CITY OF MILTON

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AGENDA
City of Milton
Historic Preservation Commission
Wednesday, October 5, 2016
6:00 p.m.
MILTON CITY HALL
Conference Room
710 S. Janesville Street

1. Call to order
2. Approve Agenda
3. Approve Minutes – August 3, 2016
4. Discussion and possible action on design, pricing, and ordering of City of Milton magnets
5. Discussion and possible action on the Historic Milton, WI Walking Tour Booklet, 2016 Edition
6. Discussion and possible action on distribution of plaques for properties listed on the National Register of Historic Places
7. Discussion and possible action on ideas to improve the National Historic Preservation Program
8. Discussion and possible action on the 2017 Historic Preservation Commission Budget
9. Reports and Updates (The following items will not have any action taken.)
   a) Milton Historical Society
10. General Items
11. Set Next Meeting Date
12. Motion to Adjourn

**Please note that upon reasonable notice, at least 48 hours in advance, efforts will be made to accommodate the needs to disabled individuals through appropriate aids and services. For additional information to request this service, please contact the City Clerk's office at 868-6900, 710 S. Janesville Street, Milton, WI 53563.

Notice is hereby given that a majority of the Common Council may be present at this meeting at the above mentioned date and time to gather information about a subject over which they have decision-making responsibility. This constitutes a meeting of the City Council pursuant to State ex rel. Badke v. Greendale Village Bd., 173 Wis. 2d 553, 494 N.W. 2d 408 (1993) and must be noticed as such, although the City Council will not take any formal action at this meeting.

Posted by: Elena Hilby
09/30/16

City of Milton
Historic Preservation Commission
August 3, 2016

Call to order
Chairperson Ald. Ryan Holbrook called the August 3, 2016 meeting of the Historic Preservation Commission to order at approximately 5:30 p.m.

Present: Chairperson Ald. Ryan Holbrook, Gail Nordlof, Marlene Jewell, Dean Teuscher, and Eric Stockman.

Also Present: Ald. Lynda Clark, Kari Klebba, and Assistant to the City Administrator Inga Cushman.

Approve Agenda
Comm. Teuscher motioned to approve the agenda. Comm. Jewell seconded, and the motion carried.

Approve Minutes – July 13, 2016
Comm. Jewell motioned to approve the minutes. Comm. Teuscher seconded, and the motion carried.

Discussion and possible action on design, pricing, and ordering of City of Milton magnets
K. Klebba reported that 27 have been sold at the Milton House.

Discussion and possible action on the Historic Milton, WI Walking Tour Booklet, 2016 Edition
K. Klebba reported that all of the initial 10 booklets have sold, and Assistant Cushman brought an additional 20 to the Milton House to sell.

The booklets are still in the process of being distributed, and Ald. Clark stated she will help distribute.

Discussion and possible action on 2016 Historic Walking Tours
K. Klebba stated that Doug Welch will do a combination of the Goodrich Square Walking Tour and the Milton College Historic District Walking Tour on September 17, 2016 starting at 10:00 a.m. at the Milton House. She is also working with the library to develop a Pokémon Historic Walking Tour that will take place on September 17, 2016 at 10:00 a.m. as well. This is the same day as Twilight Tours in the evening at the Milton House.

Discussion and possible action on distribution of plaques for properties listed on the National Register of Historic Places
Assistant Cushman suggested giving the plaque for the Masonic Temple at their annual picnic on August 27, 2016. Chairperson Ald. Holbrook and Comm. Jewell stated they would be able to attend to present the plaque. Assistant Cushman will follow up with the Masonic Temple to see if this will work in their picnic schedule.

Assistant Cushman said previously photos were taken with property owners that received certificates from the state. She asked if the commission would like to do this again with the plaques and suggested doing the photos instead of a September meeting. The commission directed Assistant Cushman to contact the property owners to check their availability with a possible start time of 5:15 p.m.

Reports & Updates (The following items will not have any action taken.)

a) **Milton Historical Society**
K. Klebba stated she is still looking for volunteers for the dunk tank for Arts & Crafts on the Lawn.

General Items

Ald. Clark requested information from the commission on what their budget needs are for 2017. Assistant Cushman stated this can be placed on a future agenda to discuss.

Set Next Meeting Date

The next meeting of the Historic Preservation Commission will take place on September 7, 2016 with a time to be determined for photos with property owners.

Motion to Adjourn

Comm. Nordlof motioned to adjourn the August 3, 2016 meeting of the Historic Preservation Commission at approximately 6:00 p.m. Comm. Teuscher seconded, and the motion carried.

Respectfully Submitted,

Inga Cushman
Assistant to the City Administrator

WISCONSIN
HISTORICAL
SOCIETY

NOTICE OF ENTRY IN THE NATIONAL REGISTER AND/OR STATE REGISTER OF HISTORIC PLACES

Name of property: John and Margaret Owen House

Location: 33 2nd Street, Milton, Rock County, Wisconsin

Date of Entry: August 23, 2016

Designation: [X] State Register of Historic Places
[X] National Register of Historic Places

The property listed above has been entered in the National Register of Historic Places by the Secretary of the Interior, and listed in the State Register of Historic Places by the State Historic Preservation Office.

