detailed meetings, perhaps over the course of several days, with community officials, leaders of nonprofit attractions, residents, business owners, and tourism promoters. The goal of a tourism development charrette is to promote shared ownership of development solutions among tourism stakeholders in the region.

The Buncombe County Tourism Development Authority in Asheville, North Carolina recently created a ten-year Strategic Destination Development Plan by employing the charrette technique. The goal of the organization was to identify tourism product investment opportunities that maintain the integrity of the community. The five-month process included three public charrette workshops, input from several tourism experts, a survey of 500 travelers, and a review of existing research. More than 140 people attended the public charrettes. The result of the charrettes and other research was a plan intended to provide consistent direction for tourism development in the community over the ten years following the creation of the plan.

Such community engagement can generate new ideas, new partners, and new experiences. For example, community organizations that benefit from tourism through annual events could be enlisted in other ways to support tourism. Motor coach groups might spend the night instead of just passing through if a community organization were available to cook breakfast for the group. The visitors could interact with the community members and experience the true character (and characters) of the community while enjoying fresh local foods.

ACTION: Include tourism development and promotion on the regular agenda of working groups to be established in each

Training can help to develop a seamless visitor experience. Volunteers among sites and communities are "cross-trained," that is, presented with information that helps them to understand other sites and recognize desired individual and collective outcomes region-wide.

designated Looking for Lincoln Community; use minutes from these meetings as a routine way for regular reporting to the LFL Tourism Advisory Committee.

ACTION: Plan for a heritage-area-wide, community-based tourism development planning activities to identify strategic tourism development opportunities based on input from community, government, business, and visitor stakeholders and and interpretive and outdoor recreation attractions.

Working with Historic Attractions

Chapter 4, Presenting the Heritage Area's Stories, explains the framework for building a cooperative interpretive system among historic sites and attractions (and communities). Individual historic sites organized to attract visitors – "attractions" – are seeking audiences, paying or not. Bringing more audiences to their programs is a way of building public appreciation for what they do, and long-term public support for their sites and programs that tell their stories. Every dollar a visitor brings to a site is a dollar for preservation, maintenance, story-telling, etc. A benefit of tourism marketing must be larger audiences.

By the same token, the visitor experience as a whole benefits from the quality of the offerings at sites, a topic largely addressed in Chapter 4. However, in terms of the visitor experience, sites offer, overwhelmingly, a major asset: what is known among interpretive professionals as "personal services interpretation" – in a word, docents. A good guide to the experience of a site – whether costumed or not, whether participating in living history interpretation or not – is overwhelmingly the factor that makes or breaks the experience for a visitor. For this reason, engaged and engaging volunteers are an important indicator of the quality of the visitor experience.

This is easy to say, less easy to guarantee. Historic sites, like many volunteer opportunities around the nation, struggle to attract and keep volunteers. As historic sites undertake the planning encouraged through the interpretive framework's designation program, they should take stock of their volunteers, their volunteer programs, and their community outreach. Aggregated, such plans could provide us with a powerful view of the need in the heritage area as a whole. In the meantime, a needs assessment undertaken early on would more directly and comprehensively inform the heritage area's actions and programs. Each site can build a high-quality, talented, dependable and dedicated volunteer team through careful and thoughtful planning and motivational development and hiring, training and building teams for the long term. Training can help to develop a seamless visitor experience. Volunteers among sites and communities are "cross-trained," that is, presented with information that helps them to understand other sites and recognize desired individual and collective outcomes region-wide.

The heritage area can assist sites in recruiting, training, and best practices related to managing volunteers; a heritage-area-wide recognition program and programs to reward volunteers with opportunities to visit elsewhere could help with retention and getting the word out about the importance of volunteering for heritage programs. Special events designed to engage volunteers' interests might

Photo: Moore Homestead, Clinton.

also be a way for the heritage area to provide help – for example, a costume-making workshop would attract living history interpreters (sometimes called re-enactors), both those who work at sites, and those who simply participate in events. Encouraging volunteer "corps" of specialists to travel to various sites to share skills such as blacksmithing or animal husbandry could be another way for sites and the heritage area to cooperate. Encouraging local businesses to volunteer for "service days" might be another.

ACTION: Assist in assessing needs of historic sites and volunteers.

ACTION: Design and implement a program to assist in supporting and increasing volunteerism.

ACTION: Work with sites to identify "best practices" in volunteer recruitment, training, management, and retention and make them a part of the package of requirements and incentives for historic sites to maintain their recognition from the heritage area.

Working with Businesses

Businesses within the heritage area are natural tourism development partners for LFL and heritage area attractions since business owners stand to benefit from increased tourism expenditures. One way to increase the involvement of local businesses, and to build relationships with local businesses, is to create a business recognition program that would identify businesses that have partnered with the heritage area and worked to promote the heritage of the region. Since much of the heritage area is rural and many local economies are supported by agriculture, special attention could be paid to developing or promoting agri-tourism businesses on local farms. Agri-tourism activities could include corn mazes, u-pick fields, retail food stands, cooking instruction, farm tours, hunting, fishing, birding, planting classes, bed and breakfasts, event venues, and others. Agri-tourism businesses benefit the farmer in the form of increased revenue earned "behind

Coffee Shop Chats with Visitors?

Discussions with professionals in the heritage area indicate many of the people with extensive knowledge of the region typically spend time daily in local coffee shops. Perhaps heritage area partners could set up mini visitor centers in the coffee shops frequented by residents of local communities. Owners of the coffee shops would appreciate the increased traffic and visitors would benefit from the unique perspectives provided by the informed and enthusiastic locals. The coffee shop/visitor centers could also be a place for heritage area travelers to share the stories of their adventures that day. The stories would be would be heard by those who want to listen, and could also end up as a video or podcast on the LFL website. The storytellers could get a small reward in the form of a gas coupon or other discounts at local businesses. If popular, this activity could be turned into a local or national storytelling contest. This activity could be good for preserving culture, helping the best storytellers do what they do best while becoming important parts of the visitor experience – even if they just interact with visitors at coffee shops on town squares.

the farm gate" (that is, on the farm, rather than the many off-farm jobs small-farm families usually maintain to survive) and visitors benefit from a more varied tourism experience in the region.

Discounts offered through business cooperation are a natural activity for heritage areas to undertake. For example, LFL could encourage businesses along the Looking for Lincoln Story Trail to offer discounts for visitors who collect at least five (or a different amount) rubbings from different Looking for Lincoln outdoor exhibits. Discounts could be a percentage off of a restaurant check or a certain dollar amount off of a purchase in a retail store.

Seeking business sponsorships are another way of engaging heritage area businesses, from small, independent businesses in each community to large corporations with operations in the region. Sponsorships of the Looking for Lincoln Story Trail exhibit signs, publications, and events could be a good source of revenue for the Looking for Lincoln program.

Many communities have established 'buy local' campaigns that encourage residents to spend money at small businesses in their home community. Recent estimates place the number of small businesses across the nation that is participating in a buy-local campaign at greater than 25,000.[3] The buy-local initiative also resonates with visitors because they want to experience the true nature of the community they visit in as many ways as possible – through local foods, crafts, or other products. Establishing a buy-local campaign throughout the entire heritage area – essentially capturing the definition of what is "local" in buy-local movements, making the heritage area the critical geographic range – is another way for us to bring the heritage area together as one region. Many buy-local campaigns are tied to local foods, so such campaigns can overlap with efforts to improve agri-tourism opportunities, such as highlighting restaurants serving local foods.

In particular, a buy-local campaign directly addresses one of our over-arching objectives, to decrease economic leakage. "Economic leakage" for the purposes of this plan refers to the transfer of profits from a tourism activity out of our regional economy. The more profits we can retain in our own economy, the more dollars we have to cycle through our economy. A dollar spent in a unique, locally owned business where all of the goods are manufactured from locally produced raw materials stays in the region; a dollar spent at a franchise restaurant – even if locally owned – goes in part for franchise-provided goods shipped in and the cost of the franchise itself, both of which support corporate profits elsewhere.

ACTION: Assist communities to encourage agri-tourism activities to add to the visitor experience.

Working with Tourism Professionals

One of the challenges identified by the committee of tourism professionals and community leaders working on this management plan is the need for general hospitality training for those working in attractions and heritage tourism businesses. Hospitality training should not only include customer service techniques, but also incorporate knowledge of the destination that tourism industry employees can share with visitors. The training is tied into the Looking for Lincoln Communities

[3] *Mitchell, Stacy,* Big Box Swindle: The True Cost of Mega-Retailers and the Fight for America's Independent Businesses. *Beacon Press: Boston, 2006.*

Community Profile: Freeport, Stephenson County

Freeport, a city of approximately 26,000 residents, is situated on the Pecatonica River where German immigrant William "Tutty" Baker started a free ferry in the 1830s. It became the county seat of Stephenson County in 1838. Linked first by stagecoach with Chicago, the community grew rapidly as a major rail and industrial center by the turn of the twentieth century.

Originally the home of such industrial giants as W. T. Rawleigh Company and Burgess Battery, as well as Henney Motor Company, Stover Manufacturing, and Structo, Incorporated, Freeport is now home to Titan Tire, Honeywell/Micro Switch, Furst-McNess, and MetLife Home & Auto Insurance. While the largest employer in 1911 was the Illinois Central Railroad, the Freeport Health Network (FHN)—a regional health care provider--now holds that distinction.

Stephenson County's association with Abraham Lincoln dates to 1832 when Lincoln served in the Illinois militia during the Black Hawk War, which was mostly fought in northwestern Illinois in the region surrounding Freeport. Freeport was also the site of the second Lincoln-Douglas Debate in 1858, in which Douglas' reply to a question on slavery became known as the "Freeport Heresy." Douglas' comments in this debate are believed to have split the Democratic Party and enabled Lincoln to win the Presidency in 1860. The debate is commemorated through sculptures and an interpretative wayside, while Lincoln's participation in the Black Hawk War is commemorated in an interpretative wayside near Kent, where some of the fallen are buried.

While still home to many employers, changing demographics—including population losses, corporate relocations, and a dwindling employment base-- have presented Freeport with economic challenges. Unoccupied industrial buildings and vacant storefronts dominate the historic commercial district. U.S. Highway 20, which by-passes the downtown, takes thousands of travelers around the city as they make their way between Chicago and Galena. This is seen as an untapped opportunity to draw people into the community.

An ethnically diverse city, Freeport has a proud sense of its history and works hard to celebrate both the diversity of its cultures as well as its shared heritage. Through public-private partnerships the city and other organizations, including the Freeport Beautification Association, is working to enhance the physical appearance of the city through a variety of initiatives.

Representative Community Enhancement Initiatives

- *New building for the Freeport Art Museum*
- *Freeport / Stephenson Visitors Center*

Statues commemorating the second Lincoln-Douglas Debate, which took place in Freeport in 1858.

Creating a Mutually Supportive Community Quality Assurance Program

One way to create a quality assurance program would be to set up exchanges of professionals from multiple communities, arranging for them to visit a community or set of communities not their own. Tourism leaders from the heritage area participating in the exchange team would learn more about the region as a whole, and would be engaged in looking at tourism development from the heritage area's perspective, not necessarily limited to their own territory, thus building a sense of teamwork. Tourism professionals invited from beyond the region could add new perspectives and experience to the mix. This would enable a qualitative assessment of the visitor experience and tourism products; assessing compliance with the Looking for Lincoln community and site designation programs could be made a part of this activity. The visiting team could tour attractions, eat at restaurants, even stay overnight

(continued on next page)

designation program, asking each participating community to demonstrate it has implemented or is capable of implementing a successful a hospitality training program for tourism employees in the community. Hospitality training should not only include customer service techniques, but also incorporate knowledge of the destination that tourism industry employees can share with visitors. In a community that has undertaken such hospitality programs, visitors are more likely to enjoy an excellent time there – they are greeted warmly and steered to experiences appropriate to their individual interests and needs.

Options for developing community-based hospitality training include working with county extension offices, hiring a private consulting and training firm, or using programs established by the Educational Institute of the American Hotel and Lodging Association.

For training involving education about destination information and knowledge of the local region, beyond just hospitality and customer service, consider the Certified Tourism Ambassador program. The program, administered by the Tourism Ambassador Institute, is a national certification program designed to train front-line hospitality and tourism employees and volunteers in visitor service. For more information on the CTA program, go to www.ctanetwork.com.

