Protecting Places that Matter

How can historic preservation be better integrated into public planning and the effectiveness of Federal protective mechanisms for historic resources be improved?

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Executive Summary

Federal, state and local preservation laws have been enacted over the years with the goal of protecting our national heritage for future generations and telling the story of our history as a nation. For 100 years, starting with the Antiquities Act in 1906, Congress has endorsed the concept that our heritage belongs to all of us and that its protection and preservation benefits the United States and its people. The most far-reaching congressional action was the passage of the National Historic Preservation Act (NHPA) in 1966. It provided the infrastructure within the Department of the Interior for the national historic preservation program, a federal/state partnership to implement the law. It established the Advisory Council on Historic Preservation (ACHP), State Historic Preservation Officers (SHPO), Tribal Historic Preservation Officers (THPO), State Review Boards, the National Register of Historic Places, Certified Local Governments, grant and loan programs, and authorized the creation of federal preservation standards. It also included a process for federal agencies to manage their historic resources and to assess the effects of their undertakings on historic and archeological sites - Sections 110 and 106 of the law. Although not as strong as Section 4(f) of the Transportation Act, passed the same year, which mandated protection of historic resources for transportation projects, Section 106 required all federal agencies to provide the Advisory Council an opportunity to comment on the effects of their undertakings. It has been the foundation of federal preservation protections ever since and has been widely replicated in state law.

The NHPA is visionary, comprehensive, and speaks for itself. It declares that:

- "the spirit and direction of the Nation are founded upon and reflected in its historic heritage;"
- "the historic 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;"
- "the preservation of this irreplaceable heritage is in the public interest so that its vital legacy of cultural, educational, aesthetic, inspirational, economic, and energy benefits will be maintained and enriched for future generations;" and
- "in the face of ever-increasing extensions of urban centers, highways and residential, commercial and industrial developments, the present governmental and non-governmental historic preservation programs and activities are inadequate to insure future generations a genuine opportunity to appreciate and enjoy the rich heritage of our Nation."

Has this law lived up to its goals? Does it allow for preservation to be effectively integrated into local, state and federal planning activities and are federal protective mechanisms effectively encouraging or mandating the preservation of historic and archeological resources?

Our panel concluded that we do not need more preservation laws. The vision, structure and programs outlined in current statutory language are forward-thinking and inclusive. What is needed, however, is better implementation, application, and enforcement of current laws. The federal government must provide leadership, training, ensure consistency, and identify, publicize and promote best practices. And specifically, recommitment to a federal leadership role is essential if the NHPA is to reach its full potential, as envisioned by Congress 40 years ago. To that end, we see the following steps as imperative in achieving this goal:

- The existing provisions of the NHPA, many of which are underutilized, overlooked, and/or under funded, should be fully implemented and enforced. NHPA needs a compelling message as effective as the environmental movement;

- Decision makers in both the public and private sectors should better understand the full scale and scope of our heritage by inventorying the entire nation's historic legacy—places, communities, structures, archaeological remains, cultural and historic landscapes, and traditional cultural places.

- The costs and benefits of historic preservation should be quantified, promoted and made accessible;.

- Technical assistance in historic preservation to state and local communities should be greatly expanded, perhaps through the *Preserve America* Initiative.

- Concrete steps should be taken to facilitate the use and effectiveness of public/private partnerships.

Expert Panel Focus and Methodology

Because our panel could not meet until late September, the co-chairs met weekly starting in mid-June to organize the logistics, content and strategy for the face-to-face forum discussion. Once the panelists were selected, we convened two conference calls with all panelists in order to begin our group discussion. The first meeting, held on August 28th, was an organizational meeting to familiarize panelists with our topic, to summarize the main areas we wanted to pursue, and to clarify the instructions we received from the ACHP. After that call, we polled the panelists and asked them to select their five top priorities from the list of nine possible topics the co-chairs had developed. Based on panelist feedback, we consolidated the list into five topic areas. Panelists were then asked, by email, to select the three topic areas they were most interested in working on. Co-chairs then assigned panelists to topic areas and each team picked a team leader. Teams were instructed to work on their own to develop a written summary, following a template we developed, to define and clarify their topic for discussion at the second conference call. They were asked to include 2-3 paragraphs of general information and background on each topic, and comment on the successes and the challenges in their topic area. The second call was facilitated by John McCann from CI International. That call consisted of a report from the five teams with a brief presentation on their topic summary and development of the agenda for the forum in Baltimore.

