

TOOLKIT for BATTLEFIELD STEWARDSHIP



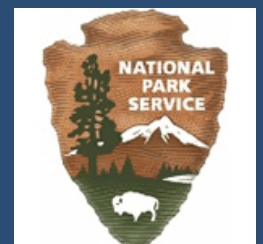
Saratoga National Historical Park



Prepared by: Andrew Alberti, Lakes to Locks Passage, Inc.

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Prepared by Lakes to Locks Passage, Inc., Andrew Alberti, Program Manager

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Cover photo courtesy Saratoga National Historical Park

Preface

The future of America's battlefields rests upon building an awareness and appreciation of America's story. In 2014, the American Battlefield Protection Program funded a Lakes to Locks Passage project to develop interpretation that links together the key battles fought in northeastern New York and Vermont during the 1775-77 northern campaigns of the American Revolution.

Part of the outcome of that project is the Lakes to Locks Passage guidebook *Waterways of War: Turning Point of the American Revolution*. The guidebook describes the 1777 campaign of British General John Burgoyne, identifying how each battlefield contributed to the British defeat at the Battles of Saratoga, and offers a framework for regional heritage tourism development. With descriptive stories and images, the book helps build awareness and appreciation of key battlefields and associated historical places. The guidebook also highlights "action opportunities," outlining threats and simple ways visitors can help protect a battlefield.

Another result of the project is this guide, a "Toolkit for Battlefield Preservation," which offers long-term strategies for battlefield preservation, providing information and resources for developing a battlefield preservation plan and implementing a battlefield preservation strategy.

Much of the information contained within this toolkit has been taken from various National Park Service training modules. Links to those training modules are included within the relevant body of the text. Additional information can also be found by contacting your State Historic Preservation Office (SHPO) or the American Battlefield Protection Program (ABPP).

The final section of this toolkit contains information from two workshops that were held in April 2016. During the meeting, historians, museum staff, cultural groups, and community members were invited to discuss the challenges of and opportunities for battlefield preservation. The notes from that meeting are included.



Victory Woods, Saratoga National Historical Park

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SECTION I: INTRODUCTION

Why Preserve America's Battlefields?

A battle is a short moment in time. The impact could have been small or significant, but all the places where soldiers took up arms and put their lives on the line have special meaning. They help us define a uniquely American identity, gain an appreciation for the sacrifice of American soldiers, and are a part of an American legacy. Each generation inherits the responsibility of preserving America's battlefields and ensuring that future generations are afforded the same opportunity to experience part of America's story.

Despite efforts by national, state and local organizations, battlefields across America are being threatened. A 2007 *Report to Congress on the Historic Preservation of Revolutionary War and War of 1812 Sites in the United States* found that, of the 243 battlefields studied, 141 are lost or extremely fragmented. These lost battlefields may still exist in name but the landscape and its features have been altered, leaving a narrative of America's story without context of the place. When faced with a decision about the future of one of America's battlefields, communities should consider the benefits of battlefield preservation.



From *Blue Grey and Green: Economic & Tourism Benefits of Battlefield Tourism* by the Civil War Trust

Battlefields can provide a significant boost to the local economy. Successful battlefield organizations create an authentic heritage tourism experience that encourages visitors from outside the region to stop, stay, and spend money in a way that is beneficial to the community. Thus, preserving America's battlefields not only helps fulfill our obligation to be stewards of an American legacy but it is also good for business.

A 2013 study estimates that Fort Ticonderoga generates a total of \$8.9 million annually in economic impact. The Fort welcomed 66,000 guests to the Fort that year. Of surveyed guests, 85% said that Fort Ticonderoga was the primary reason for visiting the Ticonderoga area. By contrast Saratoga National Historical Park generates \$3.7 million in economic impact. A successful heritage tourism program will connect these major attractions with other local museums and historic sites create a critical mass that will turn even the smaller sites into visitor destinations.

Resources and Further Reading:

Blue, Grey & Green: Economic & Tourism Benefits of Battlefield Tourism by the Civil War Trust:
<http://www.civilwar.org/land-preservation/blue-gray-and-green.pdf>

Kennedy, F. H., & Porter, D. R. (1999). *Dollars & Sense of Battlefield Preservation: The Economic Benefits of Protecting Civil War Battlefields*. Washington, D.C.: Preservation Press.