A second challenge identified by the tourism committee is assuring that communities provide a high-quality visitor experience; the committee recommended developing a testing program that would help communities identify weaknesses and solutions that would help them avoid visitor complaints– and identify opportunities that would point the way to tourism enhancements (see sidebar).

Table 8-4: Sample Worksheet for Developing Performance Measures for Visitor Experience

Potential Objective	Baseline	Year 1 Potential Target	Year 2 Potential Target	Year 3 Potential Target
Partners collaborate to recruit, train, and cross-train new volunteers to work on tourism projects throughout the heritage area		5%	5%	10%
Partners collaborate to certify tourism industry employees as Certified Tourism Ambassadors	N/A	100	100	100

ACTION: Support existing and new hospitality training programs that support National Heritage Area goals.

ACTION: Implement a quality assurance program involving and engaging tourism professionals throughout the heritage area.

Performance Measures and Evaluation for Visitor Experience

Table 8-4 suggests options for performance measures to help us evaluate progress in improving the heritage area's visitor experience. Particular objectives and targets can be finalized through the research described above. That research will measure actual, current performance and suggest targets.

Organization, Management, and Partnerships

The coordinated efforts of several groups will lead to the successful implementation of the tourism tactics in this plan. The groups that share responsibility for tourism success in the region include LFL, Local Tourism and Convention Bureaus, and tourism-related businesses and organizations. Table 8-5 explains the roles of each in relation to the many tasks related to the heritage tourism programs. Clear expectations for each partner will increase the chances of success. Along with clear expectations, communication among the partners will also be important to ensure the expectations are being achieved.

The Role of the Looking for Lincoln Heritage Coalition

LFL's Board of Directors will track the heritage area's development and progress in heritage tourism according to goals established in the management plan and cited at the beginning of this chapter. LFL must raise and coordinate resources to support its programs and staffing that in turn support its work with collaborators with a stake in heritage tourism.

Overall, LFL's role can be summarized as organizing and coordinating heritage area-wide programs related to heritage tourism promotion and development, tracking and reporting progress, and maintaining communications and feedback among the Tourism Advisory Committee and its collaborators, and the region at large. (For more about LFL's programs and the many ways they are to support partners, please see Chapter 9, Business Plan.) For the most part, this work will be guided by the Tourism Advisory Committee, working through the Advisory Steering Council described in the next chapter (Chapter 9, Business Plan; see Figure 9-1 for an organizational chart showing relationships among these entities). LFL executes partner-support programs designed and guided by the Tourism Advisory Committee and the Advisory Steering Council.

In terms of marketing, LFL will be responsible for promoting its own events (with advice from collaborators and event sponsors), and will collaborate with others

Creating a Mutually Supportive Community Quality Assurance Program (cont.)

in area accommodations. They could also analyze the wayfinding and report on the ease of moving around through the area.

An up-front and open visit in the form of an exchange would encourage an immediate exchange of ideas between visitors and visited. Another option is for tourism professionals from the heritage area, perhaps just a couple, to "mystery shop" each other's communities. (This is a long-practiced concept for companies seeking quality control; there are experts who do this.) The heritage area's home-grown mystery shoppers would participate in various tourism experiences as "undercover agents," providing later reports and being available for discussion.

Photo: Looking for Lincoln workshop for the Abraham Lincoln National Heritage Area.

Heritage Tourism Task	Looking for Lincoln Heritage Coalition	Advisory Steering Council	Tourism Advisory Committee	Local Tourism and Convention Bureaus	Tourism-related Businesses and Organizations[4]	Illinois Office of Tourism
Leadership; Outreach to Partners & Collaborators						
Track accomplishments, report on progress	✓	✓	✓			
Shape programs (e.g., marketing plans, grant programs)	Staff	Establish & guide	Establish & guide	Beneficiary & feedback	Beneficiary & feedback	Support & advise
Support partner-development strategies for heritage tourism	Staff	Establish & guide	Establish & guide	Beneficiary & feedback	Beneficiary & feedback; provide business planning, etc.	
Participate in the Tourism Advisory Committee or communicate with its members about local and regional needs				✓	✓	✓, as appropriate
Heritage-area-wide communication among participants	Encourage, obtain feedback	Encourage, obtain feedback	Encourage, obtain feedback	Participate, provide feedback	Participate, provide feedback	Participate, provide feedback
Conduct outreach to other collaborators	✓	Monitor	✓	✓	✓	
Information-sharing to support participants' growth	Support & advise	Support	Support & advise	Beneficiary & feedback	Beneficiary & feedback	Support & advise
Attend meetings of heritage area marketing professionals			Monitor	✓	✓, as appropriate	✓, as appropriate
Service events (such as exchange visits and training presentations)	Staff as appropriate	Monitor	Guide & support	Participate & execute	Participate & execute	✓, as appropriate
Participate in Community Working Groups as appropriate	Monitor	Monitor	Monitor	✓	✓	Advise

[4] "Tourism-related businesses and organizations" include (but are not limited to) five scenic byways, the Illinois State Museum, Dixon Mounds, Cahokia Mounds, other major museums/attractions, natural resource sites (DNR parks, county parks), Shelbyville Lake/Corps of Engineers, outfitters, the hospitality industry (including lodging, restaurants), local arts councils, community beautification groups, and event organizers. Such business support groups as Chambers of Commerce, downtown and Main Street associations, SBDCs (Small Business Development Centers), and economic development councils are also potential partners, collaborators, and supporters.

Table 8-5: Roles of Heritage Area Collaborators Focusing on Heritage Tourism (continued on next page)

on planning and executing regional marketing, including the regional guide to the heritage area that LFL has produced for years as a printed piece and as a website.

In terms of product development, LFL will be responsible for coordinating enhancement of interpretation across the heritage area as described in Chapter 4, Presenting the Heritage Area's Stories, including providing leadership in the collaborative development of specific regional products. Such products could include, for example, the development of full-fledged itineraries based on the research and interpretation supporting the 8th Judicial Circuit website already developed by LFL.

The Role of the Tourism Advisory Committee and Advisory Steering Council

A Tourism Advisory Committee comprising representative partners and LFL board members, and tasked with working with all stakeholders, is to provide leadership, coordination, and review of the heritage area's partner development programs affecting tourism, and make recommendations to the Advisory Steering Council and LFL Board of Directors.

The Advisory Steering Council is a forum where recommendations and programs of the Tourism Advisory Committee are discussed in the context of the overall heritage area plan and goals, and where progress is monitored. The council is described in more detail in the next chapter, Chapter 9, Business Plan.

Heritage Tourism Task	Looking for Lincoln Heritage Coalition	Advisory Steering Council	Tourism Advisory Committee	Local Tourism and Convention Bureaus	Tourism-related Businesses and Organizations[4]	Illinois Office of Tourism
Shape state programs to support both LFL and marketers' roles						✓
Branding & Communications						
Cooperate in building brand identity	✓		✓	✓	✓	✓
Heritage area website and other communications technology	Staff	Advise	Guide	Feedback	Feedback	Support & advise
Create a communications program for heritage area residents	Staff	Advise	Guide	Feedback	Feedback	
Product Development & Enhancement of the Visitor Experience						
Improvement of the visitor experience	Support & advise	Support	Support & advise	Improve	Improve	Support & advise
Develop products (attractions, destinations, events, programming, itineraries, etc.)	Support & advise	Monitor	Guide & support	Develop	Develop	Support & advise
Develop regional products (events, programming, itineraries, etc.)	Develop		Develop	Develop	Develop	Support & advise
Marketing						
Collaborate on marketing plans & resulting marketing efforts	Staff	Monitor	Guide & support	Participate & execute	Participate & execute	Support & advise, participate & execute
Identify, assess, and market to audiences interested in the heritage area	Staff	Monitor	Guide & support	Participate & execute	Participate & execute	Support & advise, participate & execute
Plan and execute promotions for LFL-sponsored events and programs	Staff	Advise	Guide	Feedback	Feedback	Support

Table 8-5 (continued): Roles of Heritage Area Collaborators Focusing on Heritage Tourism

The Role of Local Tourism and Convention Bureaus and Illinois Office of Tourism

Local Tourism and Convention Bureaus have already, for years, been incorporating heritage area marketing into their annual promotions and considering heritage tourism in their product development strategies. They are critical to the success of the regional planning and execution of marketing needed for the heritage area, and provide vital leadership as well in developing local and regional offerings and in enhancing the visitor experience overall in their areas.

In addition to local tourism organizations, the state tourism office is also an important partner for the heritage area. The state of Illinois was divided into six regions to promote tourism until recently when the state was reorganized into four regions. One, known as Land of Lincoln, encompasses a considerable portion of the heritage area. The regional organization will be a mechanism for ongoing consideration of how to best leverage available resources and carry out tourism promotions in the heritage area.

Tourism-Related Businesses and Organizations

Tourism-related businesses and organizations include five scenic byways, the Illinois State Museum, Dixon Mounds, Cahokia Mounds, other major museums/attractions, natural resource sites (DNR parks, county parks), Shelbyville Lake/Corps of Engineers, outfitters, the hospitality industry (including lodging,

Photo: Middletown Stagecoach Road connecting Springfield to Peoria.

restaurants), local arts councils, community beautification groups, and event organizers. These organizations serve heritage visitors by providing offerings, attractions, programs, and visitor services and amenities.

In addition, such business support groups as Chambers of Commerce, downtown and Main Street associations, SBDCs (Small Business Development Centers) and others serving business operators (especially startups), and economic development councils are also potential partners, collaborators, and supporters. They may be particularly helpful in supporting entrepreneurs in responding to business opportunities presented by the heritage area and the tourism it stimulates, and would benefit by being informed about the heritage area and its expected community enhancements that would improve economic conditions.

ACTION: Establish structural guidelines for a permanent tourism committee – a "job description," including responsibilities, expectations for meetings, and relationship to the LFL Board of Directors and other committees supporting the heritage area.

ACTION: Host an annual meeting of heritage area marketing professionals to evaluate the effectiveness of existing marketing plans and launch the yearly coordination required for heritage tourism marketing work plans for the coming year.

ACTION: Incorporate comprehensive heritage tourism marketing that incorporates the marketing activities of all heritage area partners into the heritage area's annual work plan.

ACTION: Identify all tourism businesses and organizations in each county (a "tourism census") that can act as collaborators with the heritage area.

ACTION: Communicate expectations and benefits of heritage area cooperation to all tourism businesses and organizations within the heritage area.

ACTION: Encourage entrepreneurs in communities to develop new tourism-related businesses.

Chapter 9 • Business Plan

Our approach to partnership as described in this chapter balances leadership, responsibility, and accomplishment among all partners, LFL included, and relies on goodwill, clear lines of communication, and clear understandings of roles and responsibilities in order to achieve the vision of this plan.

The Looking for Lincoln Heritage Coalition (LFL) is the "local coordinating entity" under the federal legislation that established the Abraham Lincoln National Heritage Area. This entire management plan is designed to serve the National Heritage Area and our partnership and partners as a whole; this chapter addresses how LFL itself will organize to implement the management plan.

Forming partnerships among a wide variety of organizations, institutions, agencies, and community groups and in a variety of ways is the fundamental strategy for accomplishing the actions in this plan. The use of "we" up to this point in the plan has meant all of us speaking together in articulating what we want to accomplish as heritage area partners. Someone needs to tend to the many tasks inherent in relationship-building itself, however; that is LFL and the "we" speaking in this chapter – LFL's Board of Directors, staff, and volunteers. Our roles, in the order described in this chapter, are:

- Structuring and managing our partnerships and LFL to implement the ideas for interpretation, education, stewardship, community enhancement, and heritage tourism in this plan;
- Communicating with the wide variety of partners and audiences (in business planning terms, our customers) that we intend to serve and making the heritage area visible to the public within and beyond our boundaries;
- Creating a system and partnerships for raising the funding and other support needed for the heritage area's programs;
- Setting priorities and carrying them out, including identifying the key actions on which we intend to focus in the first phase of implementing this plan; and
- Monitoring results of the considerable investment required to develop the National Heritage Area to its full potential and being accountable to the federal National Heritage Area program.

Photo: Lincoln statue in front of The Vandalia Statehouse, Vandalia.

Heritage Area Goals for Management and Implementation (as derived from full list in Chapter 1)

***Goal 1**: Maximize the heritage area's effectiveness through **strong partnerships** that link communities, sites, organizations, ideas, and actions.*

***Goal 5: Raise public consciousness** about the needs and benefits of preserving the historic and cultural legacies of central Illinois.*

Goal 7: Strengthen the ability of sites and resources** associated with Abraham Lincoln and his legacy **to achieve long-term sustainability.