Accordingly, this property is entitled to the benefits and protections of the National Historic Preservation Act of 1966, as amended and under Chapter 44, Wisconsin Statutes. It will receive limited protection from encroachment by federal or state assisted or licensed projects or state facilities development projects, and may be eligible to apply for matching grants for research, restoration, acquisition, or stabilization. Certain tax incentives are available to depreciable properties listed in the State Register or National Register.

The State Register and National Register programs are administered by the Division of Historic Preservation-Public History of the Wisconsin Historical Society, Jim Draeger, State Historic Preservation Officer. Questions about the State Register and National Register programs in Wisconsin should be addressed to:

Division of Historic Preservation-Public History
Wisconsin Historical Society
816 State Street
Madison, WI 53706
Telephone: 608-264-6501

WISCONSIN
HISTORICAL
SOCIETY

NOTICE OF ENTRY IN THE NATIONAL REGISTER AND/OR STATE REGISTER OF HISTORIC PLACES

***Name of property*:** Reynolds & Lois Greenman House

***Location*:** 12 Merchant Row, Milton, Rock County, Wisconsin

***Date of Entry*:** August 23, 2016

***Designation*:** [X] State Register of Historic Places
[X] National Register of Historic Places

The property listed above has been entered in the National Register of Historic Places by the Secretary of the Interior, and listed in the State Register of Historic Places by the State Historic Preservation Office.

Accordingly, this property is entitled to the benefits and protections of the National Historic Preservation Act of 1966, as amended and under Chapter 44, Wisconsin Statutes. It will receive limited protection from encroachment by federal or state assisted or licensed projects or state facilities development projects, and may be eligible to apply for matching grants for research, restoration, acquisition, or stabilization. Certain tax incentives are available to depreciable properties listed in the State Register or National Register.

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WISCONSIN
HISTORICAL
SOCIETY

NOTICE OF ENTRY IN THE NATIONAL REGISTER AND/OR STATE REGISTER OF HISTORIC PLACES

***Name of property*:** Seventh Day Baptist Church

***Location*:** 720 East Madison Avenue, Milton, Rock County, Wisconsin

***Date of Entry*:** August 22, 2016

***Designation*:** [X] State Register of Historic Places
[X] National Register of Historic Places

The property listed above has been entered in the National Register of Historic Places by the Secretary of the Interior, and listed in the State Register of Historic Places by the State Historic Preservation Office.

Accordingly, this property is entitled to the benefits and protections of the National Historic Preservation Act of 1966, as amended and under Chapter 44, Wisconsin Statutes. It will receive limited protection from encroachment by federal or state assisted or licensed projects or state facilities development projects, and may be eligible to apply for matching grants for research, restoration, acquisition, or stabilization. Certain tax incentives are available to depreciable properties listed in the State Register or National Register.

The State Register and National Register programs are administered by the Division of Historic Preservation-Public History of the Wisconsin Historical Society, Jim Draeger, State Historic Preservation Officer. Questions about the State Register and National Register programs in Wisconsin should be addressed to:

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WISCONSIN
HISTORICAL
SOCIETY

NOTICE OF ENTRY IN THE NATIONAL REGISTER AND/OR STATE REGISTER OF HISTORIC PLACES

***Name of property*:** Haven-Crandall House

***Location*:** 220 South Janesville Street
Milton, Rock County, Wisconsin

***Date of Entry*:** August 29, 2016

***Designation*:** [X] State Register of Historic Places
[X] National Register of Historic Places

The property listed above has been entered in the National Register of Historic Places by the Secretary of the Interior, and listed in the State Register of Historic Places by the State Historic Preservation Office.

Accordingly, this property is entitled to the benefits and protections of the National Historic Preservation Act of 1966, as amended and under Chapter 44, Wisconsin Statutes. It will receive limited protection from encroachment by federal or state assisted or licensed projects or state facilities development projects, and may be eligible to apply for matching grants for research, restoration, acquisition, or stabilization. Certain tax incentives are available to depreciable properties listed in the State Register or National Register.

The State Register and National Register programs are administered by the Division of Historic Preservation-Public History of the Wisconsin Historical Society, Jim Draeger, State Historic Preservation Officer. Questions about the State Register and National Register programs in Wisconsin should be addressed to:

Division of Historic Preservation-Public History
Wisconsin Historical Society
816 State Street
Madison, WI 53706
Telephone: 608-264-6501

Inga Cushman

From: John Fowler <jfowler@achp.gov>
Sent: Thursday, September 29, 2016 12:04 PM
To: townmanagerassistant@townofwaynesville.org; lhood@cityofcartersville.org; nanapa@beeline-online.net; Laredo.mainstreeet@att.net; kentphillips@cox.net; vicki.gray@bnbventures.com; Inga Cushman; Chad.Campbell@loudoun.gov; sjavoronok@westlinnoregon.gov; mmartin@teddonline.com
Subject: ACHP Invites Input on Ideas to Improve the National Historic Preservation Program

The Advisory Council on Historic Preservation (ACHP) wants to hear from you on the future of the national historic preservation program. In celebration of the 50th anniversary of the National Historic Preservation Act of 1966, the ACHP is preparing recommendations for strengthening the program that the Act created. The successes are many, but so are the opportunities to meet the changing needs of preservation in the U.S.