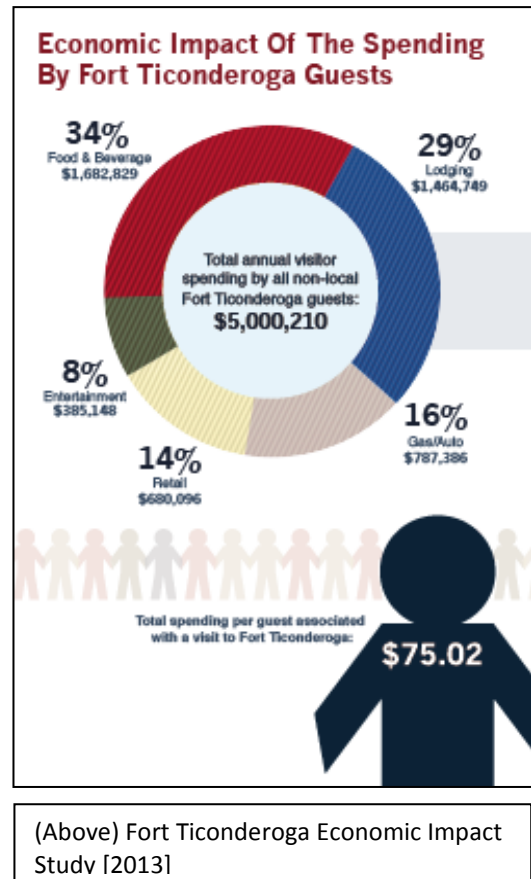
Fort Ticonderoga Economic Impact Study (2013):
http://www.fortticonderoga.org/userfiles/kcfinder/files/economic_impact.pdf

Battlefield Preservation Requires Grassroots Organization

It takes community leaders and grassroots support to preserve a battlefield. These are the people who understand the landscape, the stories, and the traditions of a community. For many, the battlefield is part of their community identity and a source of community pride. However, people often aren't aware of the risk of losing these valued resources.

There are many threats to America's battlefields. The most common is residential and commercial development but any activity that alters the physical character of the land or disturbs archeological resources is a threat. Even established battlefield organizations face regular threats including property encroachment, looting, or misuse of battlefield lands. Individuals, community organizations, and municipal officials must be on the front-lines of battlefield preservation and develop a shared vision for achievable and sustainable preservation goals.

There is no standard template for battlefield preservation. A preservation strategy must conform to state and local laws, account for the condition of the battlefield, and the wishes of



the public. Federal, State, and Non-Government Organizations (NGOs) offer technical assistance and grant funds to eligible groups but it is ultimately up to residents to come together to preserve America's battlefields.

[Note] Undertaking this process also requires permission from any private property owners. There should be no expectation that any agency can provide access to private lands or that the state or federal government will exercise eminent domain.

Resources and Further Reading:

American Battlefield Protection Program

<https://www.nps.gov/abpp/index.htm>

Civil War Trust/Campaign 1776

<http://www.civilwar.org/>

New York State Historic Preservation Office (NYSHPO)

<http://nysparks.com/shpo/>

National Park Service Making Friends Handbook

https://www.nps.gov/partnerships/making_friends_handbook.pdf

Technical Assistance and Funding

New York State Historic Preservation Office (NY SHPO)

Any preservation project in New York State should start with a call to the SHPO. SHPO helps communities identify, evaluate, preserve, and revitalize their historic, archeological, and cultural resources. This office administers heritage programs, (including the Statewide Historic Resources Survey, the New York State and National Registers of Historic Places, the Federal Historic Rehabilitation Tax Credit, the Certified Local Government program, the state historic preservation grants program, and state and federal environmental review) and provides a wide range of technical assistance through a network of teams assigned to territories across the state.

[Note] SHPO is the appointed official in each of 59 states, territories and the District of Columbia who is responsible for helping to save the places that matter. Any preservation project should start with a call to SHPO. If you live outside of New York State, refer to the National Conference of State Historic Preservation Officers (NCSHPO) website for a SHPO directory. <http://www.ncshpo.org>

Additional Information:

NYS SHPO Contact

<http://nysparks.com/shpo/contact/>

SHPO Funding Sources

<https://parks.ny.gov/shpo/preservation-assistance/funding-sources.aspx>

American Battlefield Protection Program (ABPP)

ABPP provides technical assistance to individuals, groups, organizations, or governments interested in preserving battlefield land and battlefield-associated sites. The ABPP also awards grants to groups, institutions, organizations, or governments sponsoring preservation projects at historic battlefields and to state and local governments seeking to acquire Revolutionary War, War of 1812, and Civil War battlefield land. These public-private partnerships save American taxpayers millions of dollars that would be required for federal acquisition, oversight, and interpretation of battlefields. Through these partnerships, the ABPP specifically enables communities near historic battlefields to develop local solutions for balanced preservation approaches.