The Foundation for this Business Plan

The management planning process confirmed an existing mission statement, established a vision, and set goals (see sidebar at left) based on the legislation (sidebar on pp. 9-3 through 9-6), mission, and vision. These provide basic guidance for the ideas in this chapter. LFL's mission statement especially emphasizes partnership:

> The Abraham Lincoln National Heritage Area is a partnership of organizations and individuals dedicated to enhancing the communities and landscapes of central Illinois through recognition and support of their significant natural, cultural, and historical legacies.

Here are selected passages from the vision (reproduced in full in Chapter 1):

….Heritage area partners **work collaboratively** to preserve significant resources and strengthen local and regional economies through heritage-based initiatives and innovation….Through heritage area initiatives, **new ways of working together are forged across the region**; communities are strengthened; and new generations are inspired to community action and betterment.

Approach to Management and Implementation

LFL has more than ten years of experience as an organization. This management plan has identified a wide range of programs that build on existing LFL programs and others that are completely new. In this next phase of our organizational growth, in our role of "coordinating entity," we will call on the experience and leadership of participants running a variety of local programs. As we learn and grow as an organization, heritage area partners will help us to set priorities, define roles and responsibilities, and implement programs.

This chapter also documents our understanding of the priorities set by heritage area partners in the planning process and how we will measure and evaluate our progress. We are accountable to all of the National Heritage Area's supporters – federal, state, local, private – for spending our funds wisely and documenting outcomes in order to evaluate them and communicate successes.

A Business Plan for LFL and National Heritage Area Activities

The legislation that established the Abraham Lincoln National Heritage Area requires that our management plan include a business plan (see sidebar, pp. 9-4 and 9-5). There are many websites that provide templates, outlines, and advice for commercial enterprises that follow this general outline in varying ways; a business plan for a nonprofit such as LFL would be similar, although typically its "customers" are widely varied and described in terms of audiences, supporters, and partners.

As defined for this management plan, a business plan consists of a general company description ("role" in terms of the legislative specifications), accompanied by a description of the products and/or services the company will provide to its customers, what we generally call our programs and projects ("functions"); a marketing plan for reaching customers (functions again); the management and

organization of the company, including board of directors and such close advisors as an attorney, accountant, or insurance agent ("operations"); an operational plan, addressing such issues as personnel, location, financial policies, and the like (operations again); and a financial plan ("financing").

Here are summary answers to the requirements for a business plan set forth in the legislation for the Abraham Lincoln National Heritage area; in effect, however, this entire chapter is a business plan:

- **Local Coordinating Entity's Role:** LFL is an organization serving other organizations, requiring an emphasis on partnership, as provided on pages 9-4 and 9-5. Our roles are also listed in this chapter's introductory paragraphs and on page 9-13.
- **Local Coordinating Entity's Functions – Programs:** LFL's functions are described in detail in Chapters 4 through 8: interpretation (Chapter 4), education (Chapter 5), stewardship (Chapter 6), community enhancement (Chapter 7), and heritage tourism (Chapter 8).
- **Local Coordinating Entity's Functions – Marketing:** Chapter 8, Heritage Tourism & Marketing, is effectively a marketing plan for reaching visitors and also residents when we are thinking of them as regional visitors. A communications plan can be found on page 9-19 to help reach partners and our constituency of residents.
- **Local Coordinating Entity's Operation:** LFL's plans for its operation are described on pages 9-5 through 9-12.
- **Local Coordinating Entity's Financing:** LFL's planning for resource development is described at the end of this chapter, beginning on page 9-20.

Requirements in the National Heritage Area's Federal Legislation for Heritage Tourism

Purposes, Section 441(5): to provide a ***cooperative management framework*** *to foster a close working relationship with all levels of government, the private sector, and the local communities of the region….*

Management Plan, Section 444(a)(2): …a description of ***actions and commitments*** *that Federal, State, Tribal, and local governments, private organizations, and citizens will take…*

*Management Plan, Section 444(a)(6): …****performance goals…plans…and specific commitments*** *for implementation….*

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Photo: Eighth Judicial Circuit Marker, Monticello.

Requirements in the National Heritage Area's Federal Legislation for Heritage Tourism (cont.)

Purposes, Section 441(5): to provide a ***cooperative management framework*** *to foster a close working relationship with all levels of government, the private sector, and the local communities of the region….*

Management Plan, Section 444(a)(2): …a description of ***actions and commitments*** *that Federal, State, Tribal, and local governments, private organizations, and citizens will take…*

*Management Plan, Section 444(a)(6): …****performance goals…plans…and specific commitments*** *for implementation….*

(continued on Page 9-6)

Our National Heritage Area legislation requires that this management plan set forth the role, functions, operation, and financing for each of the plan's major activities. The reader is directed to the summary provided in Chapter 1; detailed planning, as mentioned above, is provided in Chapters 4 through 8.

Partnerships

The Abraham Lincoln National Heritage Area is a network of partners working together toward a common vision by implementing the collaborative programs described in this plan. Partners are both organizations and communities as represented by Community Working Groups, described below, and other local governmental agencies.

Our approach to partnership as described here balances leadership, responsibility, and accomplishment among all partners, LFL included, and relies on goodwill, clear lines of communication, and clear understandings of roles and responsibilities in order to achieve the vision of this plan.

Many individual partners and their ability to support the National Heritage Area have already been described in preceding sections of this management plan. Appendix J, Partners in the Abraham Lincoln National Heritage Area, includes an index for locating this information throughout the plan and in Appendix B, Planning Context. Appendix J further shows how partners may become involved in individual actions summarized in Appendix K. The following sections of this text describe the roles of the various elements of the organizational chart shown in Figure 9-1 plus a general description the state and federal roles to be played by various state agencies and the National Park Service.

Critical Elements of the Partner Network

Depending upon the nature of the activity, partners may be involved individually, as part of a Community Working Group, or within the advisory committees and the Advisory Steering Council that coordinate various areas of activity (see Figure 9-1, Partnership Structure). Each partner implements aspects of the plan in accordance with its interests, goals, and capabilities, adhering to heritage area criteria, guidelines, and standards. Following is a brief description of each element of our network.

Role of the Looking for Lincoln Heritage Coalition (LFL)

LFL communicates our collective vision and tracks and celebrates the entire heritage area's progress toward achieving it. We coordinate the participation and work of partners through visible, well-designed programs; collectively developed criteria, guidelines, and standards; and a variety of programs to assist and support partners (see next section).

We also undertake certain programs independently that benefit the entire heritage area, such as operating a website, managing the Looking for Lincoln Communities designation program, and sponsoring such regional interpretive programs as our existing one featuring communities that participated in the Lincoln-Douglas Debates of 1858. Finally, we must manage our day-to-day operational affairs.

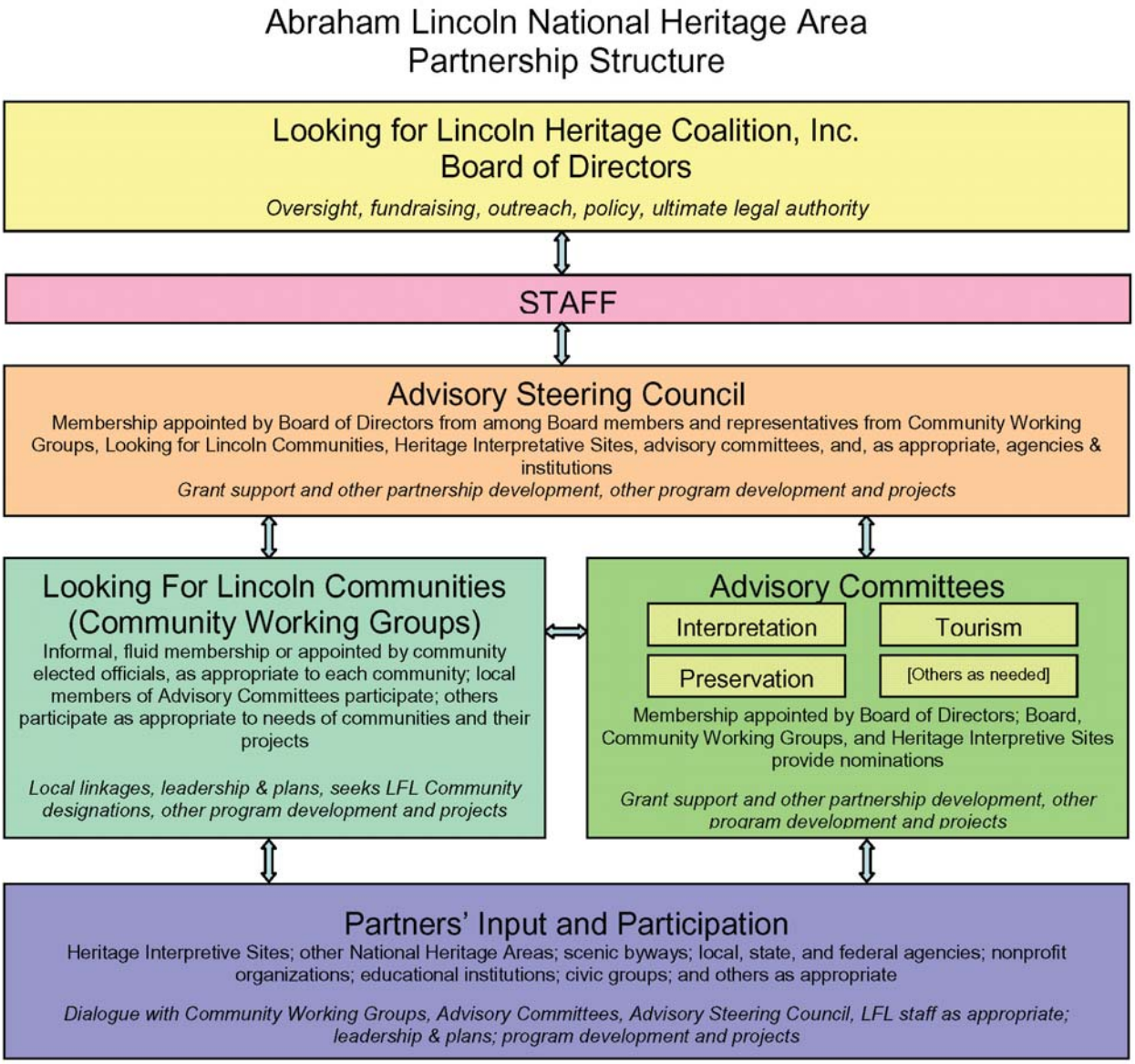

Figure 9-1 Abraham Lincoln National Heritage Area Partnership Structure

Role of Organizational Partners

Individual organizations, agencies, and sites in the heritage area are critical in presenting elements of the heritage area's offerings individually or through collaboration with other organizations.

"Acknowledged partners" are individual organizations and agencies that enter into a cooperative agreement with LFL to document their intentions and receive benefits from the heritage area. Partners might be seeking to obtain designation through the Looking for Lincoln Communities or Heritage Interpretation Site designation programs or to obtain assistance in undertaking a specific project.

Requirements in the National Heritage Area's Federal Legislation for Heritage Tourism (cont.)

Management Plan, Section 444(a)(7): …an analysis of, and recommendations for, ***means by which Federal, State, Tribal, and local programs may best be coordinated*** *(including the role of the National Park Service and other Federal agencies associated with the National Heritage Area) to further the purposes of this subtitle;*

Management Plan, Section 444(a)(8): …a business plan that describes the ***role, operation, financing, and functions*** *of the local coordinating entity and of each of the major activities contained in the management plan; and provides* ***adequate assurances that the local coordinating entity has the partnerships and financial and other resources necessary*** *to implement the management plan for the National Heritage Area.*

Agreements are to be tailored to the particular needs of each partner and project, and are expected to set forth the level of mutual support to flow between LFL and partners. Each party to the agreement agrees to work together toward the heritage area's common mission and vision and abide by the heritage area's guiding principles listed in Chapter 1. Ongoing documentation of accomplishments resulting from the partner's activities under the agreement will help LFL provide information to the National Park Service on the heritage area's progress, as part of the NPS's administration of our National Heritage Area grant.

