



## Fostering Innovation

### *Executive Summary*

The Preserve America Summit panel on Fostering Innovation was charged with reviewing historic preservation practices and determining how the potential of technology could be harnessed and how nontraditional solutions to preservation challenges could be encouraged. Co-chairs from the National Park Service's National Center for Preservation Technology and Training, the U.S. Department of Transportation's Office of Safety, Energy and Environment, and The History Channel led the panel of twelve leaders in heritage preservation. The panel's suggestions will foster innovation and the use of technology while advancing the cause of preservation on many fronts. The eight strategies promulgated by the Fostering Innovation panel are:

#### **Idea for Consideration # 1**

Aggressively promote and reward the use of innovative technologies, existing as well as new, including: digital information, storage and dissemination technology; new materials; new analytical and assessment techniques; and comprehensive training programs and resources.

#### **Idea for Consideration #2:**

Create a cross-disciplinary framework/structure that will act as a national clearinghouse for information exchange, and link all existing forums. This will provide opportunity for public, private, multidisciplinary exposure to a variety of topics including new methods, designs, and materials.

#### **Idea for Consideration #3**

Create a Presidential Commission that will lead the effort to raise the profile of historic preservation in the private sector.

#### **Idea for Consideration #4**

Raise the profile of heritage resources within the Federal Government.

#### **Idea for Consideration #5**

Expand the definition of heritage and cultural resources and communicate their critical importance to the public, clearly demonstrating their economic value but, more importantly, their educational and moral value. These assets are not simply worthy of investment, they are essential to maintaining the democratic ideals that shape the life of our nation.

#### **Idea for Consideration #6**

Create new financial vehicles for heritage resource development.

#### *Co-Chairs:*

**Kirk A. Cordell**  
Executive Director  
National Center for Preservation  
Technology and Training  
National Park Service

**Linda Lawson**  
Director, Office of Safety, Energy, and  
Environment

U.S. Department of Transportation

**Michael Mohamad**  
Senior Vice President of Marketing  
History Channel

#### *Expert Panelists:*

**Ralph Appelbaum**  
Ralph Applebaum and Associates

**Raymond Ashley**  
Maritime Museum of San Diego

**John Cosgrove**  
Alliance of National Heritage Areas

**Eric DeLony**  
Historic American Engineering Record

**Michael Henry**  
Watson & Henry Associates

**Elizabeth Hobbs**  
Minnesota Department of Transportation

**John Knoerl**  
National Park Service

**Bobbie Greene McCarthy**  
Save America's Treasures

**Cristyne Nicholas**  
NYC & Company

**Eric Pourchot**  
American Institute for Conservation of  
Historic & Artistic Works

**Franco Ruffini**  
Ohio Historic Preservation Office,  
Ohio Historical Society

**Robert Silman**  
Robert Silman Associates, P.C.

#### *Facilitation and Staff:*

**Paula Spero**  
Facilitator

**Sean Clifford**  
National Park Service

**Kathleen Ferrigno**  
History Channel

**Stuart Ruderfer**  
History Channel

**MaryAnn Naber**  
Department of Transportation

**Anthony Swift**  
Department of Transportation

**Brigid DeCoursey**  
Department of Transportation

### **Idea for Consideration #7**

Create a national marketing strategy that stresses the significant benefits -- to both the public and private sectors -- from investment in cultural and heritage resources. It is imperative to better understand the market for heritage development, who is being served, and how to strategically engage that market.

### **Idea for Consideration #8**

Mandate the inclusion of heritage education in national and state history/social studies standards and curricular frameworks. Ensure that the next generation of American citizens shares an appreciation of our nation's heritage by providing opportunities to experience local history and historic sites firsthand.

More detail on these ideas is provided in the following pages. Implementation of these ideas will reinvigorate and renew the heritage preservation programs in this country. Each idea includes a number of actions. The charge for action will be required across a variety of stakeholders including Congress, State legislatures, Federal and State agencies, the private sector, school districts and other stakeholders.