Earlier this year, the ACHP posted an initial statement on the challenges and opportunities facing the national program today. Based on public and stakeholder input, that statement was revised, and a call went out for ways to address the issues. The ACHP membership reviewed and expanded the suggestions submitted and now puts forth a collection of ideas that could form the basis of specific recommendations for improving national preservation laws, policies, programs, and procedures.

The ideas are set forth here: **http://www.achp.gov/p50ideas.pdf.** You will find an introduction and background on the national historic preservation program, a brief assessment of its current state, and a collection of ideas for future action. The ideas are grouped under three major themes: *Engaging all Americans in the Program; Enhancing and Sustaining the Program; and Improving the Program's Effectiveness.* Ideas for action range from the general to the fairly specific.
The next step is to get your input. The ACHP wants to know:

- Which ideas do you think are good, and which are not worth further development?
- What are the highest priority items?
- What needs immediate attention, and what might be a long-term goal?
- How might a particular idea be implemented?
- What is missing?

The ACHP values your input as it develops a series of formal policy recommendations that will be presented to the incoming Administration and Congress. Please send your thoughts, the more specific the better, to NHPA50@achp.gov by the close of business on Monday, October 17, 2016.

We encourage you to share this request for input widely with organization members, colleagues, and other interested parties. Watch the ACHP website (www.achp.gov) for further developments on this important initiative.

John Fowler
Executive Director
Advisory Council on Historic Preservation
401 F Street NW, Suite 308
Washington DC 20001-2637
202-517-0200

The National Historic Preservation Program at 50: Priorities and Ideas for the Future

September 2016

Introduction

The Advisory Council on Historic Preservation is using the 50th anniversary of the National Historic Preservation Act of 1966 to analyze the program established under the law and to recommend policy and other actions for enhancing and improving the program to address current and future needs.

Creation of the National Historic Preservation Program

Within a few generations, historic preservation has evolved from a limited pursuit of saving great houses and major landmarks into a grassroots movement concerned with preserving communities and everyday places important to our past. Enactment of the National Historic Preservation Act in 1966 (NHPA) furthered this evolution, signaling America's resolve to preserve its heritage and to use the law and its major elements to improve the quality of life across the United States. Since the 1960s, great progress has been made through a public-private, intergovernmental historic preservation partnership. Across America citizens, organizations, businesses, and elected officials continue to discover and show their appreciation for heritage through pride in their historic communities and care for those places with special meaning for residents and visitors alike. Over the last 50 years, the key components of the NHPA have provided a firm foundation for modern historic preservation.

After World War II, with a rapidly growing population creating a need for modern infrastructure and housing, the United States began to make major investments in highways, urban renewal, and public works. Neighborhoods were destroyed, historic buildings razed, and archaeological sites ravaged. Government projects and suburban sprawl irrevocably altered rural landscapes. The loss of the nation's heritage reached epidemic proportions.

Citizens and elected officials determined to act. A special committee of the U.S. Conference of Mayors, in cooperation with the National Trust for Historic Preservation and several federal agencies, began a study of protecting America's historic cultural environment. The resulting report, ***With Heritage So Rich***, described the extent of heritage loss, the breadth of public interest in preserving that heritage, and recommendations for encouraging and supporting its preservation. The report outlined strategies that included government-led identification of places worthy of preservation, federal support for state and local preservation efforts, and processes to guide planning and review of threats to historic sites and buildings from government actions.

This report influenced Congress to enact a strong new statute establishing a nationwide preservation policy—the National Historic Preservation Act of 1966, signed into law by President Lyndon B. Johnson on October 15, 1966. In the preamble to the law, Congress declared that "*the historical and cultural foundations of the Nation should be preserved as a living part of our community life and development in order to give a sense of orientation to the American people,*" and that it is "*necessary and appropriate for the Federal Government to accelerate its historic preservation programs and activities, to give maximum encouragement to agencies and individuals undertaking preservation by private means, and to assist State and local governments and the National Trust for Historic Preservation in the United States to*

expand and accelerate their historic preservation programs and activities." It would therefore be federal policy to encourage the balancing of modern societal needs with preservation; be a national preservation leader; manage and care for prehistoric and historic resources under its control; and foster both non-federal governmental and private preservation activities.

The NHPA expanded the National Register of Historic Places to include historic properties of national, state, and local significance; established preservation grants-in-aid for survey, planning, and preservation activities; authorized State Historic Preservation Offices in every state, territory, and the District of Columbia; created an Advisory Council on Historic Preservation (ACHP) for policy guidance and oversight within the executive branch; and established the Section 106 planning process for federally sponsored projects affecting historic properties. Subsequent changes to the law by Congress created the Historic Preservation Fund, authorized tribal and local government preservation programs, and mandated federal preservation program responsibilities. Other preservation-oriented legislation provided federal tax incentives for rehabilitation of commercial historic properties.