Resources and Further Reading:

About ABPP

<https://www.nps.gov/abpp/aboutus.htm>

ABPP Grants

<https://www.nps.gov/abpp/grants/grants.htm>

Civil War Trust/Campaign 1776 (CWT/Campaign 1776)

The Civil War Trust (CWT) is the largest and most effective nonprofit organization devoted to the preservation of America's hallowed battlegrounds. Although primarily focused on the protection of Civil War battlefields, the CWT also seeks to save the battlefields connected to the Revolutionary War and War of 1812. Through educational programs and heritage tourism initiatives, the CWT seeks to inform the public about the vital role these battlefields played in determining the course of our nation's history.

Resources and Further Reading:

<http://www.civilwar.org/>

Other Funding Sources

The Civil War Trust, through a grant from the ABPP, has identified a multiplicity of funding sources for the preservation of battlefields across the country. ABPP relied on the Trust in this collaborative effort to use its extensive experience to identify a variety of state-centered preservation funding sources for battlefields associated not only with the Civil War but also the American Revolution and the War of 1812.

Resources and Further Reading:

<http://www.civilwar.org/land-preservation/abpp-state-grant-study/>



Battle Hill, Fort Ann, NY was the scene of the 1777 Battle of Fort Anne. Thanks to funding and assistance from the American Battlefield Protection Program and the Civil War Trust this site is going to be preserved for future generations. Photo courtesy of Michael Jacobson.

SECTION II: THE PRESERVATION PLANNING PROCESS

Federal and state preservation organizations offer assistance and funding to preserve America's battlefields but it is up to municipalities and community organizations to initiate and oversee the preservation planning process. The *Secretary of the Interior's Standards and Guidelines for Preservation Planning* organizes preservation activities in a rational order. Preservation planning involves the following steps:

1. Identification
2. Documentation
3. Evaluation
4. Registration
5. Treatment

Resources and Further Reading:

Secretary of the Interior's Standards and Guidelines for Preservation Planning

<https://www.nps.gov/preservation-planning/downloads/DOIStandardsGuidelinesPlanning.pdf>

Guidance for Developing a Battlefield Preservation Plan

https://www.nps.gov/abpp/preservation/planning/Quick%20Guide_PreservationPlanGuidance.pdf

Standards and Guidelines for Preservation Planning

<https://www.nps.gov/tps/standards.htm>

Guidelines For Identifying, Evaluating, and Registering Battlefields

https://www.nps.gov/nr/publications/bulletins/nrb40/nrb40_5.htm

Guidelines for Local Surveys: A Basis for Preservation Planning

<https://www.nps.gov/nr/publications/bulletins/nrb24/nrb24.pdf>

Identification

The significance of a battlefield can only be understood when the narrative is considered within the historical context of the place. Therefore, site identification is a two step process that includes historical research and a site survey.

Historical Research

In order to evaluate a battlefield, the history of the military action must be fully understood. Information should be gathered on the factors - military, social, economic, and diplomatic - that account for the battle. Primary and secondary sources, as well as archival materials, should be consulted.

Other valuable sources of information on specific battlefields include pension rolls, historic maps, period artwork or photographs, newspaper accounts, and local family records. Historic maps may include the location of farms, property lines, road networks, mills, bridges, churches, cemeteries, and inns that may have played an important role in the battle (such as a headquarters, hospitals, or defensive positions).

Site Survey



*Archeology at the Schuyler House, Saratoga, NY.
Courtesy of Saratoga Town Historian.*

With the knowledge gained through historical research, the surveyor can use military terrain analysis to help locate features that were present during the battle and determine how the topography or historic land use patterns affected the flow or outcome of the military action. The features present on the battlefield should be recorded through inventory forms and photographs and located using GPS. Such features can include highly visible characteristics (such as residences, out-buildings, earthworks, and stone walls) or less visible characteristics (such as archeology, topography, and geography).