## ***Expert Panel Focus and Methodology***

The Fostering Innovation panel met July 31<sup>st</sup> to August 1<sup>st</sup>, 2006, in the Arsenal Building in Central Park, New York, NY. Built in 1858, this building became the first museum of Natural History and office of Robert Moses, who unified the New York City Parks system. Meetings were held in Moses' office, where the original Greensward plan for Central Park is exhibited. Panelists were provided with accommodations in the historic Roosevelt Hotel.

Panelists were drawn from a pool of nominated experts representing a wide range of backgrounds. Geographers, consultants, engineers, museum design specialists, and other practitioners from both the private and public sector were selected. These panelists applied their technical knowledge and experience to the question of fostering innovation in historic preservation. The expert panelists gave presentations to introduce general topics and highlight issues. A professional facilitator structured group discussions. Following the meeting, the panelists participated in conference calls and an interactive online forum to complete the recommendations.

## ***Findings***

The National Preservation Act of 1966 was intended to create a preservation ethic across the nation by encouraging the wise use of historic resources. The Act outlined a clear national policy, established a register for tracking and protecting historic places, funded a grant program, designated state and federal officials responsible for monitoring preservation, and provided for an Advisory Council to counsel the President on historic preservation matters. The 40th anniversary of the Act provides a timely opportunity to reflect on the changes of the past four decades and develop solutions to ensure the best possible protection and interpretation of heritage assets.

The panel discussion centered around five strategies for fostering innovation.

- 1. Strengthen National Leadership.** Responsibility for protecting, developing and interpreting the nation's heritage assets is shared among many Federal agencies as well as thousands of state/local officials and private citizens and organizations. The preservation community would benefit from a single voice, a high profile advocate who can unite diverse efforts, focus attention, and inspire the government and private sectors to collaborate on new solutions for preservation.
- 2. Expand Financial Resources.** Funding must be available to support innovation and offer incentives for the preservation community to share information and develop novel approaches and new technologies. Without a significant investment, we will continue to lose heritage sites, and their economic development potential, at an alarming pace.
- 3. Stimulate creativity and broaden cross-communication and collaboration through cutting edge technology.** New technologies must be implemented to keep preservation relevant and sustainable and share pertinent information. Stimulate innovative thinking and channel it into the mainstream.

**4. Define the heritage/preservation brand in economic terms and invest in a robust, national campaign.** The economic impact of heritage development and the opportunity cost of ignoring the issues must be vocalized to the private sector and the American public. An awareness campaign is necessary to position preservation as a national priority.

**5. Enhance history education at all levels.** Systems must be put in place to educate citizens on the importance of our heritage and its preservation. In addition programs at both the vocational and college levels should be created to teach the necessary skills to be preservation craftspeople.

These elements are the foundation of innovation, and, if they are further developed in the current US historic preservation program, preservation will be a national priority as it is in other countries.

### ***Ideas for Consideration***

The eight ideas on the following pages provide additional detail and insight on how to foster innovative practices in historic preservation.

### **Idea for Consideration # 1**

Aggressively promote and reward the use of innovative technologies, existing as well as new, including: digital information storage and dissemination technology; new materials; new analytical and assessment techniques; comprehensive training programs and resources.

### **Issue**

Cutting-edge technologies are not being fully utilized, either because the information about these technologies is not readily available or because appropriate technologies still need to be developed or modified for use in the preservation field. To remedy this, the historic preservation community must actively promote the development of new technologies, and increase opportunities to learn from fellow practitioners and other fields of endeavor. In addition, readily available digital technology is not being applied to statewide inventories of historic properties, an essential action to access and protect this data and plan for preservation of the properties.