The Preservation Program Today

Fifty years after enactment of the NHPA, the program has matured and achieved many successes:

- More than 91,000 places have been listed on the National Register of Historic Places, representing more than 1.8 million contributing historic resources.
- National Historic Landmarks numbering more than 2,600 commemorate our most significant events and achievements.
- Federal historic preservation tax credits have stimulated nearly $120 billion in private investment in the rehabilitation of historic properties.
- More than 125,000 federal actions are reviewed annually for their effects on historic properties, and as a result, numerous districts, sites, buildings, structures, and objects in public or private ownership that would otherwise be impacted are avoided or actively preserved.
- Federal agencies have programs and policies in place that promote stewardship of historic properties on public lands and facilities as well as in the planning and execution of federal assistance and project facilitation.
- Fifty states, nine territories, the District of Columbia, 171 tribal governments, and more than 1,950 local governments partner with the federal government and the private sector to extend the national preservation program into virtually every American community.

As evidenced by these and related achievements, the foundation of the national historic preservation program is sound and continues to provide the essential framework for preserving and enhancing the nation's heritage. Informed by 50 years of success, this paper sets out ideas for policy actions that would improve existing programs, target certain areas that have not been addressed in the past 50 years, and meet the challenges of the future.

Making a Good Model Better

Taking Stock Now and for the Future

Many of the major factors that drove the creation of the law persist, including potential conflicts with public works and infrastructure, energy development, urban revitalization, loss of industry, and rural economic shifts. Other issues have also risen in importance, including the consequences of population change and increased cultural diversity, environmental and economic sustainability, climate change, and

coping with natural disasters. Thus, despite an impressive record of accomplishment carried out under the law, the goals and policies articulated in the NHPA are not fully realized, and preservation continues to face financial and other challenges. The ACHP is focusing on dimensions of federal policy and the implementing programs that comprise the NHPA public-private partnership.

While the focus of historic preservation is place-based, there are factors beyond the physical characteristics of a built environment, a cultural landscape, or an archaeological site that come into play in addressing why we preserve, what we should preserve, and how we preserve. For example, are Americans being engaged and educated about the shared, complex history of the United States, including their local community's role in that history and their own place in the continuing story? Do the places identified as significant to our past represent what communities believe are the most important places to them, and do these places adequately tell the stories of our diverse country that need to be told? Does the national preservation program adequately take into account cultural values and traditions associated with these places? These and other related questions should be considered as we move into the future.

Priorities for the Preservation Program, Some Old, Some Newer

Consensus is forming about the key priorities for moving the national historic preservation program forward for the next several decades. Concepts that come up regularly in discussions, in print, and online include increasing the depth and breadth of support for preservation and appreciation for history and culture; ensuring that preservation's benefits are widely available and enjoyed; and keeping preservation relevant and useful for building better lives and communities.

Develop wider public and political support. Many citizens and elected officials grasp the value of preservation for creating thriving, culturally vibrant downtowns or residential neighborhoods, but this has not translated to broad public support and needed funding. Attracting a more diverse population to join the preservation effort is also complicated by limited success stories and questions about long-term value to the communities in question. The social, economic, and environmental benefits of historic preservation need to be more clearly demonstrated, documented, and communicated in compelling ways. Building an appreciation for history and a strong role for education about historic places in basic curricula are also critical components of this challenge.

Provide leadership and expertise. The national preservation program needs forceful and consistent leadership at the policy and program levels in the federal government in order to advance preservation as a national priority and carry out an effective program. Such leadership includes advocating for financial, staffing, and other resources, "enlarging the tent" through collaboration and partnership, developing and emphasizing appropriate standards and best practices while leading by example, and regular consultation with stakeholders and other interested parties. Adjustments in preservation education programs and career development are also needed to properly prepare preservation professionals, attract a broader range of participants to the field, and address generational changes in the workforce.

Expand and encourage public engagement. Community engagement in deciding what is important and how significant resources should be managed can strengthen public and political support for preservation and promote diversity throughout the program. Modern technology and social media can be used to better advantage than they have been. Local preservation planning and the Section 106 process—both intended to be public consultative strategies that bring together a wide range of stakeholders—need to look at ways to foster more effective communication and public engagement.

Enhance further appreciation for heritage through formal and informal education. Integrating cultural heritage awareness into education systems can build a better understanding among young Americans of

the importance of history and historic preservation, and their connection to place and culture. Informal education through better interpretation and improved information access through modern technologies can enhance public appreciation of the underlying stories and the richness of our heritage. Targeted youth conservation and service learning programs can introduce young people to the possibilities and practicalities of trades necessary to preserve historic places and keep historic technologies alive. Expanded professional and vocational training can lead to careers in preservation and broaden particpation in the field.

Advance equity, inclusiveness, and diversity. The great diversity of America needs to be reflected both in the resources recognized as historic and in the active involvement of local community groups in making decisions about what is important and worthy of preservation. Minority and ethnic communities that have historically been underrepresented in the national historic preservation program must be more effectively engaged and supported in preserving their own heritage, including the places that tell their part of the American story. This includes relating sometimes difficult stories that illustrate the complex interactions of different people and institutions over the course of our history.