TEAM TOPICS

TEAM A:
Examining the effectiveness and implementation of Federal Historic Preservation Laws and Executive Orders.
TEAM B:
Promoting sustainability in policy-making, planning and decision-making at the federal, state and municipal level.
TEAM C:
Measuring and enhancing the success of federal participation in public-private partnerships.
TEAM D:
Educating the public on historic preservation and identification and protection of historic resources at the federal, state and municipal levels.
TEAM E:
Identifying and allocating the costs of protecting historic resources.

On the first day of the facilitated forum in Baltimore (September 27 and 28), each team presented its topic area and after a brief discussion, panelists were asked to provide five (or more) ideas or recommendations for each topic area. On the second day, those ideas were narrowed down from thirteen to five. For the final report, each team was asked to write the summary of their idea.

The background material given to the panelists was the information provided by the Advisory Council staff, including the National Historic Preservation Act.

(The Panel's work plan flow chart and agenda for the Panel forum meeting are attached as appendices.)

Findings

Background: At the federal level, Congress and Presidents have supported laws and Executive Orders designed to protect historic resources and to strengthen the federal government's commitment to the preservation of our national patrimony. Many states and municipalities have also recognized the benefits – both economic and social - of historic and heritage preservation, and have mandated protection or, more commonly, required consideration the impacts on historic resources of individual or governmental actions through state laws and municipal ordinances. The concept of the need for statutory and regulatory protections for historic resources is generally accepted and supported. However, the full application, implementation and funding of these protections has been lacking.

The Panel's vision for a robust national preservation program is for the American public to enjoy an intimate connection with history with an increasing desire to be good stewards of the buildings, objects, sites and collections that tell the story of our past. Individuals should have a sense of ownership of our common heritage and recognize and embrace the benefits of preservation.

Discussion of Challenges, Opportunities and Needs: The "Protecting Places that Matter" Panel considered these and other questions: After 40 years of experience, can we say that the existing laws, regulations and planning tools been effective and that they are adequately protecting historic resources? Are public planning efforts at all levels of government adequately considering and the impacts on historic resources? Are we protecting and preserving too little or too much? Are environmental and preservation laws, which often overlap, being integrated effectively? Are we promoting practices that support existing communities and provide opportunities for local community involvement? Are we successfully making the case for the value of preservation and building a broad-based network of support? Is preservation embraced by the environmental and smart growth communities? Are archeological resources being effectively protected? Are sacred places and tribal interests being recognized and equitably supported? Are the costs of applying these laws too high or are we not investing enough? Are we adequately communicating the preservation message?

The nation has changed dramatically in the 100 years since the Antiquities Act was passed, as it has over the last 40 years since the NHPA was enacted. Demographics and other indicators are shifting. Families are smaller and using more square footage per person, the number of single family households is increasing, people are living longer, and consumption of open land exceeds population growth. Retail and consumer patterns have changed dramatically, construction costs are going up, global warming is a real issue, landfills are over-filled, and energy costs are increasing. Have preservation laws kept pace with these changes? In the Panel's discussion of how these laws are - or are not - working and how effectively the consideration of historic resources is being incorporated into public planning, we focused on the following areas:

- Existing preservation laws are good, but are not necessarily well understood, implemented, applied, or funded. We have good tools in place but "the tools are only as good as the user." At present, the federal government is not providing the leadership needed to identify and address gaps in application of the current law, and to ensure more uniformity and consistency in their application. There needs to be support for users and regulators and a more seamless application of the laws, especially where there are overlapping laws or regulations. Gaps should be identified and addressed through education and increased regulation, where necessary. The many public benefits of preservation also need to be publicized;

- Historic preservation is too often an afterthought in the application of federal law and consequently, it is often difficult to achieve optimal or even good preservation outcomes unless preservation is considered in the earliest stages of planning;

- Federal agencies often don't make the connection between historic preservation and agency missions and fail to recognize how preservation is often in their best interest and can further many of their goals. Federal officials responsible for carrying out preservation often don't have the credentials, knowledge, or the clout within their agencies to be truly effective;