### **Background**

Use of innovative materials, data management, methods of assessment and analytical techniques is currently inadequate. We lack the means to implement techniques and disseminate information concerning existing technologies and to create incentives to develop new technologies. Technology forums such as the National Center for Preservation Technology and Training (NCPTT) have made a start with a reference database of preservation-related technologies. Currently there are no established standards for creating and disseminating digital spatial information about cultural resources. Distance learning education and training opportunities in historic preservation are presently minimal. Cross-disciplinary communication is lacking. We need guidelines, information exchange, training, and funding sources.

### **Action**

- Develop incentives, such as federal grant programs, innovation awards, tax breaks, and public/private partnerships to promote innovative use of preservation technology. Private industry and institutions will participate if there is incubation funding and a market for their end products. The preservation community must help to create these markets. Federal and state governments must commit to fostering innovative technologies by taking a leadership role in using these technologies on the preservation projects they fund.
- Promote technology transfer and dissemination of information. Develop or expand a central database and clearing house such as NCPTT for preservation technology activities. Encourage cross-disciplinary, nationwide and international interchange of ideas and information. Expand preservation training, including on-line courses. Sharing this information will benefit preservation professionals, government agencies, the tourism industry, educational facilities, and the public.
- Expand use of digital information systems, especially GIS, to record locations and attributes of historic and archaeological resources. Fully fund SHPOs to support conversion of their paper records to GIS. The National Park Service must finish the creation of national standards for cultural resource data, as mandated by the OMB, to support innovative dissemination, such as on-line interstate access.
- Promote the use of advanced information, such as memory spots embedded at sites, or smart dots using GPS, or mobile phone messages for heritage tourism sites.
- Encourage and foster development of new materials and methodologies in historic preservation, e.g. electron microscopy, interpretative and display techniques, hi-tech materials such as carbon fiber, epoxy, lightweight metals, plastics, and composites.
- Create a corporate research tax credit for innovations in preservation technology.
- Encourage and foster development of new analytical and assessment tools in historic preservation work, e.g. computer modeling, non-destructive evaluation, environmental modeling and interpretation, laser measuring, GPS mapping, and remote sensing.

### **Idea for Consideration #2:**

Create a cross-disciplinary framework/structure that will act as a national clearinghouse for information exchange and link all existing forums. This will provide opportunity for public, private, multidisciplinary exposure to topics including new methods, designs, and materials.

### **Issue**

A key element for fostering innovation is the exchange of information from a broad array of perspectives and practices. There are currently few channels for such cross-pollination in the historic preservation community, which spans government agencies, archaeologists, historians, engineers, architects, conservators, geographers, tourism boards, museum professionals, and many other individuals and organizations.

### **Background**

No central listing of professional development courses is currently available. An exchange of information is needed about historic preservation technologies and techniques, as well as about innovative ideas in finance, marketing, education, interpretation, partnerships, and other related fields. Web-based clearinghouses are effective for stimulating information exchange. To be successful, a clearinghouse needs to go beyond voluntary postings of news, projects, and discussion forums from the field and have a source of reliable, ongoing funding and access to excellent information technology personnel and services.

### **Actions**

- Charge the National Center for Preservation Technology and Training (NCPTT), already a leading source of such information and technology, with development of the Clearinghouse. The project should:
  - Provide a variety of opportunities for interaction, such as forums, wikis, and other online tools.
  - Identify, describe, and provide links to existing forums (such as the National Park Service's Historic Preservation Learning Portal and Stanford University's "Conservation on Line" portal).
  - Provide exposure to outstanding practice examples that use innovative analysis techniques or new materials.
  - Provide opportunities to adapt technologies from other fields.
  - Anticipate future threats to historic materials (such as energy conservation needs, climate change, and economic sustainability) and encourage innovative solutions.
  - Disseminate information about and results from innovative grant-funded projects (perhaps by partnering with funding agencies and organizations).
  - Provide a searchable database of resources on the site and of other online resources.
  - Provide a searchable database of training opportunities.
  - Organize face-to-face meetings or other events to showcase innovative projects in historic preservation that will encourage discussion, enhance the online resources, and raise public awareness of the clearinghouse content. These events could also be held in partnership with other organizations to increase participation and visibility.
  - Charge staff with leadership and research functions to help guide and organize submissions, encourage participation, and provide content for the site as needed.
- Provide NCPTT with the adequate, multi-year funding, staff, and infrastructure to fully implement the clearinghouse, and the flexibility to innovate and respond to the needs of the preservation community.
- Encourage participation through publicity, conferences, and partnerships with funding agencies, government entities, professional associations, and other groups.
- Form a consortium of federal agencies and SHPOs to share knowledge, expertise, personnel, and funding to support a variety of historic preservation activities, such as converting paper records of cultural resource information to a GIS database, online training, volunteer programs, and compiling a best practices website.