Recognize the full range of the nation's heritage. The preservation community needs to examine and clarify the role of intangible culture and traditional values within a place-based historic preservation program and process. This includes not only cultural landscapes and sites sacred to native peoples, but also less obvious culturally significant sites that may not meet other typical preservation tests like age, integrity, or easily definable boundaries. With regard to the archaeological record, more thought needs to be given to distinguish sites that need long-term preservation from those appropriate for shorter-term research and study. Historic sites associated with the recent past, including 20th century "modern" architecture, should continue to be identified and evaluated for their significance and preservation value. In general, adjustments to preservation tools, skills, or standards may be necessary to deal with these issues.

Embrace and respond to the cultures, views, and concerns of indigenous peoples. Due in part to the trust responsibilities of the federal government as outlined by the NHPA, law, and other policies, Indian tribes, Native Hawaiian organizations, and Alaska Natives are provided a formal role in the national preservation program. This is to provide special consideration to better recognize and protect the cultural heritage of indigenous peoples and to give them a voice in planning and decision making. However, in practice, those goals are unmet and places of importance to these groups are often overlooked. Often this happens because resources important to tribal and native identity and culture, and the intangible and tangible cultural heritage that may be associated with that culture, are not fully recognized or valued by the larger society. As a result, these cultural values and places may not be properly considered within mandated preservation processes. While causes range from oversight or intentional avoidance to deficiencies in funding, staffing, communication, and cultural understanding, the fact remains that systems supporting consultation and resource protection must be upgraded to fulfill the NHPA's intent.

Obtain adequate and sustainable financial support. Failure to provide the full amount of funding authorized in the Historic Preservation Fund and inadequately funding federal agency preservation activities hampers the effectiveness of the tools provided in the NHPA. Reduced public funding prevents many states, tribes, local governments, and federal agencies from fully identifying and protecting our historic places and also makes it much harder to fully engage the public in those efforts.

Calls for streamlining the tax code potentially threaten the continuation of the highly successful federal historic preservation tax incentives program for the rehabilitation of commercial historic structures. Uncertainty about the continuation of the federal historic preservation tax incentives undermines public-private partnerships that are increasingly important for preservation. Tax credits and related tools, like

preservation easements and covenants, should also be examined to see how they can be improved and made more useful for a wider range of preservation needs.

Promote collaboration and partnership. Increasing recognition of historic preservation's contributions to social and economic development can foster greater public-private partnerships that benefit preservation. Outreach to the business community, foundations, or other non-traditional partners can expand preservation's horizons and potential. Among federal agencies, removing legal and policy obstacles to out-leasing, cooperative management, and adaptive use of historic properties, as well as encouraging more effective partnerships, could preserve more significant places and allow for greater engagement of public and private entities in fulfilling NHPA goals.

Address climate change, planning, and environmental sustainability. Pioneering work done on the environmental benefits of historic preservation demonstrates its value as a tool for sustainable development as well as its relevance in addressing the challenges of climate change. Preservation efforts in the wake of natural disasters continue to show the value of digital mapping, inventories, and other critical pre-disaster planning to post-disaster response. Historic preservation and concern for cultural community assets need to be more fully integrated into climate adaptation and resilience planning, energy conservation, disaster planning, and local and regional sustainability strategies. In order for this to happen, planning processes and regulatory requirements need to be developed with an eye to fostering better mutual understanding and awareness of the needs and limitations of planning, engineering, regulation, and preservation.

Improve preservation processes and systems, including use of appropriate technology. Current National Register and National Historic Landmark criteria for evaluating historic significance as well as legal protective mechanisms need to be evaluated and perhaps modified to ensure that the values communities place on their heritage are reflected in both process and outcomes. While professional expertise is both important and necessary, overly academic or complex requirements may limit effective public engagement and ultimately impede the preservation of what citizens really value. The Secretary of the Interior's Standards and Guidelines as well as how they are interpreted and applied in a variety of situations should also be examined. In general, a fresh look at the procedures and criteria that guide the recognition, protection, and enhancement of historic properties may offer broader applicability and greater transparency, stakeholder and public participation, and efficiency. Such a re-examination could promote better integration of preservation systems with other environmental and planning review processes. It could also spur innovation in process, techniques, and uses of technology. Critical to this evaluation is the recognized need to balance individual property rights with the public good and to ensure legal consistency in regulation. Maintaining objective criteria and defensible processes are fundamental needs for all preservation program components.

Recognizing these challenges as well as the opportunities that the 50th anniversary of the NHPA presents, the ACHP offers the following goals, strategies, and implementation ideas for consideration.

Goals, Strategies, and Ideas for Implementation

I. Goal: Engage all Americans in the national historic preservation program.

Strategies:

A. DEMONSTRATE VALUE. Showcase how preservation is relevant and essential to modern America.

1. Obtain a Joint Congressional Resolution to reinforce the sense of Congress, on behalf of the American people, emphasizing the importance of historic preservation in sustaining our vibrancy as a diverse people and nation.