The kinds of information that should be collected vary. Survey planners should check with the SHPO to determine what kinds of information to collect and the methods and approaches to use in collecting it. Survey planners should make every effort to be consistent with the standards and guidelines provided by SHPO.

Resources and Further Reading:

ABPP Survey Manual

https://www.nps.gov/abpp/surveymanual_new%202016%20reviewed.pdf

Documentation

Historic Resource Studies (HRSs) are general history documents that assess physical resources including cultural landscapes, buildings, and structures. It provides a historical overview of a property or region and identifies and evaluates its cultural resources

Documentary research and field investigations determine and describe the integrity, authenticity, associative values, and significance of resources. The resulting HRS supplies data for resource management and interpretations.

Military Terrain Analysis is a process for evaluating the military significance of the landscape. It is denoted by the mnemonic KOCOA — Key Terrain, Obstacles, Cover and Concealment, Observation and Fields of Fire, Avenues of Approach and Retreat. These features are mapped using GIS to define geospatial information that will be important for evaluating the boundaries of the battlefield.

Resources and Further Reading:

ABPP Battlefield Survey Manual

https://www.nps.gov/abpp/SurveyManual_NEW%202016%20Reviewed.pdf

Cultural Landscape Reports (CLRs) are the procedures for documenting important features that contribute to cultural landscapes. Cultural landscapes are landscapes that have been affected, influenced, or shaped by human involvement. A CLR evaluates the history and integrity of the landscape including any changes to its geographical context, features, materials, and use and prescribes a recommended treatment.

Resources and Further Reading:

NPS Cultural Resource Management Guideline

https://www.nps.gov/parkhistory/online_books/nps28/28intro.htm

SUNY-ESF Center for Cultural Landscape Preservation

<http://www.esf.edu/cclp/research.htm>

A Guide to Cultural Landscape Reports

<https://irma.nps.gov/DataStore/DownloadFile/501621>

Cultural Landscape Inventory (CLIs): The CLI is an evaluated inventory of all landscapes having historical significance that are listed on or eligible for listing on the National Register of Historic Places, or are otherwise managed as cultural resources through a public planning process and in which the NPS has or plans to acquire any legal interest. Its purpose is to identify cultural landscapes in the system and provide information on their location, historical development, character-defining features, and management. The CLI assists in planning, programming, and recording treatment and management decisions.

Resources and Further Reading:

Cultural Landscape Inventory Professional Procedures Guide

https://www.nps.gov/oclp/CLI PPG January2009_small.pdf

Evaluation

Equipped with a better understand of the cultural landscape, the next step is to evaluate the results and define priorities for preservation. Evaluating a battlefield involves considering its historic significance, determining the physical integrity of the battlefield, and defining appropriate boundaries. The goal is for the findings to inform the preservation organization about whether they should proceed with a National Register for Historic Places nomination or conduct further investigations by revisiting the parameters of the study.

Resources and Further Reading:

How to Apply the National Register Criteria for Evaluation

<https://www.nps.gov/nr/publications/bulletins/nrb15/index.htm>

[Note] A basic principle for defining boundaries is to include within the boundary all of the locations where opposing forces, either before, during, or after the battle, took actions. Boundaries should include the areas where there was hostile action between opposing forces or areas where there was an action or reaction generated by an opposing force while in immediate proximity to the enemy. A military terrain analysis of the battlefield, using the information obtained during the Identification and Documentation stages, is critical to defining accurate battlefield boundaries.”

Registration

With archival and physical evidence that identifies the key areas where the fighting took place, surveyors can complete a nomination application for the battlefield and/or associated historic property’s inclusion in the National Register of Historic Places (NHRP). NHRP is an official list of places deemed by the U.S. government as being worthy of preservation. Registration offers no federal protections of the property (except in cases of federal projects) but it provides the documentation and recognition needed to advance the organization’s preservation goals.



[Note] Preparers of a NRHP nomination should consider a battlefield under all four criteria for evaluation with particular attention to Criteria A and D. In recent years, some battlefields are registering as historic districts to nominate areas of non-contiguous battle.