### **Idea for Consideration #3**

Create a bipartisan Presidential Commission that will lead the effort to raise the profile of historic preservation in the private sector.

### **Issue**

In order to advance the cause of historic preservation, the corporate sector must be engaged more actively as stakeholders. A “blue ribbon” Presidential Commission incorporating these voices could help spur corporate partnerships and raise public awareness. Opportunities to increase the corporate sector role in fostering historic preservation need to be clearly identified and pursued. In the competition for corporate funding, cultural and historic preservation has not been valued as highly as it might merit and recommendations to change that are needed.

### **Background**

Presidential Commissions have been most successful at focusing solutions on a wide range of policy areas. A commission could provide a highly visible forum to encourage strategies for corporate support and involvement. Commission members should be selected from the highest levels of corporate, nonprofit and educational leadership for maximum visibility and credibility.

### **Actions**

- Create and fund a Presidential Commission on Heritage Preservation that will:
  - Promote a national perspective that preserving our heritage resources is a corporate concern.
  - Identify linkages between corporate interests and cultural heritage and opportunities for private sector involvement in heritage preservation.
  - Identify critical elements for the marketing strategy in idea number 7 as well as the clear benefits to the bottom line and corporate image.
  - Identify opportunities for public/private partnerships and using public dollars to leverage funding from the private sector.
  - Deliver a comprehensive set of recommendations to the President and disband.

#### **Idea for Consideration #4**

Raise the profile of heritage resources within the Federal Government

#### **Issue**

Within the Federal government, the focus on historic preservation is fragmented across a number of agencies and buried within organizations. As a consequence, it seldom rises to the level of public or official visibility or concern that it warrants. This recommendation would bring together and raise to a new level of prominence program elements that focus on protecting the nation's heritage; it would serve as a national clearinghouse on heritage/preservation but would not change the historic preservation responsibilities that myriad Federal agencies carry out in the course of administering other programs.

#### **Background**

Pulling together the elements of the Department of Interior that focus on historic preservation and those in the Department of Commerce that focus on heritage tourism under a top level Federal position would raise the visibility and emphasize the value placed on the Nation's historic and cultural legacy. It would unify Federal efforts, elevate the protection of heritage resources, and create a public voice for the disparate public and private elements of this community. The head of the new entity would serve as a national spokesperson to ensure that the critical needs of the historic preservation community are heard and addressed.

#### **Actions**

- The recommendation could be implemented in a variety of ways. Each of these requires action by the Executive Office of the President and the Congress.
- Create a cabinet level position focused solely on historic and cultural heritage to spotlight the importance and give voice to these issues in the national debate. Such a position would be comparable to the Minister of Culture in other countries and reflect the nation's commitment to ensuring a brighter future for our past. Or, alternatively, create a new Deputy for Cultural Heritage directly under the Secretary of the Interior, giving preservation of our historic and cultural resources comparable weight to the conservation of our natural environment. While the Deputy would have primary management responsibility, this recommendation presumes that it also would become a significant part of the Secretary's portfolio
- Establish a National Endowment for Heritage. Just as the National Endowments for the Arts and Humanities focus attention on these disciplines and provide invaluable resources to ensure that they continue to flourish at the national and local levels, this new Endowment would stimulate interest in heritage preservation and provide urgently needed grant funds.
- Designate a National Historian Laureate. This position would be similar to that of the poet laureate. It could be a free-standing presidential appointment or it could be an adjunct to any of the above positions. In either case, it would put a public, if largely symbolic, face on the issue. The individual could educate and advocate on behalf of the preservation community and provide a ceremonial presence at appropriate occasions.