- We can't protect historic resources effectively unless we know what we have. Investment in resource inventories has not been a sufficiently high priority and the information that exists is not always easily

accessible to the general public and federal agencies. What do we achieve by having comprehensive inventories and who bears the cost;

- Historic preservation and rehabilitation of older buildings has not been adequately incorporated into the "sustainability," "green" or "smart growth" agendas. Adaptive use of buildings is recycling on a very grand scale and its importance as a community development and anti-sprawl tool needs to emphasized and better understood;

- Steps should be explored to elevate the importance of historic preservation within the federal government. Issues to be considered include -- Should the ACHP be in the White House as is the Council on Environmental Quality? Should federal preservation leadership be more visible? Greater visibility may increase our ability to get federal preservation programs and initiatives funded adequately.

- We are lacking good socio-economic research to evaluate, quantify, promote and make accessible the costs and benefits of historic preservation. We need good facts, data and "sound bites" to make our case with the public and with decision makers at all policy levels;

- We need to find better ways to get resources (people, tools, knowledge, and funds) to local communities so they can address historic preservation needs. Local leaders need better access to training, good case studies and technical assistance;

- Public / private partnerships are an increasingly important means of accomplishing preservation and adaptive reuse of historic resources, but such projects can be challenging and time consuming. We need to develop case studies, look for ways to inform and shorten the process, create a template for the process and increase incentives to encourage private investment and partnerships;

- Education is key to the regulatory and planning process. We need to reiterate and reinforce the education portion of the NHPA; and

- The preservation movement needs to develop a strong "Vision" for preservation. We must clearly articulate where we want to be in 20 years, and what success would look like, and then communicate that vision to decision makers and the public. We must better measure progress and success to support increased funding;

Although many suggestions for change were considered and although it was difficult to narrow it down to five, the following ideas were agreed upon by consensus of the Panel.

Ideas for Consideration

Idea 1: Fully Implement the Existing Provisions of NHPA

Summary: The NHPA is a living document. Its provisions are as relevant today as they were when they were written, yet crucial sections of the law have not been implemented or applied fully.

Background and Justification: Both the NHPA and the Preserve America Executive Order state that it is in the national interest to preserve our heritage and declare that it shall be the policy of the federal government to take a leadership role in preserving our nation's patrimony. The NHPA already places a number of obligations upon the federal government, a large number of which remain unfulfilled. Items already provided for in the law should be applied and supported. Full implementation will require a commitment of resources. Without full support and implementation, federal agencies will remain vulnerable to law suits. All participants in this process must have a full understanding of relevant statutory provisions and implementing regulations.

Suggestions for Implementation*:*

1. **Inventory**
   Section 110 requires Federal agencies identify, evaluate, and nominate their historic resources to the National Register. This provision should be implemented fully, with at least 20% (or a defined percent) of the lands under their jurisdiction surveyed over each of the next 5 years. Likewise, section 101 directs SHPOs, and THPOs (if they choose to assume this function) to conduct comprehensive surveys of historic resources. These surveys must be fully funded by the federal government over the next ten years.
2. **Review Significant Threats to Historic Resources**
   Section 101 requires a review every 4 years of significant threats to National Register-listed and eligible resources. This provision should be implemented by the Secretary of the Interior through a nationwide conference to assess current threats to historic resources.
3. **Loan Guarantees and Matching Grants**
   Section 104 requires the Secretary of the Interior to establish and maintain a loan guarantee program to finance historic preservation projects for National Register properties. This program has not been funded and is currently unutilized. It should be staffed and funded. In addition, another part of section 101 authorizes matching grants for local historic preservation projects to be passed through the state offices. This program has not been funded since 1981, and funding should be renewed.
4. **Section 106 – Improve Early Compliance and Extend Geographic Application**
   Section 106 should be integrated as part of the overall environmental review process early in project planning and be responsive to community values; it should be explicitly made applicable to federal activities on the Outer Continental Shelf as well as outside the territory of the US, through a statement of presidential policy. For Federal undertakings outside the U.S., to properties planning consideration must be given to places on the World Heritage List or the host country's equivalent of the National Register.
5. **Elevate Role of Tribes in Section 106**
   The THPOs must be given funding levels commensurate with their roles equivalent to SHPOs. The Alaska Native Corporation Settlement Act should be clarified so as to enhance the opportunity for Alaskan tribes to establish THPOs, reemphasizing roles of non-federally recognized tribes as participants in Section 106.
6. **ACHP Leadership in Oversight and Enforcement of Section 106**
   The ACHP must enhance its leadership in assessing agency compliance and recommending and publicizing best practices for effective section 106 reviews. The ACHP must identify agencies whose programs and policies are not consistent with section 106 and working with the President and Congress develop strategies for improving those agencies' performance.
7. **Looting of Cultural Sites**
   The Secretary of the Interior should study and report ways to control illegal trafficking in antiquities [per Section 113].. While there was a consensus that there was no need for additional legislation of general application, there are special areas, such as the protection of underwater cultural heritage and tribal heritage, that warrant further consideration.
8. **Elevate Visibility of Historic Preservation within Agencies**
   An essential element of the Federal agency role is to serve as leaders in the stewardship of the nation's heritage. In order for an agency to fulfill its historic preservation responsibilities, its senior preservation officer must have meaningful input into agency policy at the senior policy official level. Federal preservation officers should meet the Secretary of the Interior's professional qualifications and be given the scope to ensure that each agency fulfills its stewardship and preservation planning obligations.