Partner Networks

This plan anticipates that over time, two networks may emerge to support individual partners. The first is a historic preservation network, a "self-help" activity designed to boost historic preservation capacity in the heritage area. Along with the Community Working Groups described immediately below, such a network could help to identify and communicate community needs to LFL and other partners. We would expect such a program to welcome any group, community, or individual who could benefit from dialogue, learning, and mutual support. This allows the heritage area to extend benefits beyond communities and sites that qualify for Looking for Lincoln Community or Heritage Interpretation Site status to all places in the National Heritage Area.

A second network may also emerge depending on need – partners participating in the Heritage Interpretation Sites program may discover it would be useful to meet occasionally and/or collaborate on mutually beneficial projects.

Either of these networks will require the energies and leadership of participants in order to emerge and thrive. LFL can provide a modest amount of technical assistance and coordination to help such networks organize themselves, but the long-term work of maintaining the network is the responsibility of the beneficiaries.

Role of Community Working Groups

Central to our heritage area concept is the idea that most partners will work together through "Community Working Groups" that serve local communities. Communities that pursue Looking for Lincoln Community designation (Story Trail Community, Partnership or Cornerstone Community, and Gateway Community, as described in Chapters 4 and 7) must have Community Working Groups; other communities may also establish them if they find them useful in communicating with the heritage area and developing projects.

Communities are the key organizing element within the heritage area landscape. In central Illinois, communities are located at a distance from each other and function largely as distinct entities, separated from their neighboring communities by the broad agricultural landscape. Within different regions of the heritage area, communities of different types and sizes form 'constellations' with distinct roles and relationships to each other according to their characteristics. Each Community Working Group collaborates with other Community Working Groups within their regional 'constellation,' with LFL, and with the heritage area as a whole.

Advisory committees help to manage heritage area programs relating to particular topics. They are expected to make recommendations about projects to be undertaken or supported by the heritage area and the nature and timing of the support. They will guide and assist partner initiatives and monitor the initiatives so that progress achieved is in accordance with the heritage area's vision, principles, and goals.

Each Community Working Group defines its role and works out representation and resources individually, with the goals of fostering effective communications among local organizations and agencies and with LFL, and provides leadership in seeking to qualify their communities for designation or to participate in other heritage area or constellation programs.

The Community Working Groups include a range of constituents and stakeholders as appropriate to each community, including government leaders, business leaders, historic sites, educators, planners, and others. They communicate with the general public and receive public input that can help shape their activities.

Individual Heritage Interpretation Sites and other individual partners located in or near communities can participate in their Community Working Groups as a way of coordinating their actions within the local context. For those communities seeking to achieve Looking for Lincoln Partner or Cornerstone Community designation, the participation of Heritage Interpretation Sites within and nearby the community is needed to enable it to complete the required community interpretive planning described in Chapter 4.

Many communities formed working groups to support the planning process and contributed the descriptions of their communities to be found distributed throughout this plan. It was through their participation that the Community Working Groups idea was born.

Role of Advisory Committees

Advisory committees help to manage heritage area programs relating to particular topics. The following have been identified in this management plan:

- Interpretation Advisory Committee (Chapter 4)
- Preservation Advisory Committee (Chapter 6)
- Tourism Advisory Committee (Chapter 8)

Photo: Sign in Clayville noting Lincoln's Ride through the area.

The Advisory Steering Council will have responsibility for receiving recommendations from advisory committees and making final recommendations to LFL's Board of Directors for distributing LFL resources to partners. This is an important power, not to be taken lightly.

Using heritage area criteria and guidelines (in some cases developed by these committees), advisory committees are expected to make recommendations about projects to be undertaken or supported by the heritage area and the nature and timing of the support. They will guide and assist partner initiatives and monitor the initiatives so that progress achieved is in accordance with the heritage area's vision, principles, and goals. They are to be composed of representatives of partners with experience in the area of concern, appointed by LFL's Board of Directors. An LFL director is generally expected to chair each committee, in order to provide a broader perspective and connection to heritage area-wide issues and events and provide the committee with a direct line of communication with the board.

Role of the Advisory Steering Council

A committee is also needed to support heritage area-wide communications and decision making concerning grants and other partner development activities (next section), called the Advisory Steering Council. This council will have responsibility for receiving recommendations from advisory committees and making final recommendations to LFL's Board of Directors for distributing LFL resources to partners. This is an important power, not to be taken lightly.

This council would benefit from the collective wisdom from participation by representatives from the board, the advisory committees, Looking for Lincoln Communities' working groups, Heritage Interpretation Sites, and, as appropriate, other agencies and institutions. Appointments are to be made by the LFL Board of Directors, in consultation with partners as appropriate. The board might also advertise to recruit well-qualified volunteers for the council and committees. The Steering Committee established by the board to guide and participate in the management planning process will form the core of the council as it begins.

Leaders of heritage area partners are especially desirable participants in the Advisory Steering Council, valued for their on-the-ground insights and experience, and their ability to lead their own organizations in building the partner network and making commitments to heritage area programs. Many of those serving on this council may stand to benefit their organizations – *and should not be excluded from participation because of this.* In the interest of transparency to all National Heritage Area partners and to enable those with potential conflicts of interest to participate fairly, the council should adopt a code of ethics (see sidebar, p. 9-14). This could be the same code developed by the LFL Board of Directors (see section below on LFL's management and operations), or it could be developed especially by the council.

Federal Role

Under the Abraham Lincoln National Heritage Area's federal law, the Secretary of the Interior is permitted to "provide technical assistance…for the development and implementation of the management plan" and "enter into cooperative agreements with interested parties" to support the heritage area. Generally, such assistance is provided through the National Park Service. Working with the NPS Midwest Regional Office, we will develop a process for routinely identifying and requesting potential assistance.

Photo: Vachel Lindsay Home in Springfield.

Potential Benefits for Heritage Area Partners

Partners working on management plans for heritage areas often have their eye on gaining funds for their projects, naturally enough. Yet, the potential for aiding partners goes far beyond grantmaking. Here are other ideas for assistance and support for heritage area partners:

Technical assistance for:

- *Planning*
- *Program and product development*
- *Fund raising and grant writing (especially writing grant applications for heritage area funding)*

Networking and training through:

- *Committees & projects*
- *Networking gatherings*
- *Training programs and workshops*
- *"Expos" where partners share information with one another, funders, and the resident public*
- *Matchmaking, to encourage coalitions and joint ventures*

Encouraging "best foot forward":

- *Quality control programs that let partners promote their achievements*
- *Best practices/technology transfer/skill-sharing*
- *Recognition programs ("best of," "most improved," etc.)*
- *Endorsement of partners' grants to others*
- *Docent and volunteer recruitment and training*
- *Marketing by LFL for partners' programs*

Every action the board, staff, and partners undertake on behalf of the Abraham Lincoln National Heritage Area can be regarded as an opportunity for enhancing partners' abilities to contribute to the heritage area's collective benefit.

The Lincoln Home National Historic Site is a critical partner and leader in implementing the interpretive program described in Chapter 4. The National Heritage Area provides Lincoln Home with a nationally significant platform from which to expand its interpretation and reach out to an even wider audience, working through partnerships established with the help of the heritage area and the interpretive framework.

State Role

State coordination and support is critical for implementing several elements of the management plan, especially historic preservation, the Main Street program, and tourism. State historical and natural parks are key sites for the interpretive system, as are scenic byways supported by the Illinois Department of Transportation.

The Illinois Office of Tourism has supported LFL programs over the years, most recently with support for the "History Comes Alive" summer-long program in Springfield, now approaching its third year as this plan is being completed.

Coordination with state agencies will be accomplished through a process of routine briefings and cooperative agreements where needed. For more information about state agencies and their roles and potential contributions, see the index provided at the end of Appendix J. This section describes resource development planning LFL has pursued during management planning in order to support programs and operations. To further develop this work, we will next undertake a solid development plan with both short-term and long-term components. Short-term plans, which grow annually from the long-term plan, guide the daily work of resource development. The long-term plan is the standard against which overall progress and success can be measured. As is the case in any plan, annual evaluation and appropriate adjustment need to be made as external and internal conditions dictate. A key element of our outreach to prospective supporters will be the executive summary for this management plan.

Assisting Local Partners through Partnership Development

Every action the board, staff, and partners undertake on behalf of the Abraham Lincoln National Heritage Area can be regarded as an opportunity for enhancing partners' abilities to contribute to the heritage area's collective benefit. As programs are designed to implement this management plan, each should be examined for its ability to help partners grow and accomplish more. There are many ideas to be considered in developing a complete program to assist partners (see sidebar, p. 9-9).

ACTION: Orient heritage area programs so that they offer many ways for the National Heritage Area to support the growth and development of partners' capacity and programs.

Growing our Partnerships and Programs

We expect the programs described in this management plan to evolve with time and experience. Figures 9-2 and 9-3 provide flow charts generally modeling our current understanding of how we will collaborate to design the specifics of our programs and provide benefits to individual partners. (Refer also to our partnership structure, Figure 9-1).