2. Support, through funding and participation of federal preservation officials, local community outreach across the preservation program through a simple A, B, C campaign focused on preserving places and stories as part of a national effort.

3. Utilize social media to publicize how the national preservation program in 50 years has indeed improved the equity and quality of life, and engages contemporary issues facing society.

4. Create a "business case" that succinctly informs the public, the business community, the Congress, and government policy makers about the importance of preservation in order to build support for the national program.

5. Increase support for the Certified Local Government (CLG) program and engage the National Main Street Center and Preserve America Communities to advance preservation as a community preservation and revitalization strategy.

6. Work with professional organizations like the American Institute of Architects, the American Planning Association, and the American Society of Landscape Architects to improve messaging and underscore the interrelationship of preservation, planning, design, and architecture to enhancement of the built environment.

B. BE AN INSPIRATION. Inspire people, especially young people, with places and stories reflecting American history, culture, and experiences.

1. Develop innovative approaches to the use of contemporary technology and social media to tell the stories of the nation's historic places and the cultures they represent.

2. Encourage federal agencies to integrate into their programs and projects public interpretation of historic properties that they manage, assist, or treat through the Section 106 process.

3. Encourage federal, state, tribal, and local government leaders to conduct and support youth engagement programs and mentoring efforts focusing on preservation, in partnership with national youth organizations and educational institutions.

4. Remove impediments and promote the use of the Youth Conservation Corps (YCC), the Public Lands Corps (PLC), and similar seasonal employment and career development programs for the expanded active involvement of youth and young adults in historic preservation.

C. RECOGNIZE DIVERSITY. Identify and respect the heritage of all Americans and all dimensions of cultural heritage, and relate historic preservation goals and programs to the evolving needs and interests of American society.

1. Encourage, support, and measure the expansion of efforts by federal agencies and state and local preservation agencies and commissions to reach out to underrepresented communities and address their preservation needs.

2. Implement ways to diversify the preservation workforce and leadership through education, training, mentoring, and career building.

3. Encourage ongoing dialogue among federal agencies, State Historic Preservation Officers (SHPOs), and indigenous peoples to foster better communication and better treatment of places of importance to native communities.

4. Clarify and expand the role of Alaska Natives in the national historic preservation program, including participation in the Tribal Historic Preservation Program.

5. Strengthen protections for historic resources on ancestral tribal land and improve government-to-government tribal consultation requirements by strengthening or expanding existing executive orders.

6. Assess the definition of "historic property" and current National Register criteria and guidance to better incorporate cultural values associated with historic places, with special attention to concepts of integrity, period of significance, oral traditions and traditional knowledge, and the 50-year rule as they relate to places important to Indian tribes, Native Hawaiian organizations, Alaska Natives, and underrepresented communities.

7. Educate the public about tribal connections to federal lands and ancestral lands, the historical and contemporary presence of tribes in different areas, and the history of federal Indian policy to increase support for tribal self-determination and self-government.

8. Improve procedures and practices to protect the confidentiality of information that is sensitive to Indian tribes and others.

D. MAKE THE PRESERVATION PROGRAM ACCESSIBLE. Make the processes and the benefits of the national preservation program more understandable and accessible to all.

1. Raise the visibility of the national historic preservation program and opportunities for citizen participation through a coordinated public outreach effort by government agencies and their private sector partners, drawing on professional marketing and public relations expertise.

2. Encourage and facilitate community involvement in the National Register and Section 106 processes by providing understandable guidance on public participation, removing barriers to engagement, training federal officials, making more training and guidance available for states, tribes, and local governments, and providing adequate resources.

3. Assess federal assistance programs that can support historic preservation in order to identify and eliminate barriers that may impede such assistance and enhance access for all citizens.

E. ADVOCATE EFFECTIVELY. Communicate to leaders and decision makers the fundamental appeal, importance, and resource needs of historic preservation.

1. Advocate effectively through the Secretary of the Interior, the ACHP, and the Council on Environmental Quality for better support for historic preservation and integration of preservation concepts into national policies and budget priorities.

2. Develop a program of outreach, education, and partnership with the U.S. Chamber of Commerce, the business community, and trade associations, engaging federal program agencies, federal preservation agencies, SHPOs, Tribal Historic Preservation Officers (THPOs), and CLGs.

3. Work with the National Conference of State Historic Preservation Officers (NCSHPO), National Trust for Historic Preservation, National Alliance of Preservation Commissions, and National Main Street Center to build partnerships with the National Governors Association, National Conference of State Legislatures, U.S. Conference of Mayors, National League of Cities, National Association of Counties, and similar organizations to promote preservation policies and objectives.

4. Work with the National Association of Tribal Historic Preservation Officers (NATHPO) to build partnerships with the National Congress of American Indians and other pan-tribal organizations to promote Native American heritage goals and policies.

5. Work with executive and legislative leaders to more fully integrate historic preservation and cultural resources into policies and programs addressing land and resource conservation, climate adaptation and resilience, community revitalization and sustainability, and economic development.