Resources and Further Reading:

Listing a Battlefield on the National Register of Historic Places

<https://www.nps.gov/abpp/preservation/registration.htm>

Guidelines for Completing National Register of Historic Places Forms

<https://www.nps.gov/nr/publications/bulletins/nrb16a/index.htm>

Nominating Historic Vessels and Shipwrecks to the National Register of Historic Places

<https://www.nps.gov/nr/publications/bulletins/nrb20/index.htm>

How to Apply the National Register Criteria for Evaluation

<https://www.nps.gov/nr/publications/bulletins/nrb15/index.htm>

Guidelines for Identifying, Evaluating, and Registering America's Historic Battlefields

<https://www.nps.gov/nr/publications/bulletins/nrb40/>

Treatment

In Preservation Brief 36 *Protecting Cultural Landscapes: Planning, Treatment and Management of Historic Landscapes*, Charles Birnbaum defines treatment as "work carried out to achieve a historic preservation goal." Factors that may influence the selection of a treatment include the historic value of the property; the level of historic documentation; existing physical conditions; its historic significance and integrity; historic and proposed use (e.g. educational, interpretive, passive, active public, institutional or private); long-and short-term objectives; operational and code requirements (e.g. accessibility, fire, security); and the costs for anticipated capital improvement, staffing and maintenance.

The Secretary of the Interior has developed *Standards and Guidelines for the Treatment of Historic Properties*. The *Standards* offer four distinct approaches to the treatment of historic properties: preservation, rehabilitation, restoration, and reconstruction. Guidelines for each." to "Guidelines are provided for each approach.

Resources and Further Reading:

Secretary of the Interior's Standards for the Treatment of Historic Properties

<https://www.nps.gov/tps/standards.htm>

Protecting Cultural Landscapes: Planning, Treatment and Management of Historic Landscapes

<https://www.nps.gov/tps/how-to-preserve/briefs/36-cultural-landscapes.htm>

SECTION III: LAND USE PLANNING, ZONING, EASEMENTS AND ACQUISITIONS

Not all battlefields will become national, state, or municipal parks. Some battlefields are operated by NGOs, while others remain entirely under private ownership. There are several well-established approaches to both and private battlefield conservation.

Land Use Planning and Zoning

Many local governments have the power to regulate private land use through planning and zoning. Zoning classifications (e.g. commercial, residential, agricultural, etc.) regulates the use of land for a specific purpose and can be used to prevent the immediate development of areas of interest. However, zoning is flexible and is not a long-term preservation strategy. Changes to political leadership and the real estate market can lead to changes in zoning ordinances.

Conservation Easements

A conservation easement is a legal agreement between a landowner and a qualified conservation organization (such as a Land Trust or government agency). It permanently limits a property's uses in order to protect its conservation values. A landowner continues to own the land, but a detailed legal document outlines the rights and restrictions on the owner's use of the property and the responsibilities of both the landowner and the land trust or government agency that holds the easement. As future owners are also bound by the easement's terms, this offers a more permanent solution than zoning ordinances.

Resources and Further Reading:

Conservation Easements: Flexible Tools for Battlefield Preservation

<https://www.nps.gov/abpp/preservation/planning/Easements/ConservationEasementGuidance.pdf>

Acquisitions

Two equal and willing parties are required to make battlefield land acquisition work: (1) an owner that is willing to sell or donate battlefield lands and (2) a government agency or qualified Non-Government Organization that is capable of owning and stewarding the property. In addition to obtaining the land title, the preservation organization will inherit the responsibility of implementing a management and treatment plan consistent with the recommendations defined in the preservation planning process.

Funding is available for battlefield land acquisitions through a variety of programs. ABPP administers the Battlefield Land Acquisition Grant Program, funded through the Land & Water

Conservation Fund (LWCF). The CWT has also expanded the scope of their preservation activities to include Revolutionary War and War of 1812 battlefields through their Campaign 1776 program. In addition to ABPP and CWT programs there are also state grants, private foundation grants and public/private support. While cash matching funds are not always required, public/private partnerships with local matching funds demonstrates public investment to competitive grant reviewers.