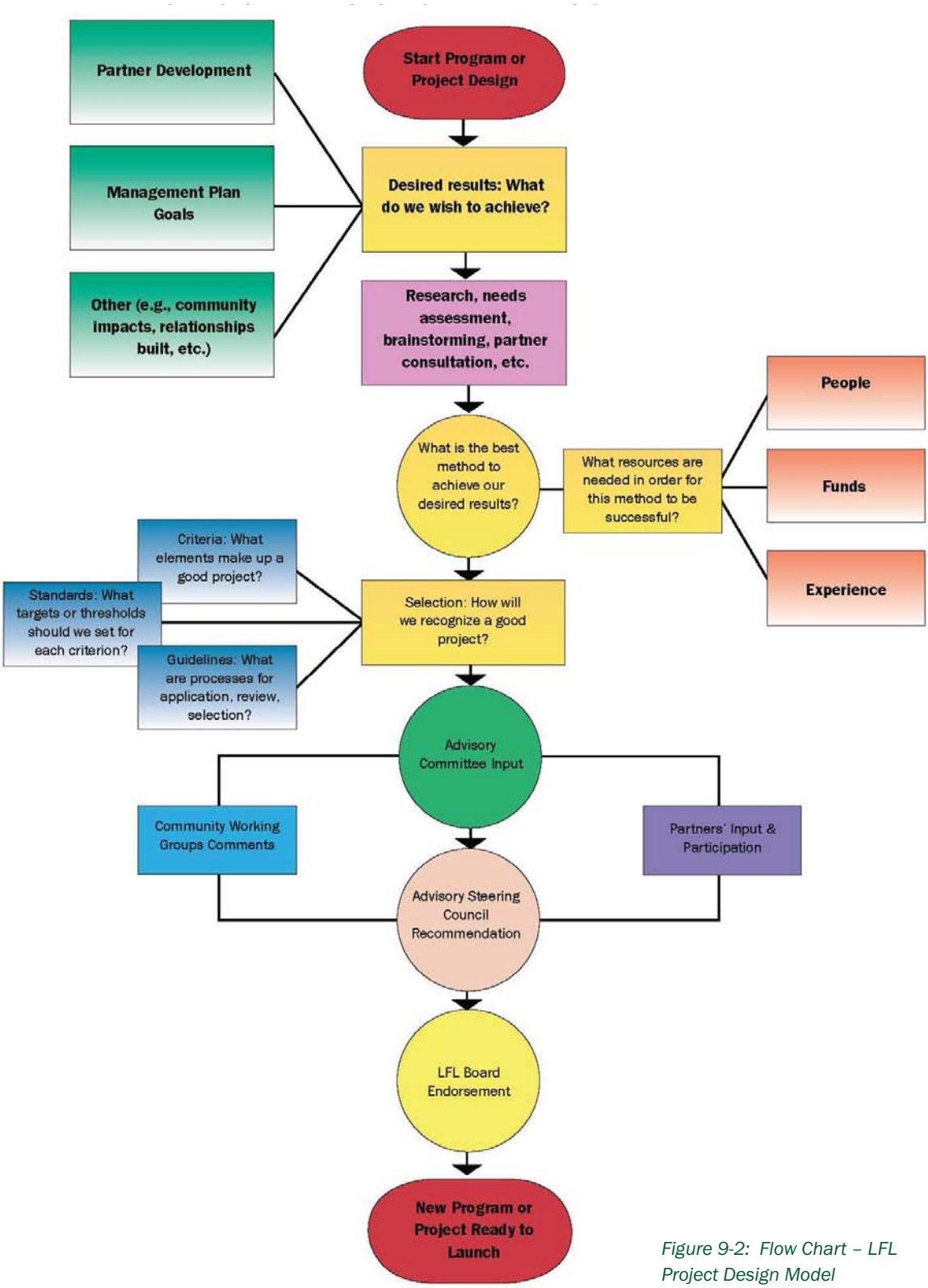

Figure 9-2: Flow Chart – LFL Project Design Model

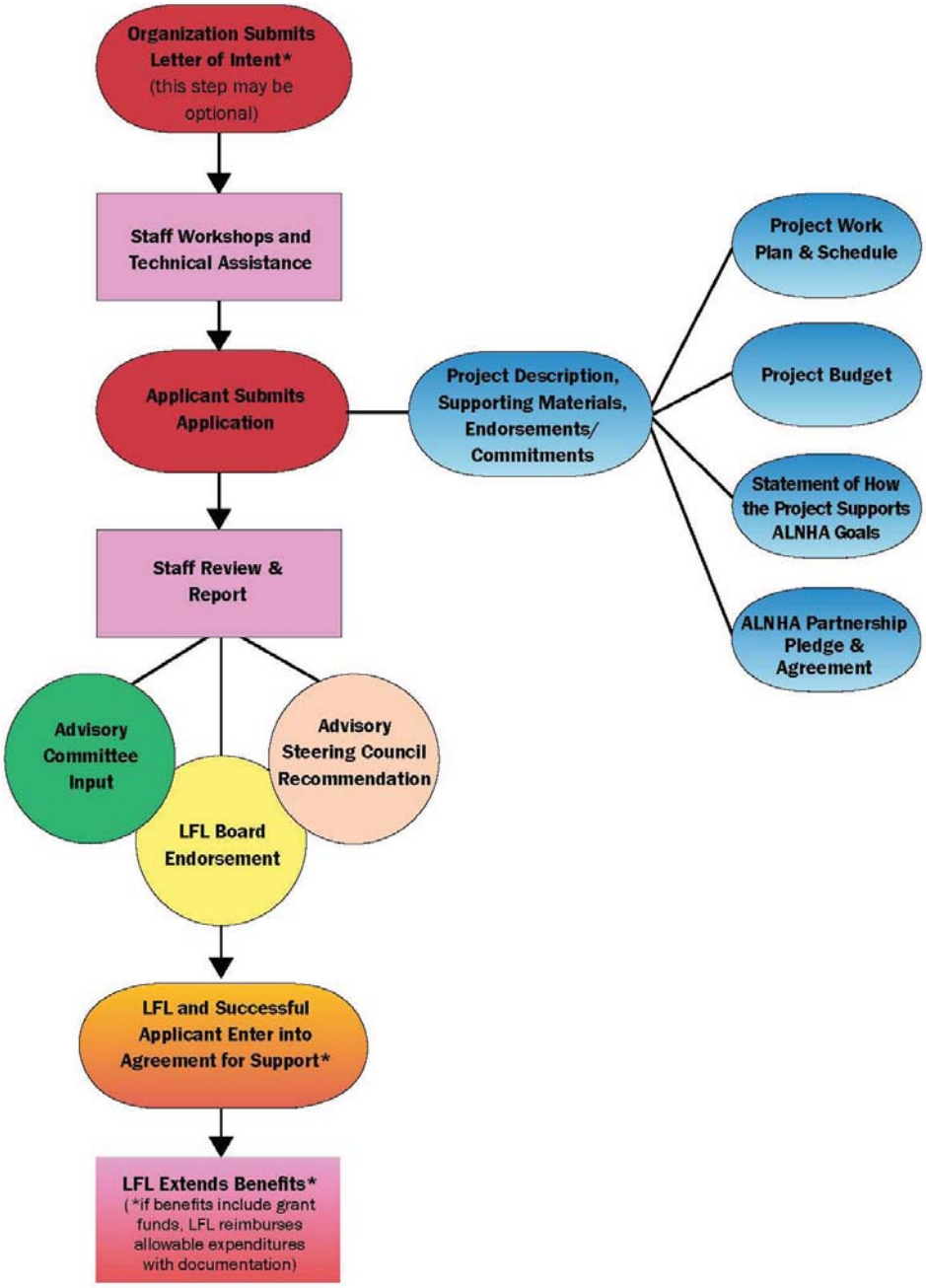

Figure 9-3: Model for LFL and Partners in Project Relationships

A key question to be kept in mind as our partnerships continually evolve is the degree to which LFL delegates implementation to partner-led initiatives. The answer must balance collaboration and leadership, consultation and decision-making, and available resources. While we must rely on working through partners to implement this plan, our Board of Directors is accountable to the National Park Service – and ultimately the Congress – for effectively spending federal funds. We are equally accountable to all supporters for efficiently allocating our resources.

The Board provides for LFL's continuity over time and is also responsible for fairness and geographic consistency in the operations of its programs across the 42-county National Heritage Area, a large territory indeed – among the nation's largest.

LFL's Management and Operations

LFL's management structure consists of a board of directors and board committees, working in conjunction with partners as described above, especially the Advisory Steering Council.

The LFL Board of Directors

The LFL Board of Directors sets policy and direction for the organization in its role as local coordinating entity. The board is a governing body that exercises operational authority through an executive director who, according to LFL's bylaws, has "general charge, subject to the Board of Directors, of the business affairs of the Corporation…[and] such other powers and duties as may be assigned by the board." The board and executive director are also responsible for securing the resources needed to support its operations and the programs of the National Heritage Area, with the involvement of partners wherever possible. Finally, the Board of Directors is an advocate for the Abraham Lincoln National Heritage Area's goals and programs among local, state, and federal governmental partners.

LFL will develop and maintain an operations manual that records decisions, describes the roles and responsibilities of committees, and includes such items as corporate papers, bylaws, insurance policies, and personnel policies. The Board of Directors will also develop standards for excellence, expected in part to address the need for a code of ethics (see callout on page 9-14).

Board Composition

The Board provides for LFL's continuity over time and is also responsible for fairness and geographic consistency in the operations of its programs across the 42-county National Heritage Area, a large territory indeed – among the nation's

Photo: Statues in downtown Shelbyville commemorate the Lincoln-Thornton debate, which took place in 1855.

Creating a Code of Ethics

Independent Sector (IS) is a leadership network and nonpartisan coalition of approximately 600 nonprofits, foundations, and corporate giving. Since its founding in 1980, IS has sponsored ground-breaking research, fought for public policies that support the nonprofit sector, and created resources so staff, boards, and volunteers can improve their organizations and better serve their communities (https://www.independentsector.org/about).

Among those resources for organizational excellence is IS's "Principles for Good Governance and Ethical Practice." The second principle concerns a code of ethics: "A charitable organization should have a formally adopted, written code of ethics with which all of its directors or trustees, staff and volunteers are familiar and to which they adhere." Guidance for this principle states that:

> *Adherence to the law provides a minimum standard for an organization's behavior. Each organization should also have a code of ethics that outlines the practices and behaviors that its staff, board, and volunteers agree to follow. The adoption of such a code, though not required by law, helps demonstrate the organization's commitment to carry out its responsibilities ethically and effectively. The code should be built on the values that the organization embraces, and should highlight expectations of how those who work with the organization will conduct themselves in a number of areas.*
>
> *The process by which a code of ethics is adopted and implemented can be just as important as the code itself. The board and staff should be engaged in developing, drafting, adopting, and implementing a code that fits the organization's characteristics. It should then be complemented by policies and procedures that describe how the principles in the code will be put into practice. Organizations should include a discussion of the code of ethics in orientation sessions for new board and staff members and volunteers, and should regularly address adherence to the code in their ongoing work. (https://www.independentsector.org/code_ethics_principle_2)*

Following is a checklist provided by Independent Sector in its recommended two-phase step-by-step process for establishing a code of ethics:

1. *Personal and professional integrity*
2. *Mission*
3. *Governance*
4. *Conflict of interest*
5. *Legal compliance*
6. *Responsible stewardship of resources and financial oversight*
7. *Openness and disclosure*
8. *Program evaluation*
9. *Inclusiveness and diversity*
10. *Integrity in fundraising and/or grantmaking (depending on the type of organization.)*
11. *Other areas of particular importance to your organization and field of interest*

Source: (http://www.independentsector.org/code_ checklist?s=code%20of%20ethics)

largest. The skills, experience, and critical interests of directors affect the board's ability as a whole to govern and participate in certain tasks. Boards need variety, good communicators, passionate advocates, people who are willing to ask for support to help develop resources, and people who can put the organization first among their volunteer commitments. Current leaders of heritage area partners (board or staff) may or may not be good candidates because of the potential for conflict of interest, and should be considered for nomination on a case-by-case basis. Understanding and addressing heritage area partners' interests – without obliging current partner leadership – may also be accomplished by recruiting their former board members, which maybe recommended by those in positions to know which individuals have helped partners most.

Success in recruiting for all of these purposes depends on (1) communicating clearly how directors are expected to perform on the board during the recruitment process, and (2) enabling new directors to gain a clear picture of the status of the organization and its operations, understand what they need to do in response to the organization's needs, and see how the board as a whole can work together.

Fully functioning committees make a board far more effective in the long run. They can meet routinely and more frequently as needed, they allow directors to relate directly to staff who are responsible for programs that directors find particularly interesting, and they can make enough time to permit adequate focus on issues that need directors' input.

LFL Committees

Meetings of the Board of Directors should focus on the big picture – are we achieving the goals of our management plan? What is our strategic plan for the next three years? – and major decisions for which the board itself must be responsible. Detailed discussion of projects and the activities of partners and staff is generally best handled in committees, either board committees or partner advisory committees, or the Advisory Steering Council described in the next section.

Fully functioning committees make a board far more effective in the long run. They can meet routinely and more frequently as needed, they allow directors to relate directly to staff who are responsible for programs that directors find particularly interesting, and they can make enough time to permit adequate focus on issues that need directors' input. Committee chairs report to the board as a whole, in relation to a standing agenda that reflects the National Heritage Area's goals, and help to lead any discussion needed at the board level. The Advisory Steering Council is where a great deal of discussion and decision making will also take place, for relaying recommendations to the board. Advisory committees may also communicate directly with the board as appropriate.

The bylaws for LFL's Board of Directors spell out a flexible procedure for establishing committees that leaves the scope of such committees to the board. Just as the bylaws do, this management plan leaves the establishment of committees to the board's discretion. The following discussion covers possibilities for consideration:

- **Executive**: Provides a decision-making mode between meetings, a source of advice for the board chair on appointments and other operational responsibilities, and an additional layer of review for certain board discussions, such as annual budgets.
- **Finance**: Addresses annual and monthly budgeting and other financial management needs in detail, ensure adequate reporting and decision making at board meetings, and oversee annual financial review.

Photo: Statues marek the site of the first Lincoln-Douglas Debate (1858), Washington Square, Ottawa.

- **Personnel and Operations:** Develops policies to support staff. While an executive director is generally responsible for hiring, supervising, and evaluating staff, board-developed policies guide staff operations as needed.
- **Strategic Planning:** Undertakes routine review of progress on the management plan, program evaluation, communications with partner committees on program development, and a cycle of strategic planning to support annual staff work planning.
- **Communications and Public Outreach:** Ensures adequate communications with heritage area partners and residents. In LFL's case, the Tourism Advisory Committee and the Interpretation Advisory Committee have roles to play in communication which will need a certain amount of coordination.
- **Advocacy:** Provides a routine means of deciding whether and when an organization should step into situations requiring its time and attention to advocate for stewardship or funding concerns.

Clearly, committees take time. The schedule for board meetings will need to reflect the level of effort expected of directors; instead of meeting monthly, the board might meet every other month or quarterly.

ACTION: Develop job descriptions for directors.

ACTION: Organize standing committees around critical long-term and skill sets to support management plan implementation and resource development.

ACTION: Establish an operations manual documenting LFL policies and procedures.

ACTION: Set basic standards of excellence and let partners, funders, and the public know such standards are part of LFL's expectations for doing business.

Community Profile: Jonesboro and Anna, Union County

Jonesboro is the county seat of Union County, which is located in Southern Illinois along the Mississippi River. As the Ohio River flows only 25 miles to the southeast, this bottomland region was rich in natural resources and easily accessible to Native Americans and early explorers. Prehistoric stone tools and pottery can still be found in plowed fields following a rain.

Established in 1818, Jonesboro was originally settled by a large influx of German settlers who migrated from North Carolina. Several of their ethnic churches are still standing as are other historic structures that date to the 19th century, including ca. 1850 homes that were built around original log cabins. The present Union County courthouse was built in 1857-58 and two 19th century churches and the Stinson Library, designed by Walter Burley Griffin, are also listed on the National Register.