II. Goal: Enhance and sustain the national historic preservation program.

Strategies:

A. MAINTAIN ADEQUATE PUBLIC FUNDING. Obtain stable and sustainable funding and other resources sufficient to meet the needs of the national historic preservation program.

1. Authorize the Historic Preservation Fund (HPF) to be a permanent, fully funded trust fund with inflation-adjusted levels of annual contributions.

2. Increase annual funding to SHPOs, THPOs, and CLGs to meet current and projected needs and update statutory HPF funding allocations to reflect current and projected priorities and needs.

3. Provide stable and adequate funding for preservation assistance programs such as Save America's Treasures, Preserve America, National Heritage Areas, and the American Battlefield Protection Program.

4. Provide stable and adequate funding for preservation activities within federal agencies, including those that carry out the national historic preservation program (the National Park Service and the ACHP) and those that have obligations under the NHPA.

5. Promote "creative mitigation" strategies that support alternative uses of planning and mitigation funds related to resolving adverse effects under Section 106.

6. Clarify authorities that allow federal agencies to provide financial assistance to SHPOs and THPOs to carry out key preservation activities, and if necessary remove impediments.

B. ENCOURAGE PRIVATE INVESTMENT. Maintain and enhance tax incentives, historic leasing, and other programs in support of adaptive reuse and other related preservation goals.

1. Make the federal historic tax incentive program more effective and supportive of building reuse and revitalizing our smaller, midsize, and rural communities, and in such community projects as reusing Main Street buildings, theaters, libraries, and schools.

2. Identify additional opportunities to provide greater clarification or flexibility in the administration of the federal historic preservation tax incentives program and how the Secretary of the Interior's Standards for Rehabilitation are interpreted and applied to projects to promote greater use of the historic tax credits in economic development and community revitalization.

3. Explore possible federal tax incentives that could assist tribal preservation activities.

4. Remove impediments and provide incentives to leasing surplus federal properties, including leasebacks for federal use.

5. Implement or revive NHPA assistance programs that have been unfunded, such as the loan insurance program.

6. Review Department of Housing and Urban Development (HUD) redevelopment criteria, including financing tools for legacy communities, to further encourage adaptive reuse projects and public-private funding for affected historic properties.

C. EXPAND PARTNERSHIPS. Advance public-private partnerships to support a wide range of preservation program and project objectives.

1. Evaluate and, where necessary, remove impediments to federal agencies' abilities to negotiate public-private partnerships and develop incentives.

2. Encourage federal agencies to work with business trade associations and the preservation community to identify and facilitate opportunities for partnerships.

3. Build partnerships with organizations with heritage interests such as the Smithsonian Institution and the museum community, national groups associated with African American, Hispanic, Asian American, and other communities, and commercial ventures such as Ancestry.com and Google.

4. Encourage and support collaboration, partnerships, and cooperative agreements among Indian tribes, federal agencies, and SHPOs to promote the consideration and protection of sites important to tribes.

D. INVEST IN PRESERVATION EDUCATION. Enhance appreciation for heritage as well as knowledge of methods and techniques for addressing preservation, planning, and other needs.

1. Partner with the National Council for Preservation Education, educational institutions, and the preservation community to establish national goals and priorities for professional and vocational education, with special attention to encouraging and supporting the participation of Native Americans and underrepresented communities in the preservation field.

2. Incorporate historic preservation into Department of Education and other related education assistance programs, with particular attention to service learning and local history and the introduction of K-12 students to history and historic places.

3. Support vocational training in preservation skills through Department of Labor programs and organizations such as the American Association of Community Colleges, and explore federal agency partnerships involving traditional craftspeople, building trade associations, and organizations like the Preservation Trades Network.

4. Work with the National Endowment for the Humanities, the National Endowment for the Arts, and the Institute of Museum and Library Services to promote public appreciation of American history and historic places.

5. Encourage federal agencies to include historic preservation in their respective programs that support various executive orders such as those regarding Tribal and Native Alaskan Colleges and Universities, Hispanic-Serving Colleges and Universities, Historically Black Colleges and Universities, and Universities and Colleges with significant enrollment of Asian American and Pacific Islander students.

6. Develop Cultural Landscape Heritage education programs, including hands-on learning with native plants, as a component of STEM/STEAM initiatives.

7. Increase public education efforts regarding tribal and Native Hawaiian organization interests, focusing on accurate information and better understanding of native cultures and their history.

E. SUPPORT NEEDED RESEARCH. Promote expanded research on preservation benefits, and encourage preservation as a key component of community sustainability, rural development, and adaptation to climate change.

1. Support research that demonstrates the contributions that historic places and historic preservation techniques and strategies can make to advancing national policy goals of sustainability, climate change adaptation and resilience, economic development, community revitalization, health, and the like.

2. Assess federal and federally supported research programs to determine where historic preservation might be usefully integrated to advance both the goals of the program and preservation.

3. Support research into naturalized heritage landscapes. These spaces of importance to local communities on social, economic, and environmental levels are part of American heritage concerns but may not currently fall within cultural landscapes criteria. Inclusion of this asset will resonate with a broader population of citizens, and instructively connect preservation with vital public health, safety, and welfare issues.