### **Idea for Consideration #5**

Expand the definition of heritage and cultural resources and communicate their critical importance to the public, clearly demonstrating their economic value but, more importantly, their educational and moral value. These assets are not simply worthy of investment, they are essential to maintaining the democratic ideals that shape the life of our nation.

### **Issue**

Societies tend to support only the resources they value. It's important to create a dedicated constituency for a heritage-tourism-education triad, and to recognize the synergies it creates and how those synergies can be leveraged to meet community goals.

### **Background**

The stories of our nation are embedded in countless events and sites scattered throughout the country. They cover every aspect of our history and represent a diversity of cultures. By expanding our definition of heritage and casting a wide net to identify resources, we can build virtual pathways and memorable journeys through this rich, multifaceted landscape. This is not just about preserving heritage resources, it is about enlivening our national story and creating new educational, cultural, and economic opportunities.

### **Actions**

- Conduct a complete inventory of the nation's cultural and heritage resources and map their locations; create an easy-to-access GIS (Geographic Information Systems) database to make the inventory and maps available to the public.
- Begin a national effort to digitize material of historical and cultural value. To facilitate this massive undertaking, implement Federal standards for capturing, storing, analyzing, and sharing digital data for cultural resources information.
- Encourage heritage and cultural entities to use innovative digital technologies that can deepen visitors' appreciation of a place by allowing them to instantly retrieve site-specific information in audio, video, photo, and text form.
- Emphasize the narrative power of the built environment and other historic treasures to communicate our heritage of communal values, democratic ideals, and cultural diversity.
- Assess cultural heritage resources in terms of their broader economic impact at state and national levels; help structure and promote a nationwide program that links all heritage sites into a larger national story that is coherent and inspiring.
- Advise communities on creating tourism strategies and themes, building on their heritage capital to boost local development; encourage cooperation among localities and private institutions to create multi-day regional journeys and tours.
- Appeal to international tourists by encouraging world heritage status for more of our historic, cultural, and natural sites.
- Recognize heritage preservation as a jobs creator, not only for travel and tourism workers, but also for preservation professionals, such as archaeologists and historians, and restoration artisans.

## **Idea for Consideration #6**

Create new financial vehicles for heritage resource development.

### **Issue**

Efforts to preserve heritage resources suffer from inadequate and unpredictable funding. This climate encourages focusing on getting the job at hand done to the detriment of investing in innovation, research, and new technologies - key ingredients in improving the stewardship and productive use of America's historic properties. Success in this arena requires seeking novel funding sources for heritage resource development.

### **Background**

In an environment of limited governmental resources, it is critical to broaden the funding stream. This means identifying new partners, creating incentives, and fostering investment by the private sector. The participation of non-traditional partners will stimulate opportunities for innovation in historic preservation and broaden its base of support.