Idea 2: *Develop a Comprehensive Inventory of our Nation's Historic Legacy by 2016*

Summary: The Panel's vision is to discover the full scale and scope of our past by inventorying the entire Nation's historic legacy - buildings, objects, sites (includes landscapes), collections (archaeological and underwater resources included) – in fact everything tangible and valuable from our past. This inventory will be a powerful tool for all aspects of historic preservation.

Background and Justification:
There is no comprehensive list of the Nation's historic legacy. State and Federal survey programs called for under the Historic Preservation Act of 1966 have not been completed, are very uneven in scope and completeness, and have lost impetus. We are in danger of losing the tangible remains of our history and have an incomplete understanding of the scale and scope of this problem. A consistent, searchable, inventory, making use of modern technology, is needed because:
1. There is a demonstrated direct and positive connection between the identification of a historic resource on an inventory and its prospect for long-term preservation.
2. It will enable consistent and effective decision-making at all levels of government and for the regulated community, and will support a range of preservation efforts. These include: Empowering local communities in their planning and preservation efforts; Identifying and prioritizing projects for public/private partnerships and adaptive re-use; Supporting the regulatory process by improving decision-making within the Section 106 and other arenas, benefiting Federal agencies and applicants; Providing consistent and reliable data for educational, research and archival purposes; Encouraging public involvement at all levels of historic preservation by making information accessible, subject to reasonable disclosure safeguards.
3. It will be a major contribution to the understanding of all aspects of the history of the Nation.
4. Agencies and applicants for federal assistance currently lack guidance as to the appropriate level of historic site identification in the Section 106 process, possibly leading to unnecessary expense.

Suggestions for Implementation:
1. Develop a comprehensive inventory in three steps:

- The existing inventory, which currently is stored in a variety of media at Federal, State and local levels, will be digitized and organized in accordance with agreed upon minimum National standards. This will be accomplished by 2016, the 50th anniversary of the National Historic Preservation Act.
- Efforts will then turn to filling in gaps in existing information. By 2026, the 250th anniversary of the Nation, the inventory of the U.S. will have been comprehensively developed.
- A dedicated program of maintenance and upgrading will ensure that the inventory remains current.

2. Conduct a periodic census of our "Legacy" assets: Measuring Performance:
There will be a Federal initiative to generate a "Census Report" on the inventory of the Nation's historic legacy. This report will be presented periodically and will require documentation of progress in meeting the goals.

Comments:

- The inventory will require commitment of financial resources. The National Park Service has already developed methodology for establishing costs for this type of program. The Federal government must spearhead the initiative by providing funding via the Historic Preservation Fund and other sources through the Department of the Interior;
- The statutory basis for the inventory is already in place in the NHPA;
- The inventory is achievable with existing digital technology and systems. Minimum data standards will encourage efficiency without loss of key information;
- SHPOs and THPOs are the nodal points of the inventory process, assisting local efforts and feeding information to the Federal level; and
- Federal agencies can integrate and adapt their existing inventory functions to contribute to the expanded program.

Idea 3: Evaluate and quantify the costs and benefits of historic and heritage preservation.