While Union County is not within the National Heritage Area's boundary, Jonesboro is custodian of a story highly important to the heritage area, as the site of the third Lincoln-Douglas debate (September 15, 1858). Given its location in southern Illinois, Lincoln had little support in the region historically known as "Egypt," which was considered strong Democratic territory. D. L. Phillips, a city councilman and the first postmaster, was a personal friend of Abraham Lincoln. During the 1858 debate Lincoln stayed two nights at the Phillips home in the town of Anna, which is adjacent to Jonesboro and separated only by a sign, Anna was established in 1854 when the Illinois Central Railroad came to the area.

After the Civil War, Anna was chosen as the site for the "State Insane Asylum," now known as the Choate Mental Health Center. Along with agriculture, this institution is important in supporting the region's economy. Tourism is also making an impact. The Shawnee Hills Wine Trail and resultant bed and breakfast industry are helping to revitalize the historic downtowns of Anna and Jonesboro. Hunting and fishing are also important, particularly within the Shawnee National Forest and the Trail of Tears State Forest, whose name commemorates the grueling 1838-39 trek of thousands of Cherokee, Creek, and Chickasaw Indians who were forced by the U.S. Army to move from the southeastern U.S. to reservations in Oklahoma Territory..

Today the population of Anna and Jonesboro is less than 10,000 and the entire county has approximately 18,000 residents. Although small and rural, Anna and Jonesboro are seeing their population rise as they become attractive bedroom communities for nearby Carbondale and Cape Girardeau, Missouri.

Representative Community Enhancement Initiatives

- *Local History & Genealogy Center, Hayner Public Library.*
- *Statues of Lincoln and Douglas have been placed at the debate site.*
- *Attempting to purchase the D.L. Phillips' house where Lincoln stayed in 1858 (the house is currently for sale).*
- *The City of Anna park restoration (grant application).*
- *Sign installation to show the original Trail of Tears route through Union County.*
- *A new courthouse will be built in the next two years.*
- *Sesquicentennial planned for historic German Kornthal Church.*

The home of D.L. Phillips in Anna, the home where Lincoln stayed during the Lincoln-Douglas Debate.

Statues commemorating the site of the third Lincoln-Douglas debate, in Jonesboro.

LFL's annual communications plan will inventory and plan for upcoming opportunities related to LFL programs and partners' events, including in particular LFL's twice-yearly public meetings required by the federal law establishing the Abraham Lincoln National Heritage Area.

Photo: Bridge over Illinois River near Kampsville.

ACTION: Undertake an evaluation of current representation on the board of directors and develop plans for expanding variety and skill sets to support management plan implementation and resource development.

ACTION: Delegate detailed review of programs, projects, and operations to committees. Expect these committees to provide summary reporting in board meetings in relation to accomplishments of the goals of the management plan.

ACTION: Undertake annual board training focusing on important issues where education and discussion will benefit the development of a sound corporate culture.

ACTION: Reserve at least one round of committee and board meetings each year to evaluate progress on the management plan and the board's involvement in communications and resource development, and to establish near-term strategies that guide staff proposals for annual work plans and the budget.

Operations

Operating with the minimum number of staff necessary to operate an effective heritage area program, our staff size can be expected to change over time as resources become available, programs evolve, partners' needs mature, and available expertise varies. It is possible we might contract with other organizations or consultants to provide specialized services, temporarily or over time, or engage

in agreements with governmental agencies for such services. In addition, we might obtain assistance from the National Park Service, again for such specialized services as interpretation; or we might obtain services from especially capable volunteers.

The level of effort to carry out the programmatic recommendations in this management plan suggests an increase in staff will be needed. It is assumed that staff growth will occur gradually from the present three full-time staff:

- An executive director responsible for all aspects of the organization's role and capable of leading resource development from the staff side of the organization;
- A business manager capable of supervising incoming and outgoing grants and reports and bookkeeping, and supporting communications; and
- A project director versatile enough to provide technical assistance to communities on a wide range of needs, organize training programs, staff various committees, manage diverse short-term projects, and support communications and development.

Additional staffing will be shaped to address administrative needs, development and fund raising, communications, and program management, including the potential for technical assistance in such areas as interpretation, historic preservation, and community enhancement.

ACTION: Use the annual three-year strategic planning process to review and predict needs for staff and services on an annual basis.

What motivates individuals to give?…It sometimes simply comes down to every nonprofit realizing that fund-raising is not just raising money; it is raising friends. People who do not like their organization will not give to it. People who know little about the organization will give little at best. Only those people who know and like the organization will support it. If they raise friends they will raise money.
– Tony Poderis, noted nonprofit fund raising advisor. [1]

Communications

LFL has encouraged thorough and lively communication among partners since its inception and as local coordinating entity will continue to reach out to community stakeholders and to residents and visitors using a variety of media and techniques, broadening our scope as the program grows. Success in building the heritage area's identity and visibility through good communications especially will enable long-term success in developing funding relationships and resources.

While LFL's role in marketing is limited, our own events and programs as described in Chapter 8, Heritage Tourism & Marketing, our communications responsibility is virtually limitless. We must build the National Heritage Area's identity and visibility among our residents, enable communication with and among partners, and encourage technological advances. Our website is a critical part of any set of communication strategies.

A brief plan for LFL's communications will be a part of every annual work plan (described further below). A simple listing of strengths, weaknesses, opportunities, and threats can be used to assess status and progress in implementing communications planning. The communications work plan is expected to address the following topics:

- Upcoming communications opportunities related to LFL programs and partners' events, including in particular LFL's twice-yearly public meetings

[1] *http://members4.boardhost.com/PNDtalk/msg/archive/36541.html, accessed 1/30/2012.*

Key Principles for Resource Development

- ***Resource Development Integrated into Programs and Operations:*** *Planning and acting toward sustainability and integrating resource development into programs and operations is critical to supporting a thriving heritage area.*

- ***Consistency with Vision and Mission:*** *Vision and mission are the yardstick for all decisions on what partnerships and funding opportunities to pursue.*

- ***A Sound Communications Plan:*** *Resource development is a consideration in communications. Any communication may be the prelude to building a relationship that will lead to support of LFL. A communication integrated with a development plan ensures a clear and consistent message.*

- ***Consistency with Branding:*** *A development plan closely follows the branding established for an organization.*

(continued on next page)

required by the law establishing the National Heritage Area (P.L.110-229, Subtitle C, Section 444(c)(3)(B)(ii).

- Audiences (including visitors, volunteers, residents of particular communities, businesses, local and state government officials (elected or otherwise), state and federal legislators, grantors, donors, and partner organizations)
- Messages and desired outcomes, expressed in terms of objectives for each audience
- Activities (including priorities; timing considerations; resources needed – staff time, funds, volunteers, board attention; and measurements for evaluating performance):
  - Website
  - Social media and evolving digital technologies
  - Print media (e.g., brochures, annual report, newsletters, event promotional material such as invitations)
  - Promotions (e.g., advertising, exhibits for meeting display, special banners)
  - Events sponsored by the board (e.g., workshops)
  - Annual report
  - Materials to support the development plan
- Media outreach – not an audience per se, but rather a means of reaching audiences; tools include media releases, editorial board meetings, familiarization tours, press conferences for especially important moments, invitations to cover events, special previews, etc.

ACTION: Establish an annual communications plan tied to LFL's annual work plan and budget.

Resource Development Plan

Resource development is about the development of relationships – relationships with groups, organizations, and individuals that lead to resources for the Looking for Lincoln Heritage Coalition and the Abraham Lincoln National Heritage Area.

Resources include not only actual funds, but also donated services and volunteers. Volunteers can be a particularly important resource for a heritage area. Volunteers become friends of an organization who can help raise funds for the organization. LFL will grow all resources, including donations and friends.

Resource development is a means to an end: it must lead to a heritage area capable of achieving the goals we describe in this plan. To do this, LFL must be sustainable – that is, to be an organization that builds a strong base of relationships and attracts support, and thus is able to raise sufficient funding year after year.

This section describes resource development planning LFL has pursued during management planning in order to support programs and operations. To further develop this work, we will next undertake a solid development plan with both short-term and long-term components. Short-term plans, which grow annually from the long-term plan, guide the daily work of resource development. The long-term plan is the standard against which overall progress and success can be

measured. As is the case in any plan, annual evaluation and appropriate adjustment need to be made as external and internal conditions dictate. **A key element of our outreach to prospective supporters will be the executive summary for this management plan.**

Vision for Resource Development and Sustaining the National Heritage Area

Our vision for resource development is to support and sustain the National Heritage Area in perpetuity. With an aggressive long-range focus on resource development and diverse sources of support, LFL can build a strong financial foundation for programs and operations. For long-term support of the programs we describe in this plan, we must build a sustainable, diversified base of funding.

The idea of sustainability, however, requires that we view LFL and the entire heritage area through a wide lens, looking at the whole organization and our entire plan. We must balance the need for and allocation of resources with the way we design and conduct our programmatic elements and partnerships. We must plan and work for the long term, asking the question today, "What will it take for the heritage area as a whole to be a thriving organization ten years from now?"

The federal and state funding on which LFL has relied is expected to remain an important element of resource development for the heritage area. State, local, and private funds are important to provide the non-federal match required for federal heritage area funding, and they will be critical to the growth of LFL. Our ideal in ten years is to be able not only to match federal heritage area funding, but also to raise funds well beyond such a threshold level from a multitude of sources, treating our sources as partners and building investors' participation in the heritage area on a win-win basis.

LFL must promote and support an organizational culture that includes resource development front and center in order to be a sustainable organization and support

Key Principles for Resource Development (cont.)

- ***Strong Relationships:*** *Relationship-building as the foundation for resource development is applicable in the quest for public as well as private funding.*

- ***A Resource Development Plan:*** *A plan provides direction, while being adaptable to changing circumstances. Revisiting the plan on a regular basis helps insure that it continues to support the vision, mission, communications, and branding.*

Photo: Downtown Nauvoo.

a sustainable heritage area. This focus will be a major shift for LFL itself – and a new learning curve for the heritage area's partners as we all learn to collaborate and raise funds for the heritage area.

Status Assessment and Preparing for Resource Development

LFL has a strong foundation from which to meet our objectives for sustainability, with a positive reputation and healthy partnerships with local Lincoln sites and communities. This strong foundation provides us with the platform needed to secure resources in the future. In assessing this foundation, we looked at both the way we work internally and our external environment.

Internal Environment Findings and Recommendations for Action

The degree to which LFL's Board of Directors takes an active role in resource development: Many nonprofit boards regard resource development as their principal role. An organization's resource development program is much more effective (and successful) when its volunteer leaders build relationships and request donations and major gifts. Our board of directors has become committed to leadership in resource development through the process of developing this management plan. We must build our skills to become effective in resource development and cultivate the necessary relationships.

LFL's focus and entrepreneurial spirit – our "philanthropic culture": The words, actions, and policies of an organization are an expression of its culture – and key indicators of how well the organization has developed an entrepreneurial enthusiasm for the challenge of resource development. We will take every opportunity to shape programs, strategies, and specific steps in order to strengthen our ability to develop resources. Moreover, giving is an emotional decision. The passion of our board and staff and their personal involvement will play an important role in building a strong bond between prospects and their interests and our mission; to the extent that all of us can demonstrate passionate support for the Abraham Lincoln National Heritage Area, we can build our capacity for success.

LFL's experience and how we will handle our "learning curve": Successful nonprofit staff members realize that resource development is everyone's job and learn to spot opportunities as they engage in their primary roles for the organization. Their diligence is critical in achieving communications objectives, providing horsepower for grant writing (and administration of grants received), and following priorities and work plans set by the board and executive director. Resource development is essentially a new concept and direction for LFL, outside our success in seeking federal and state grants that have supported the heritage area thus far, including non-heritage-area federal support. While this experience is important, especially in supplying us with vital experience in grant administration, it offers no real history of resource development planning in the broader sense addressed in this section. Now, we have the opportunity to do things well, from the beginning. We know there is a significant learning curve ahead for us, and we look forward to achieving excellence.