### **Actions**

- Appropriate funds from off shore drilling revenues at the amount of \$150 million per year as authorized in the National Historic Preservation Act to support historic preservation activities. Consider creating a dedicated trust fund, rather than relying on annual appropriations, to distribute this revenue.
- Create incentives for historic preservation at the neighborhood level by enacting federal and state homeowner tax credits similar to federal credits currently available to income producing properties listed in the National Register of Historic Places. Seeing their residential neighborhoods transformed will encourage homeowners to get involved in preservation, create a market for traditional building arts craftsmen, enhance a community's quality of life and sense of place, and attract tourists.
- Create national and state heritage bond programs that provide an opportunity for citizens to invest in the nation's historic resources.
- Require recipients of a federal historic rehabilitation tax credit to contribute a portion of the credit to an historic preservation fund designated for the preservation of significant public and not-for-profit owned buildings. Expand the list of items eligible for tax credits for charitable giving.
- Implement a low-interest, federally guaranteed loan program for heritage preservation/tourism interests through Chambers of Commerce or other private sector partners. This would provide an accessible funding stream to develop assets with the greatest potential to provide economic capital to the community through tourism and to appreciate in their own real value. Section 104 of the National Historic Preservation Act authorizes the Secretary of Interior to establish a loan program for the preservation of properties listed on the National Register of Historic Places. This never-implemented provision needs to be amended.
- Require that a percentage of the proceeds from the disposal of federally owned historic properties go into the historic preservation fund.
- Explore new State-level revenue streams for historic preservation, such as Colorado's dedicated percentage of gambling tax revenue, history theme license plate fees, state income tax form contribution check offs for historic preservation, and a percentage of property transfer fees dedicated to heritage resources.
- Promote public/private collaborations that look beyond traditional partners by compiling examples of and recognizing (awards programs) successful projects. Create involvement in historic preservation through local competitions, such as the Tidy Town example, wherein a town that wins receives grant funds for local historic preservation needs from a sponsoring corporation.
- Establish a national indemnification policy that both reduces the cost of staging traveling heritage exhibits and creates an incentive for more exhibit and educational activity and an opportunity for sharing entry fees.

### **Idea for Consideration #7**

Create a national marketing strategy that stresses the significant benefits -- to both the public and private sectors -- from investment in cultural and heritage resources. It is imperative to better understand the market for heritage development, who is being served, and how to strategically engage that market.

### **Issue**

Heritage development is an innovative model that conserves and preserves heritage and cultural resources as it strengthens regional and local economies throughout the nation. The U.S. needs a comprehensive strategy to enlighten and inform the public of the benefits of a wise investment in heritage tourism, conservation and preservation technologies, and heritage development practices and innovations.

### **Background**

Economic impact studies indicate that in 2005 alone a single facet of heritage development (heritage tourism) generated \$8.5 billion, supporting 150,000 jobs and \$3.2 billion in wages. Investment in conserving and preserving cultural and heritage resources is a magnet for economic development. By strategically engaging all stakeholders -- the public sector, the private sector, and the citizens whose stories are being told -- we emphasize the benefits of wise investment, changing the image of cultural and heritage resources from irrelevant artifacts to those that engage interest, stimulate the economy, and improve the quality of life.

### **Actions**

- Identify a lead Federal Government entity to assemble leadership from all sectors to craft a unified and comprehensive marketing strategy, i.e. Presidential Commission, cabinet level agency
- Use existing infrastructure to most effectively carry a unified message, i.e. national corporations, National Heritage Areas, regional tourism bureaus, national non-profit organizations, State Historic Preservation Offices, Chambers of Commerce, tribal organizations.
- Use the most effective data to focus the message, i.e. polling, focus groups, studies of demographic trends.
- A comprehensive strategy must utilize modern branding techniques to discover how cultural and heritage resources can be captivating; study how other industries have effectively used branded techniques to attract attention.
- Create strategic engagement with developers and corporate sponsors by understanding the needs that motivate giving and by creating marketing strategies that speak the language of the private sponsor. It is imperative to understand that private corporations are accountable for generating profit and to think about what drives decision-making in corporate marketing. The approach must be crafted in a business-like way.
- Engage the citizen at the local level and promote heritage resources as integral parts of the whole community; engage local citizens as advocates for their region's cultural and heritage resources.

### **Idea for Consideration #8**

Strongly encourage the inclusion of heritage education in national and state history/social studies standards and curricular frameworks. Ensure that the next generation of American citizens shares an appreciation of our nation's heritage by providing opportunities to experience local history and historic sites firsthand.

### **Issue**

An understanding of American history and culture is critical to preserving our democracy and our freedom. However, a study conducted in 1998 by Rosenzweig & Thelen showed that most Americans like heritage but not history. If we want students to understand our nation's heritage and appreciate its unique history, we must make the study of history relevant to their lives.