Summary: Through research and analysis, the vision is that historic preservation and adaptive reuse of historic resources will be widely recognized as the first and best way to accommodate new or retained jobs, provide housing, and accommodate civic uses in every community. The broad range of benefits and costs of historic preservation will be so effectively quantified and the case so credibly made that key audiences are influenced to invest in preservation.

Background and Justification:
Historic preservation has been an economic engine in many communities, stimulating broad-scale revitalization, tourism, job creation, retail vitality, environmental quality, and enhanced quality of life. However, preservation is still widely seen as either an end in itself, a hindrance, or a cost rather than a tool to unlock panoply of community benefits both tangible and intangible. The preservation community has not done enough to concretely quantify the costs and benefits associated with historic and heritage preservation that could help generate and increase public and private support of the preservation mission.

Suggestions for Implementation:
1. Develop and implement a research program to evaluate, quantify, promote and make accessible the costs and benefits of historic preservation and disseminate conclusions to key constituencies to increase support/demand for historic preservation.

2. Organize an interdisciplinary council (policy, real estate, communities, building trades, environment, and energy) to identify research gaps and develop a short and long-term research agenda. Identify appropriate entities and funders to implement, undertake and sponsor key research initiatives.

- Potential Research Council Members: federal agencies, state and federal Legislatures, communities/community leaders, private sector for-profit and non-profit partners, new constituencies, decision-makers, building owners, real estate interests, tourism-related interests, proponents of neighborhood schools, educational institutions.
- Potential research topic areas include:
  - Case Studies;
  - Cost/benefit analysis;
  - Use of State and Federal Tax Credit;
  - Site analysis (e.g., historic battlefield versus new use);
  - Affordable Housing Studies;
  - Environmental Benefits study (site or metropolitan area, heritage corridors, etc.);
  - Opinion polls (longitudinal) –regional and state opinion polling, tourism-related polling; and
  - Energy Balance and embodied energy studies.
- Develop a consistent, user friendly, searchable database to catalog and disseminate research information.

3. Encourage preservation partners (federal, state, tribal, non-profit, academic institutions) and other related disciplines to coordinate and synthesize existing research.

4. Create preservation factoids and disseminate to SHPO's, THPOs, state and local non-profit organizations and others. Determine critical audiences and develop targeted fact sheets (e.g., community leaders, state legislators). Potential Research/Fact Sheet Topics include economic revitalization; transportation costs (building users); federal agencies (Income producing/cost-savings, non-profit support, employee access/proximity, transportation modes/health, mission-orientation and enhancement, public relations); sprawl/smart growth/growth patterns and impact on downtowns; energy use; community benefits (proximity to users/customers, tourism, uniqueness, identity, property value, and taxes). Include guidance on how communities gain designation, recognition and/or funding through Main Street, Preserve America, Save America's Treasures, Heritage Corridor and other programs.

Idea 4: **Expand our Nation's Technical Assistance and Training in Historic Preservation to State and Local Communities through the *Preserve America* Initiative: The *Preserve America* Community Agent**

Summary*:* Almost all historic preservation is local both in desire and process. However, this effort is often impeded by lack of resources or institutional knowledge. Varying opportunities to facilitate historic preservation – public and private – can be challenging. The goal of this initiative would be to provide hands-on assistance to communities working through the State and Tribal Historic Preservation Offices. Important to note that technical assistance extends beyond bricks and mortar to include funding, public outreach, development of local commissions, how to conduct surveys, and the like.

Background and Justification: Since establishment of the national historic preservation program a top-down organizational model has prevailed, i.e., policy direction and assistance has flowed down from the Federal level to state and tribal preservation programs and eventually to the local level. This model has served well the needs of the preservation program during its developmental years. But as the program has now evolved and matured, the next 10-20 years need to witness a fundamental realignment to accommodate leadership from the local level. The *Preserve America* Communities program, which encourages communities to take a good look at their past accomplishments and how they are celebrating their unique heritage and sense of place, provides the catalyst for this transformation. The establishment of *Preserve America* Community Agent in each State and Tribal office would be a significant step in this direction. This agent would (1) serve as an ombudsman for preservation, facilitate the accessibility of preservation knowledge to local communities, (2) ensure that the standards of preservation continue to be established at the federal level with input and initiatives being encouraged to come from the local and state levels, and (3) expand ideas of preservation beyond historic structures to include elements which alone may lack the integrity required to listing as a historic resource but taken together with other elements define a historic community.