Other factors: LFL's resource development objectives in its **annual budget and work plan**; LFL's **technical support** for resource development;

A Glossary for Resource Development

- ***Prospect****: Any group or individual with whom a relationship is built with the objective of developing resources.*
- ***Public funds*** *are those that come from a body of government, whether federal, state or local.*
- ***Private funds*** *come from corporations, foundations, individuals, and bequests.*
- ***Bequests*** *are gifts left to an organization upon the death of an individual. This is a generic term for a wide variety of estate-planning tools that donors can use to benefit charitable organizations.*
- ***A charitable gift*** *is a gift to a charitable organization. If that organization has IRS nonprofit status, such a gift may allow the donor to take a charitable tax deduction in filing federal income taxes depending on the donor's individual tax circumstances.*

(continued on next page)

and our design of **programs and partnerships to support resource development.**

After examining each of these points, we have developed specific actions we will pursue:

ACTION: Make resource development a regular part of the agenda of LFL's board of directors.

ACTION: Promote and support an organizational culture at LFL that includes resource development and board and staff giving.

ACTION: Integrate resource development into all aspects of LFL programs and operations.

ACTION: Include resource development skills in staff training plans.

ACTION: Build resource development policies, procedures, and expectations as guidelines and performance indicators.

ACTION: Develop a donor database and begin gathering information about prospects using a software system designed to support long term growth of the database.

ACTION: Review and adjust as necessary LFL's fiscal management practices and systems to support resource development and reporting.

ACTION: Upgrade LFL's website to further support resource development.

External Environment Factors and Recommendations for Action

Here are factors and activities we have considered in assessing our external environment for resource development planning:

- Understanding the public perception of LFL and ALNHA;
- Keeping tabs on the economy, both locally and nationally;
- Building relationships with elected officials and tracking public policy affecting public support for heritage area interests and programs;
- Identifying major philanthropic organizations in or serving the heritage area, both foundations and corporations; and
- Identifying other resource development efforts in the geographic area, and which of these could be in competition with the heritage area's efforts.

ACTION: Continue to build and strengthen the National Heritage Area's brand.

ACTION: Coordinate all resource development activities with the communication plan.

ACTION: Use resource development as a way to increase awareness and visibility of LFL and strengthen the brand.

ACTION: Conduct an annual trend analysis on economic factors, adjusting resource development plans as conditions dictate.

ACTION: Track public policy on a regular basis.

ACTION: Continue to build and nurture relationships with local, state, and federal officials and their staff.

A Glossary for Resource Development (cont.)

- *An **endowment fund** is a permanent fund that is invested so that a portion of the income produced can be used for operations or other specified purposes.*

- ***Grassroots-style fund raising** builds from the common base of the organization and uses a wide variety of strategies to invite as many people as possible to give. It also means a lot of people are involved in raising the funds.*

- *A **cause-related foundation** is one that has been established and maintained to support a specific cause, group or set of actions.*

[2] *"Outlook 2012: Resolutions for the Nonprofit World," Chronicle of Philanthropy, online article dated December 30, 2011 at http://philanthropy.com/article/2012-Resolutions-for-the/130150/, accessed 12/30/2011.*

Competition

Identifying potential major donors – deciding whether a prospect is a likely donor, and how much that prospect is likely to give – involves a number of factors, including capacity to give; level of interest in the organization; other obligations (support of other organizations, kids in college, etc.); what kind of gift they might give (restricted or unrestricted, money, stock, property, etc.); and who knows the prospect and could establish the initial relationship.

> Collaboration will be critical in 2012 and beyond. Donors are not going to continue supporting the massive amount of duplication and waste that our sector has generated over the past few decades. The nonprofit world should resolve to establish formal collaborations between complementary organizations that can increase both the efficiency and impact of each partner agency.
>
> - Jeremy Gregg, executive director, the PLAN Fund, a Dallas micro finance group [2]

Our mission is to support the heritage area as a whole. It would be counterproductive for the heritage area's resource development efforts to reduce local support for partners and stakeholders as we work to raise funds. In short, to resort to a useful cliché, we must "grow the pie" of resources and support, not divide or redistribute what already exists.

The National Heritage Area's large geographic region provides a broad base for support and may attract funders for the whole who might not be interested in funding individual programs or sites. There will be opportunities to leverage resources with and for local interpretive attractions and the programs of various partners. These could be opportunities that individual partners might not be large enough to seek on their own, but which they might secure by working collectively.

Resource development supports LFL programs and collaboration among the LFL partnering sites, communities, and organizations – it does not drive decisions about what programs to offer or partnerships to undertake. LFL's programs and partnerships are true to the mission and vision of the Abraham Lincoln National Heritage Area, while also being sensitive to ways that programs can be designed to support our and our partners' resource development goals. We will continuously ask:

- What services and programs does LFL provide now? What could it offer in the future?
- Who benefits from these efforts? How might the clients/customers change in the future? How would LFL and ALNHA respond to these changes?
- Given the surrounding environmental conditions and LFL's current capability, where should LFL concentrate efforts and resources to carry out our mission and vision?

ACTION: Communicate the new resource development vision and possibilities to partner sites in ways that are clear and consistent and articulate mutual benefits.

ACTION: Ensure clear communication with partners in pursuing resource development.

ACTION: Continuously seek opportunities for resources that benefit Looking for Lincoln sites individually or collectively together with LFL as local coordinating entity.

WII-FM: Knowing What the ASK Should Be

Donors have many options, and they are most likely to give when their interests align with those of organizations asking for their support. The golden rule of fund raising is that "the ask" is all about the audience, and not what the "asker" wants. One memorable way to keep this rule in mind is WII-FM: Donors can be said to be tuned to "radio station" WII-FM - What's In It for Me?

LFL must know about its prospects and be certain that their interests are consistent with those of LFL and that they will be receptive to LFL's own compelling stories. In approaching prospects, LFL must articulate the following, and craft particular messages around the following points:

- Mission
- Vision
- Objectives (different objectives could be of interest to different potential funders)
- Expected results
- How are our heritage area and local coordinating entity strong?
- Who does LFL serve?
- How will those LFL serves change over time?
- What does the entire heritage area – the people and partners LFL serves – think is important?
- How well does LFL meet the heritage area's needs – and how do we know this?
- What outcomes or results do we expect?
- Have we achieved these outcomes or results?
- How can LFL adapt what it does to achieve the outcomes or results we want?

There are two levels to resource development planning. The first level is a ***long-range plan*** *that sets goals and direction for approximately five years.*

The other level of resource development planning is the ***work plan,*** *a detailed, operational guide for activities and decisions year to year — a road map, as opposed to the general description of the itinerary and destination that would be comparable to the long-range plan.*

Defining the Prospective Donor Pool

A diverse funding base includes public funds and private funds from corporations, foundations, individual donors, and bequests. While it is true that in recent years it has become more and more difficult for nonprofit organizations such as LFL to develop needed resources, doing in-depth research to find the right match with sources improves the chances of success immeasurably.

Pareto's Principle, commonly known as the "80-20 rule," (that is, for many events, roughly 80 percent of the effects come from 20 percent of the causes) as applied to individual giving suggests that 80 percent of the resources will come from 20 percent of the donor pool. Thus, it is important to identify the right 20 percent and pursue them effectively. Identifying potential major donors – deciding whether a prospect is a likely donor, and how much that prospect is likely to give – involves a number of factors, including capacity to give; level of interest in the organization; other obligations (support of other organizations, kids in college, etc.); what kind of gift they might give (restricted or unrestricted, money, stock, property, etc.); and who knows the prospect and could establish the initial relationship.

A five-year resource development plan points the way for us to establish and build our diversified base of support, both financial and in-kind.While the route to sustainability may change along the way, the plan provides for direction and financial targets. Adjustments will need to be made annually to ensure that LFL remains on course despite alterations in the details of the route.

ACTION: Undertake the following funding direction:

- **Foundations and Corporations:** Focus first on finding corporations and foundations with missions and interests parallel to LFL's, including (1) the philanthropic arms of corporations, (2) family foundations, and (3) cause-related foundations. In addition to foundations established by corporations to lead their charitable giving efforts, corporations also may devote a portion of their annual operating funds or marketing budgets for charitable giving in the form of sponsorships, cooperative advertising, or outright gifts.
- **Community and Family Foundations:** Establish relationships with the community foundations in the ALNHA.
- **Individuals:** Focus on individuals with an eye to the long-range development of the organization's resources, building a base of friends and identifying prospects that emerge from LFL's programs and outreach.

Developing a Plan for Resource Development

The action items above provide the foundation for a more detailed plan for resource development. Other components of such a plan include setting priorities, including identifying the timing and/or phasing required; and setting measurable objectives, especially in articulating what is expected to be accomplished in terms of relationships and actual funding obtained.

There are two levels to resource development planning. The first level is a long-range plan that sets goals and direction for approximately five years. A rough draft of this plan is provided in Table 9-1. Given the speed with which the context for resource development can change, a long-term resource development plan for more than five years is difficult to determine.

The other level of resource development planning is the work plan, a detailed, operational guide for activities and decisions year to year – a road map, as opposed to the general description of the itinerary and destination that would be comparable to the long-range plan. A rough draft of this plan is provided in Table 9-2. The long-range plan ensures that the objectives and activities in the annual work plan are moving us toward our ultimate resource development goals. This work plan is to be integral to our overall work plan, as described below.

As LFL creates a work plan each year, here are questions we will answer or confirm:

- What does sustainability look like for LFL and the heritage area as a whole?
- How likely is federal funding in upcoming years?
- What operations are essential?
- What annual level of support does LFL need?
- What are to be annual objectives?

ACTION: Develop a long-range resource development plan.

ACTION: Develop a 12-month work plan yearly based on the long-range resource development plan.

Source of Income	Target	Actions
State and Local Government Grants *Potential sources are:* Illinois Arts Council Illinois Humanities Council Illinois Office of Tourism Illinois Department of Education	**$250,000** $50,000/year	ACTION: Track public policy on a regular basis. ACTION: Continue to build and nurture relationships with local, state and federal officials and their staff. ACTION: Continuously seek opportunities for resources that benefit LFL as a whole, and Looking for Lincoln sites individually or collectively. ACTION: Seek out 5 opportunities/year.
Federal Government Grants *Potential sources are:* Institute of Museum and Library Services National Endowment for the Art National Endowment for the Humanities US Army Corps of Engineers US Dept of Agriculture US Dept of Education US Dept of Housing & Urban Development US Environmental Protection Agency	**$1 million** 2012-13 $150,000 2013-14 $200,000 2014-15 $200,000 2015-16 $200,000 2016-17 $250,000	ACTION: Seek out 2 opportunities/year.
Foundations & Corporations *Potential sources are:* Abraham Lincoln Bicentennial Foundation ADM Brown, Hay, Stephens Caterpillar Foundation Community Foundation of Central Illinois Community Foundation of East Central Illinois DOT Foods John Deere Land of Lincoln Community Foundation	**$320,000** 2012-13 $50,000 2013-14 $50,000 2014-15 $50,000 2015-16 $70,000	ACTION: Continuously research prospects, winnowing out those that are not good matches. ACTION: Build relationships that lead to support from promising corporations and foundations. ACTION: Continuously seek opportunities for resources that benefit LFL as a whole, and Looking for Lincoln sites individually or collectively. ACTION: Identify opportunities to leverage resources with 20 local sites/communities. ACTION: Identify corporations and foundations that have interests in common with LFL. ACTION: Identify corporations that could reap a marketing benefit through support of LFL. ACTION: Seek connections to strategically identified corporations and foundations among board members and friends of LFL; use such connections to

Table 9-1 Draft Five-year Resource Development Plan

Source of Income	Target	Actions
Lumpkin Family Foundation National Park Foundation National Trust Preservation Funds Niemann Family Foundation Niemann Foods State Farm Tracy Family Foundation	2016-17 $100,000	begin to build relationships that could lead to support for LFL. ACTION: Gain support from 10 foundations and/or corporations. ACTION: Build programs that are mission-based and attractive to prospective donors.
Board & Staff Giving	**$5,000** $1,000/year	ACTION: Expect board members and staff to support LFL. ACTION: Seek100% participation for an annual gift. Gift size varies according to individual capacity ACTION: Board chair solicits board membership ACTION: Executive Director solicits staff
Individuals & Family Supporters	**$50,000** 2 - $10,000 3 - $5,000 4 - $2,500 10 - $1,000	ACTION: Identify 25 possible individual donors and develop relationships that lead to a gift. ACTION: Continuously seek opportunities for resources that benefit LFL as a whole, and Looking for Lincoln sites individually or collectively. ACTION: Establish a "friends" program for the heritage area as a whole, aiming at multiple objectives, including cultivating financial support from those who are closest to and most interested in the heritage area. ACTION: Establish a planned giving program. ACTION: Establish an endowment.