III. Goal: Improve the effectiveness of the national historic preservation program.

Strategies:

A. PROVIDE LEADERSHIP. Demonstrate world-class expertise and leadership in the field of historic preservation through the national historic preservation program.

1. Ensure that the requirement for each federal agency to have a Senior Policy Official is met and develop a recommended action agenda for the official to promote agency preservation concerns and values within the agency's culture.

2. Create a permanent Associate Director of the Council on Environmental Quality for cultural resource issues.

3. Convert the chair of the ACHP to a full-time position.

4. Raise the visibility of tribal cultural heritage in the White House Native American Affairs Council by creating a subgroup on the subject.

5. Raise the visibility of underrepresented cultural heritage on a national and local level.

6. Update and encourage conformance to the Secretary of the Interior's Professional Qualification Standards and the Office of Personnel Management's professional standards in historic preservation fields.

7. Incorporate training on federal preservation policies, procedures, and agency responsibilities into established training and briefing programs for federal policy-level officials and senior executives, such as those of the Federal Executive Institute.

B. IMPROVE PLANNING AND DECISION MAKING. Balance professionalism and community needs and values in preservation decisions.

1. Build, maintain, and support a comprehensive nationwide digital inventory of historic properties that is accessible and relevant to project planning needs.

2. Expand Section 106 and related preservation training, especially online, for government officials, applicants for federal assistance, and consultants, with special attention to tribal issues and other priority areas such as infrastructure improvement, climate change adaptation, and disaster response and recovery.

3. Develop guidance to better integrate traditional cultural properties, cultural landscapes, and intangible cultural values associated with historic places into federal planning and property management.

4. Explore ways to better involve CLGs in the federal historic preservation and environmental review processes, including training and standards for CLG's through NPS, SHPOs, and the National Alliance of Preservation Commissions.

5. Improve the capacity of communities receiving HUD funds under the Community Development Block Grant program to conduct historic preservation reviews and pursue preservation policies and programs.

6. Develop guidance to encourage early identification of historic places and concerned stakeholders, especially Indian tribes, and to improve accountability in carrying out the results of Section 106 reviews.

7. Identify and implement strategies and techniques that encourage Section 106 reviews to focus on outcomes while meeting procedural requirements.

8. Explore the relationship among Section 106, the National Environmental Policy Act, the Native American Graves Protection and Repatriation Act (NAGPRA), and other tribal-related authorities, such as state burial laws, to develop a more holistic approach to dealing with places of traditional cultural and religious significance to native peoples.

9. Strengthen protections for traditional cultural properties and sacred sites through use of National Monument designations, prohibitions on excavation of burials not currently protected by NAGPRA, and new laws that provide actual protection of such sites rather than just consideration in planning.

C. CAPITALIZE ON PROGRAM IMPROVEMENT OPPORTUNITIES. Expand successful programmatic strategies and re-examine existing processes and criteria to support preservation.

1. Encourage the greater use of Section 106 program alternatives, such as Standard Treatments and Exemptions, to focus the process where it can have meaningful impact on the preservation of historic properties.

2. Review implementing policies and guidance for Section 106 and the Secretary's Standards to identify opportunities to increase flexibility and encourage creative solutions.

3. Promote collaborative approaches among agencies, SHPOs, and THPOs to project planning and management of federal historic properties.

4. Provide the necessary resources and encourage federal agencies to effectively implement the requirements of Section 110 of the NHPA for federal agency preservation programs and federal stewardship of historic properties.

5. Explore the application of landscape-level planning and mitigation strategies to cultural resources.

6. Review the National Register of Historic Places and National Historic Landmark designation process and criteria, as well as the Secretary of the Interior's Standards and their application, to ensure that broader and more effective use of these important preservation tools is encouraged and barriers to their use are minimized.

7. Encourage and support co-management of properties important to Indian tribes, Native Hawaiian organizations, and Alaska Natives that are in federal ownership or subject to Section 106 reviews, with special attention to related flora, fauna, and other environmental resources.

D. USE TECHNOLOGY MORE EFFECTIVELY. Promote transfer and use of up-to-date technologies as well as innovative professional and vocational training.

1. Provide the necessary resources to apply contemporary technology to the conduct of the Section 106 process and expand the use of digitized information, e-106, and the like.

2. Use available technology to engage communities in identifying and protecting historic resources that they value and improve the transparency of federal planning processes.

3. Develop protocols that facilitate data sharing among agencies, SHPOs, THPOs, and participants in the Section 106 process.

4. Continue to revise and update the ACHP website as a user-friendly portal for both new and experienced members of the preservation community.

E. ENGAGE THE PUBLIC. Ensure meaningful public involvement and dialogue in public preservation programs and projects.

1. Strengthen requirements and provide guidance for early and effective involvement of stakeholders and the public in the Section 106 and NEPA processes and provide training for federal agency officials in public engagement strategies and techniques.

2. Work with underrepresented communities to develop innovative strategies and techniques for engaging them in federal planning processes.

3. Develop innovative applications of technology to promote public engagement and transparency in federal planning processes.