Suggestions for Implementation:
1. Create a *Preserve America* Agent to provide the expertise and knowledge necessary to navigate the historic preservation arena and builds on the Initiative's goals of preserving and promoting local community heritage resources and fostering partnerships at all levels of government and in the private sector. A *Preserve America* Agent would provide direct assistance, as follows, to *Preserve America* Communities and would seek to expand the program through additional community and neighborhood designations. This proposal expands the objectives of the *Preserve America* Initiative and creates a framework for providing technical assistance in historic preservation to state and local communities through the state and tribal historic preservation offices. The *Preserve America* Agent would provide continuity for local communities of knowledge of resources and processes also provides SHPO and THPO with stable staff and budget in this area. It would foster and develop public/private partnerships and private investments, look for opportunities to develop nontraditional constituents and leveraging of resources. It could act as a facilitator for communities provide ideas and best management practices and at link to other communities. The result would be a way to elevate historic preservation ethic at the local level.
2. Congress should provide authorization and new funding for the *Preserve America* Initiative that doesn't compete with existing federal preservation program funding
- Identify specific funds for *Preserve America* Initiative including:
    - Administrative funds to ACHP/DOI;
    - Direct funds to SHPOs and THPO to create a position to for a *Preserve America* Community Agent; and
    - Institute a centralized web-based network of federal, state, local and tribal resources.

Comments:
- Measures of success would be the establishment of a *Preserve America* agent in each state and tribe, an increased number of designated *Preserve America* Communities, an increased number of preserved assets and increased numbers of visitors to community.

Idea 5: **Take Concrete Steps to Expand the Use and Effectiveness of Public-Private Partnerships for Preservation**

Summary: This proposal sets forth a structure for federally supported public-private partnerships, and develops a process to ensure information sharing and recordation of such accomplishments.

Background and Justification:
Initial research into existing public private partnerships in preservation revealed numerous well-documented case studies. Interestingly, it appears that many of these partnerships are not documented as preservation initiatives – though the benefits of the partnership clearly extend from/to an historic resource or community. In addition, there is not a one-stop resource for evaluating local economic impact or identifying which public-private partnerships have stemmed from a federal catalyst. The role of the federal government is understated on many levels and often not communicated throughout the national or international real estate communities. Local communities and developers may look to a federal inventory as prime real estate that could serve as a catalyst for redevelopment but find themselves without models or structures to facilitate a partnership with a federal agency. And finally, federal agencies are pursuing public private partnerships independently and in a vacuum, at times painstakingly recreating processes already established by another federal agency. To date, the benefits of these partnerships (Governors Island, Timberline Lodge, Pacific Hospital Preservation and Development Authority/Amazon.com Headquarters, Mariners Museum, Hotel Monaco, the Amy Biehl Charter School, and many others) go without recognition, credit or acknowledgement. And the Office of Management and Budget's (OMB) interpretation of existing scoring rules makes it extremely difficult establish public-private partnerships based on long-term lease agreements. The positive impact and return generated for local economies by these partnerships must be demonstrated to Congress and the value of preserving historic properties quantified.

Ideas for Implementation: Several key ideas are put forth for consideration:
--Identify/document representative public-private partnerships, essentially creating an inventory of partnership accomplishments and models;
--Through widespread short and long-term effort, get the word out on these partnerships – not only from agency to agency but to private lenders, developers, business journal publications nationwide, and the like. Preservation professionals talk to a limited audience – limiting extent of partnerships; outreach to the private sector is key to increasing partnerships in the future;
--Use representative case studies to develop a template – much like Urban Land Institute models – to serve as a guideline for developing/pursuing public private partnerships. The template will offer guidance, recognizing that each project will be unique and have its own set of parameters; It would be important to look at international examples - much like was done when drafting the NHPA); lay out a structure for innovative financing and approaches to overcoming financial obstacles using "enhanced lease" alternatives.
--Work with OMB and Congress to resolve administrative obstacles to public-private partnerships by expanding enhanced leasing authority of federal agencies.
Identify administrative actions needed to address budgetary rules that impede innovative redevelopment.
-- Include in Section 106 agreement documents (MOA, PA, etc) a mitigation measure/stipulation requiring production of a best practices report documenting how the partnership was formed and the effort executed;
--Survey "time in development" of private ventures against public-private ventures to determine bottlenecks or problem areas and develop strategies to resolve them.