Table 9-1 (continued): Draft Five-year Resource Development Plan

ACTION: Update the long-range resource development plan on a regular basis to maintain a time horizon beyond the annual work plan of at least three years.

Critical to the success of a long-range resource development plan are these points:

- That LFL will establish and nurture a culture that supports resource development.
- That attaining goals for resource development is regarded as a responsibility shared between board and executive director.
- That five-year goals are to be reached incrementally through use of annual, detailed work plans.
- That resource development policies and procedures are established and followed.
- That LFL can build programs that are mission-based and attractive to prospective donors.

Evaluation of Resource Development

As with the greater management plan, evaluation is an important part of the resource development process. The LFL board and staff will establish objectives and targets for tracking progress and evaluating the need to revise goals and priorities to adjust to current circumstances. Staff accountability is a part of the overall evaluation process. Creating expectations for staff and then holding them accountable helps ensure program success.

ACTION: Design a program of continuous evaluation and internal communications, to build an organization-wide understanding of its skill-building and learning process.

ACTION: Articulate what measures will be used to track success and guide the organization's responses to changing conditions.

ACTION: Hold all staff accountable (articulated as appropriate for each role in job descriptions) for the success of LFL's resource development.

First-phase Implementation of this Management Plan

Appendix K assembles actions from every chapter, establishes priorities and performance indicators, and identifies in general the kinds of partners expected to be involved. These priorities were used to create a set of performance goals for the first 12 to 18 months of implementation of the management plan, which are set forth in full in Appendix L and shown in simplified form on pages 9-33 and 9-34.

- Building the interpretive system;
- Designing and beginning the Looking for Lincoln Communities designation program;
- Encouraging existing marketing organizations to collaborate with one another and the heritage area; and
- Supporting certain operational needs, especially fund raising and communications.

These priorities were used to create a set of performance goals for the first 12 to 18 months of implementation of the management plan, which are set forth in full in Appendix L.

Strategic Plans, Work Plans

For LFL to implement this long-range management plan, we require a more detailed short-range understanding of the work involved. An effective way to develop and document this understanding is a two-step process of creating a multi-year strategic plan and a one-year work plan tied to budget and staffing requirements and incorporating special work plans devoted to communications and resource development. For the first 12 to 18 months of implementation, the performance goals set forth in Appendix L as described above will provide guidance for work planning.

Strategic planning is ultimately the responsibility of the Board of Directors, providing a written guide to understanding progress on this management plan, for which the board is accountable to the public, supporters, Congress, and the

Evaluation Requirement in P.L. 110-229, Subtitle C, Sec. 445

(a) IN GENERAL.—Not later than 3 years before the date on which authority for Federal funding terminates for the National Heritage Area under this subtitle, the Secretary shall—

(1) conduct an evaluation of the accomplishments of the National Heritage Area; and

(2) prepare a report in accordance with subsection (c).

(b) EVALUATION.—An evaluation conducted under subsection (a)(1) shall—

(1) assess the progress of the local coordinating entity with respect to—

(A) accomplishing the purposes of the authorizing legislation for the National Heritage Area; and

(B) achieving the goals and objectives of the approved management plan for the National Heritage Area;

(2) analyze the Federal, State, Tribal, and local, and private investments in the National Heritage Area to determine the impact of the investments; and

(continued on page 9-32)

Strategy	Steps	Lead/ partners	Timeframe	Financial Target
Establish and nurture a culture that supports resource development for LFL	• Begins with the board, then staff • Job descriptions for board and staff • Pledge/commitment form	Board President and Executive Director	On-going	Non-financial
Educate board on resource development	• Dedicate time to learning the how-to's of resource development • Determine individual roles in resource development (each board member brings different strengths to the table)	All Board	On-going with initial retreat in January	Non-financial
Identify five corporations and/or foundations with which to begin developing a relationship	• Intense research and due diligence • Contact representatives of as many corporations or foundations as required to meet an objective of initial support from five • Schedule an initial meeting • Build relationship that leads to initial support	Individual board members and Executive Director	On-going	$50,000
Write grants for federal (non-heritage area) and state grants	• Intense research and due diligence; maintain a continuous list of grants to apply for, minimum of two • Identify any training needed (e.g., using Grants.gov as platform for federal applications) • Establish a list of deliverables needed to support grant application packages (e.g., photos, letters, budgets, commitments to match funding) • Establish a work plan and timetable for steps, deliverables, and deadlines • Contact agency representatives • Undertake program design to support grant-writing • Write and assemble grant applications; objective is to complete any application a minimum of five days in advance of the deadline (this allows "contingency time")	Executive Director	On-going	$200,000
Solicit gifts from individuals, including board and staff	• Identify prospects • Develop relationships with prospects • Determine mutual interest and benefit • Determine appropriate time to ask for a gift	Individual board members and Executive Director	On-going	$1,000

Table 9-2: Draft First-year Work Plan for Establishing a Resource Development Program

Strategy	Steps	Lead/ partners	Timeframe	Financial Target
Educate partners and friends of LFL about the new philanthropic culture and the goal of a diversified funding base	• Regional and individual meetings with partners to educate and establish synergy and leveraging opportunities • Through the newsletter and other communication tools, inform the friends and partners • Add a request for support in the newsletter • Establish the ability to accept donations on LFL's website	Executive Director, Program Manager	On-going	Non-financial
Establish a donor database and begin to integrate with other systems	• Research affordable options • Determine best option • Transfer information from current records	Executive Director and Office Manager	January	Non-financial

Table 9-2 (continued): Draft First-year Work Plan for Establishing a Resource Development Program

NPS. Most strategic plans aim for providing detailed guidance for three years, with the expectation that they are to be updated periodically to maintain a two- to four-year time horizon.

As the organization chart for the National Heritage Area shows, however (Figure 9-1), all partners are expected to participate in the development of the heritage area, a rich grassroots approach to developing the heritage area over time. Partners' insights and feedback will be critical to making adjustments and incorporating creative approaches discovered "on the ground" and worth promulgating across the heritage area. Accordingly, partners are expected to participate in the strategic planning process via Advisory Committees and Community Working Groups, which would work through the Advisory Steering Council to inform strategic planning. One of the twice-yearly heritage-area-wide meetings required of LFL as coordinating entity under the federal law establishing the Abraham Lincoln National Heritage Area can be devoted to discussing strategic planning, progress on individual programs, and partners' expectations.

A work plan is operational in nature, the responsibility of staff in providing accountability to the Board of Directors for implementation of both the strategic plan and the management plan. The work plan allows for annual course adjustments in pursuit of effective implementation of strategic and management plans. Staff hours and other staffing resources (e.g., volunteer time, consulting time, and contributions from partners) can be analyzed to understand the feasibility and financial impact of each program that will implement the strategic plan. Similarly, budget predictions for programs can also inform ultimate decisions on how to operationalize the strategic plan.

Annual Evaluation

Evaluation is our annual responsibility. Our intent to measure and evaluate performance will guide our annual work plans, budgeting, communications,

Evaluation Requirement in P.L. 110-229, Subtitle C, Sec. 445 (cont.)

(3) review the management structure, partnership relationships, and funding of the National Heritage Area for purposes of identifying the critical components for sustainability of the National Heritage Area.

(c) REPORT.—Based on the evaluation conducted under subsection (a)(1), the Secretary shall submit a report to the Committee on Natural Resources of the United States House of Representatives and the Committee on Energy and Natural Resources of the United States Senate. The report shall include recommendations for the future role of the National Park Service, if any, with respect to the National Heritage Area.

resource development, and strategic planning (shorter, more focused planning based on this long-range management plan), as well as the programs described in Chapters 4 through 8. Each activity as it is designed and put into operation will include measurable objectives. Careful documentation of a program and its intended results permits an evaluation as to the success of the program, and supports annual reporting to our partners, supporters and constituencies.

LFL already supplies annual measures to the National Park Service's National Heritage Areas program office. Collected for a long time now by NPS, these are measures that we will incorporate into our work plan performance measures.

ACTION: Establish measurable objectives at the time each program is designed and inaugurated, for annual review and documentation.

Preparing for Federal Evaluation in 2020

Long-term, our annual evaluations will support federal evaluation expected for 2020, when the Abraham Lincoln National Heritage Area will undergo a major, independent evaluation by the National Park Service (see sidebar). Current thinking on the part of the national program offers these questions as the basis for the evaluation:

- Based on its authorizing legislation and general management plan, has the heritage area achieved its proposed accomplishments?
- What have been the impacts of investments made by federal, state, tribal, and local government and private entities?
- How do the heritage area's management structure, partnership relationships, and current funding contribute to its sustainability?

The evaluation design employed in the first, experimental reviews for older heritage areas has also included these topics:

- Overarching goals for the National Heritage Area;
- Resources and key partnerships available to help the National Heritage Area accomplish its goals;
- Activities and strategies that are being implemented to accomplish the goals;
- Intended short and long term outcomes; and
- The linkages among the activities, strategies, and outcomes.

ACTION: Design record-keeping and annual evaluations to support an independent evaluation in 2020.

Summary of Performance Goals for the Abraham Lincoln National Heritage Area

Building the Interpretive System:

- Guidelines for the use of the Looking for Lincoln identity by heritage area partners;
- A major update to the Looking for Lincoln website;
- An inventory and assessment of curriculum based educational programming at interpretive sites, with formulation of educational objectives based on the assessment;
- A revision to the Story Trail booklet and a fold out map of the National Heritage Area in the style of the NPS "unigrid" brochure format, both for print and downloading;
- Design of a system of orientation exhibits, kiosks, and sign types for use across the entire heritage area and identification of one community for demonstration;
- Guidelines and criteria for a three level site designation system and interpretive network with distinct roles and responsibilities in a coordinated, systematic presentation;
- Guidelines for participating interpretive sites to undertake self assessments, with the objective of obtaining at least ten completed assessments; and
- A matching grant program to support enhancement of interpretation and programming at Heritage Interpretive Sites, with the objective of offering grants to at least five interpretive sites.

Designing and Beginning the Looking for Lincoln Communities Designation Program:

- Guidelines, criteria, and an initial program of benefits for a refined four-level designation program for Looking for Lincoln Communities based on interpretation, visitor services, and revitalization initiatives;
- Dialogue with at least 15 communities seeking to achieve eligibility for Looking for Lincoln Community designation, with confirmation of community intentions to participate from at least ten;
- Guidelines and a program of assistance and support for comprehensive community interpretive plans that include Heritage Interpretive Sites where available, with at least five comprehensive community interpretive plans begun;
- A matching grant program to support enhancement of interpretation and programming in participating communities with the objective of offering grants to at least five communities.

Encouraging Existing Marketing Organizations to Collaborate with One Another and the Heritage Area:

- A job description for the Tourism Advisory Committee with a final checklist for technological/ communications upgrades suitable for three year implementation, with one completed and one other begun and a protocol for working with Local Tourism and Convention Bureaus and attractions with advertising budgets to develop yearly, mutually beneficial strategies for cooperative promotional tactics;
- Incorporation of heritage area partners' marketing activities into the heritage area's annual work plan;
- Publicity for partners' educational programs and events in at least 10 media vehicles managed by heritage area partners;

(continued on next page)

Summary of Performance Goals for the Abraham Lincoln National Heritage Area (*continued*)

Encouraging Existing Marketing Organizations to Collaborate with One Another and the Heritage Area (continued):

- A baseline for attendance at attractions and events; and
- A calendar of Looking for Lincoln programs and events on the LFL website.

Resource Development:

- A long range resource development plan;
- A donor database in active use; and
- Fiscal management practices and systems to support resource development and reporting.

Communications:

- A comprehensive communications plan that includes interpretation and brand identity/awareness; and
- An annual report.

Other Operational Needs

- A protocol and work plan for collaboration with the National Park Service through Lincoln Home National Historic Site and Midwest Regional Office;
- An operations manual documenting LFL policies and procedures for insurance, tax reporting, corporate reporting and audit/financial reviews, and personnel benefits;
- Identification of additional policies to develop in years 2 and 3;
- Individualized staff training plans
- Guidelines and indicators for staff performance and evaluation for three existing positions; include resource development policies, procedures, and expectations.

Board of Directors Development

- Evaluation of current representation on the board of directors and a plan for expanding variety and skill sets;
- Job descriptions for directors;
- establishment of standing committees around management plan topics;
- One board training event focusing on one issue selected by the Board of Directors;
- One round of committee and board meetings to evaluate progress on the management plan and establish near term strategies to guide the annual work plan and budget for year 2.

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