### **Background**

Heritage education encourages students to draw connections between the history of their own communities and the defining people, places, and events of our nation's rich past. A spark is generated when children recognize the history that exists around them, that it is real, and that they are an important part of it. Taking students out of the textbook to explore the history and culture that lives on across town, around the corner, and even in their own homes helps personalize their links to American history.

### **Actions**

- Mandate that the results of the NAEP U.S. History examination be included in the AYP (Adequate Yearly Progress) assessment of our nation's public schools. Holding history teachers to the same accountability standards as math and literacy will provide an incentive for them to seek out innovative methods and best practices for improving student performance.
- Create sustained national leadership for Heritage Education. Provide funding and staff support for a Director of Heritage Education at the National Park Service to coordinate heritage education activities in all 50 states, provide guidance and support for organizations looking to improve their offerings, and coordinate an annual Heritage Education Conference.
- Conduct independent research to determine the impact programs such as Save Our History, We The People, National History Day, and CiviConnections have on student performance. Provide funding (federal, state, private) for innovative, successful heritage education/preservation programs that demonstrate the ability to improve students' understanding of and appreciation for history.
- If students cannot explore their local history outside of the classroom, bring it into the classroom. Create national/local heritage education programs (in partnership with NPS, NARA, and the Smithsonian.) for use on SmartBoards and computers. Develop partnerships with hardware and software manufacturers to include Heritage Education programs in the packages offered to schools.
- Fund professional development to train teachers to use the historic sites, documents, and artifacts that exist in their local communities in the classroom. Provide accreditation for attending teachers. Create reproducible, state-by-state seminars with national and local historians, preservation experts, and acclaimed guest speakers.
- Provide ideas to school districts for linking students to historic sites. Whether using Save Our History as a basis or by encouraging independent service-learning projects that focus on local history and historic preservation, students can make an impact in their communities, fulfill service-learning requirements and enhance their extracurricular activities for college entry.
- Mandate that each application for a Teaching American History Grant contain a section on incorporating Heritage Education into the professional development funded by the grant.
- Develop and fund a summer internship/apprenticeship program for students interested in working for a local history or preservation organization or university historian or preservationist.
- Create a state-by-state approved list of Field Trips. To ensure that students benefit from field trips, ask historic sites to design curricular materials that correspond to state history standards. Once materials are reviewed and approved, the site would be added to home state's approved list. State funding for field trips would be allocated to approved sites only.
- Encourage historians and history professionals not only to interpret the history of the sites they maintain, but to explain the importance of its preservation, including techniques, threats, and suggestions for how students and their community can contribute to local preservation efforts.

## *Conclusions*

The collective focus of these recommendations is on creating an environment within which new ideas can be shared and implemented. The panel has recommended a variety of structures and programs that might help people, businesses, agencies, and organizations in the field be more creative and encourage the use of improved methods, materials, and processes. Fostering innovation requires several key components:

1. Provide leadership -- support experimentation and continuity of efforts and advocate for heritage preservation in a manner that demonstrates its economic, social, and educative power, encompasses a wide range of interlinked activities, such as marketing, education, community involvement, and finance, and strengthens the federal commitment to the field.
2. Provide communication -- share information, techniques, and ideas from within and from outside heritage preservation.
3. Provide incentives -- recognize and fund innovative people, products, and processes and promote rehabilitation of historic neighborhoods.

Many innovations are incremental in nature, so it often takes time for these ideas to be fully developed and the cumulative effects to be visible. However, the full implementation of the panel's ideas have the potential to transform the heritage preservation programs in the U.S. and to reinvigorate the cause put forward 40 years ago by the framers of the National Historic Preservation Act. Only by fostering innovation at every level of preservation, and by creating new opportunities for cooperation and advocacy, can the challenges facing heritage preservation in the new century be met.