Comments:
- Performance could be measured by reports produced as part MOAs and Pas submitted annually to the ACHP as part of *Preserve America* Executive Order 13287 reporting requirements and disseminated through ACHP and final 13287 online reports; partnership reporting requirements will hold the same weight as inventory identification and other stewardship requirements, and the increase in local economic activity due to an increase in the number of public-private partnerships could be documented.
- Establish partnership "peer reviews" (much like the Design Excellence Peer Review model), made up of professionals who have successfully carried forth a public-private partnership.
- Take advantage of university programs and students for internships, education, survey work and other broad creative opportunities.

Conclusions

The "Protecting Places that Matter" Panel concluded that we do not need to enact more preservation laws. We need to more effectively use the ones we have.

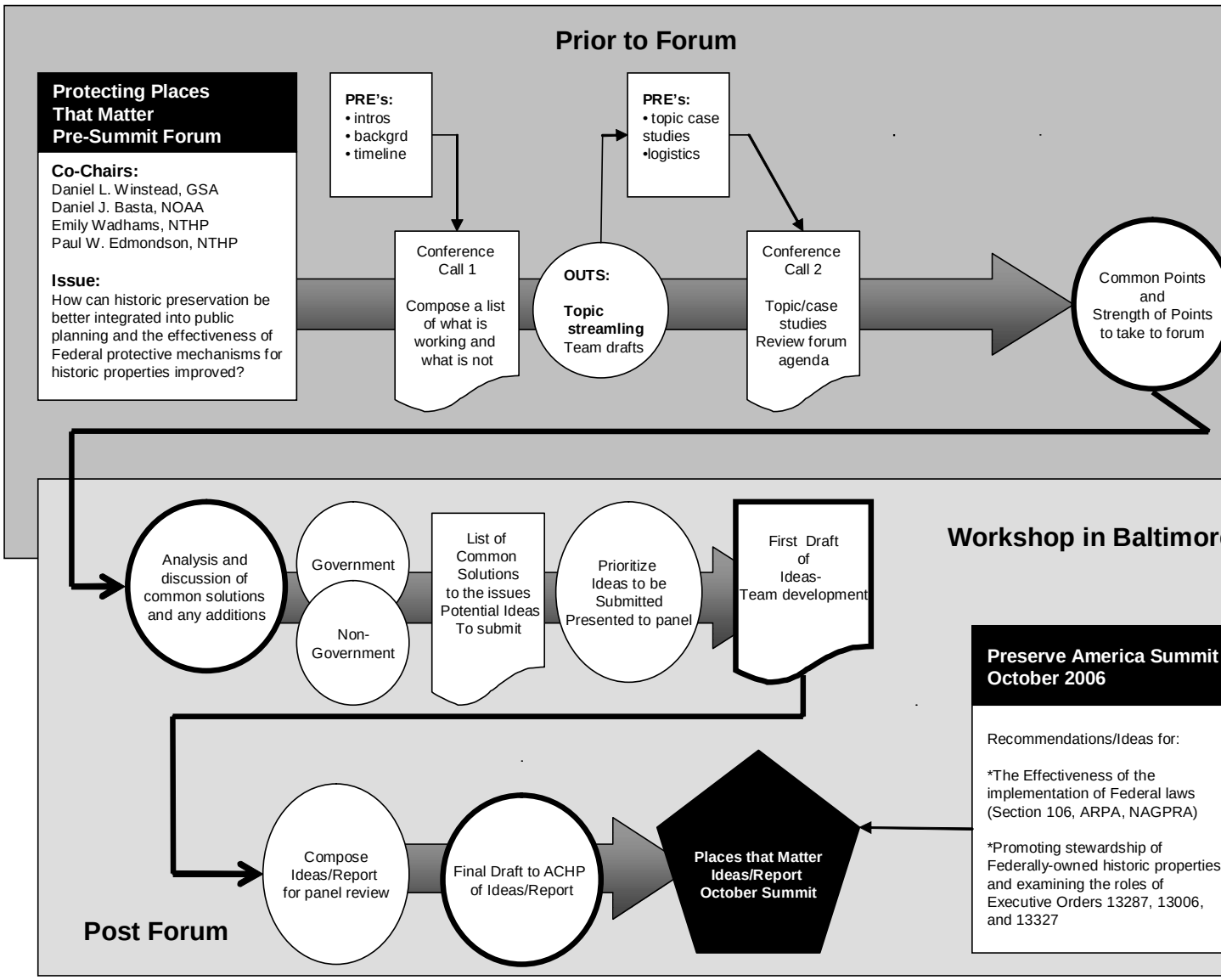
To achieve this, the Panel recommends the following:

- Fully implement the National Historic Preservation Act;
- Complete a comprehensive inventory of places that are important to the American people by the 50th anniversary of the NHPA. Make that document accessible to the public and update it continuously so it continues to be a resource that helps us as a nation understand where we have come from and use it at the local, state and federal level as a guide to inform our future;
- Make the case for historic and heritage preservation through quantifying the benefits - both tangible and intangible - of preservation;
- Provide the states and tribes with the funding and hands-on technical assistance and guidance they need to make preservation work at the community level; and
- Facilitate and encourage public/private partnerships for the preservation of buildings, objects, sites, landscape, collections and communities the American people value.

Appendices

“Protecting Places That Matter” Panel - Work Plan Flow Chart Page 13

“Protecting Places That Matter” Panel - Forum Agenda Page 14


Prior to Forum
Protecting Places That Matter Pre-Summit Forum
Co-Chairs:
Daniel L. Winstead, GSA
Daniel J. Basta, NOAA
Emily Wadhams, NTHP
Paul W. Edmondson, NTHP
Issue:
How can historic preservation be better integrated into public planning and the effectiveness of Federal protective mechanisms for historic properties improved?
PRE's:
• intros
• backgrd
• timeline
Conference Call 1
Compose a list of what is working and what is not
OUTS:
Topic streamling
Team drafts
PRE's:
• topic case studies
•logistics
Conference Call 2
Topic/case studies
Review forum agenda
Common Points and Strength of Points to take to forum
Workshop in Baltimor
Analysis and discussion of common solutions and any additions
Government
Non-Government
List of Common Solutions to the issues Potential Ideas To submit
Prioritize Ideas to be Submitted Presented to panel
First Draft of Ideas- Team development
Preserve America Summit October 2006
Recommendations/Ideas for:
*The Effectiveness of the implementation of Federal laws (Section 106, ARPA, NAGPRA)
*Promoting stewardship of Federally-owned historic properties and examining the roles of Executive Orders 13287, 13006, and 13327
Compose Ideas/Report for panel review
Final Draft to ACHP of Ideas/Report
Places that Matter Ideas/Report October Summit
Post Forum

PROTECTING PLACES THAT MATTER
U.S. Custom House, 40 South Gay Street, Baltimore, MD
September 27-28, 2006
Agenda

DAY ONE
Wednesday, September 27th

12:00	Welcome Luncheon
1:00	Opening Comments Introductions Review objectives • Provide no more than 5 "Ideas for Consideration" with associated action items, to be presented at the Preserve America Summit in October • Determine who will be the presenter(s) at the Summit
1:15	Presentations by the 5 topic teams 30 minutes each For each: • 5 minute presentation • 25 minute discussion • Desired outcome: 3 ideas for consideration the full group feels should be considered for this topic
3:45	Break
4:00	Review the 15 ideas for consideration Look for common ground/similarities Work list down to 5 ideas for consideration
5:00	Conclude Day One
7:00 to 9:00	Reception at National Aquarium

PROTECTING PLACES THAT MATTER
U.S. Custom House, 40 South Gay Street, Baltimore, MD
September 27-28, 2006
Draft Agenda

DAY TWO
Thursday, September 28th

8:30 Review Day One

9:15 Name teams for each of the 5 ideas for consideration.
(Mix participants from the 5 initial Topic Teams ensuring government and non-government representation on each team.)

9:30 Teams meet to further develop their ideas for consideration. Final recommendations will need to be consistent with the template provided by Summit organizers and will include:

- Idea for Consideration
- Background and Justification
  Why is this important?
- Recommendations for measuring performance, or suggestions for developing measures
- Dissenting Views

11:30 to 12:30 Lunch

12:30 Teams present final ideas for consideration and completed templates/action items
(15 minutes each)

2:00 Discuss presentation format and determine presenters for the October Summit

2:45 Closing comments

3:00 Adjourn