Additional Information:

ABPP Battlefield Land Acquisition Grants

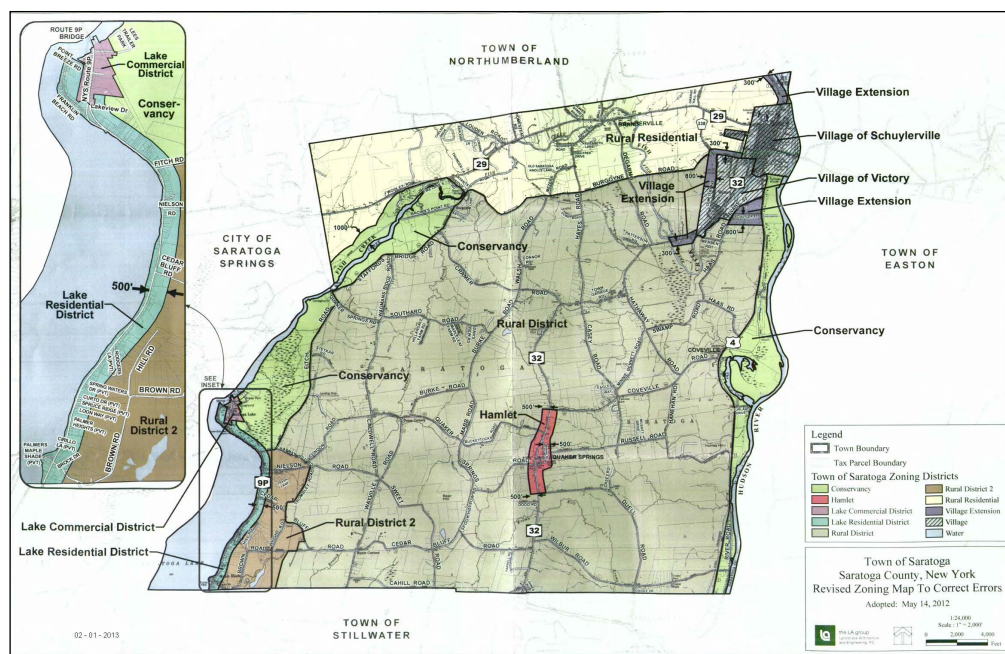
<https://www.nps.gov/abpp/grants/CWBLAGgrants.htm>

Civil War Trust

<http://www.civilwar.org/>

Campaign 1776

<http://www.campaign1776.org/>



Zoning Map from the historic Town of Saratoga, NY. Courtesy of Town of Saratoga.

SECTION IV: EDUCATION AND INTERPRETATION

The successful implementation of long-term preservation goals depends on the sustainable operation of the management entity. The challenges that battlefields, museums, and community organizations face are how to build strong organizational leadership, maintain operations and programs, and cultivate volunteers. It is through personal interactions and multi-media interpretation that the organization can help someone make an emotional connection to the place they have come to visit. That is the first step towards stewardship and long-term battlefield preservation -- perhaps by volunteering their time, becoming a member, donating funds, or eventually stepping into a leadership position.



Saratoga NHP Ranger Megan Stevens leading a bicycle tour.
Courtesy of Saratoga NHP.

Guides and park rangers that speak with a passion for the place – in a meaningful, lively and engaging way, will strike an emotional chord, so the visitor will remember the experience and share it with others. Venues for personal interactions include informal conversation, guided tours, programs, and events. While these are effective ways in engaging the public, studies show that they only reach 22% of visitors. A majority of visitors receive interpretation through multi-media products such as brochures, kiosks, exhibits, and self-guided tours. (*Visitor Use and Evaluation of Interpretive Media*, 2003)

Visitor use, itself, is a threat to battlefield stewardship. Successful plans will address visitor access and traffic flow through the site, as well as provide visitor orientation, wayfinding, interpretation, and site information.

Interpretation Case Study

Hudson Crossing Park Interpretation Plan

Located just north of the Village of Schuylerville, NY and the Saratoga National Historical Park, Hudson Crossing Park (HCP) celebrates an extraordinary place where geography has shaped the course of history. Centered around the Champlain Canal Lock 5 Island (named for the structure that created it), designed and supported by the community, the park is a place to connect with nature and learn about its historical significance. Visitors come to play, picnic, access the Hudson River and Champlain Canal, explore trails, and discover the multi-layered history that makes this area unique.



Hudson Crossing Park labyrinth and picnic pavilion. Courtesy of Hudson Crossing Park.

In 2014, Lakes to Locks Passage (LTLP) created the HCP Interpretive Plan utilizing the guidelines outlined in their *Visitor Information and Interpretation Plan*. The plan outlines a process for successful “wayfinding” and “wayshowing” by helping the visitor create a cognitive map, know where they are going, what they are looking at, and feel good knowing that destination managers care that they have a positive experience. This interpretive plan helped Hudson Crossing Park direct visitors through a storied landscape utilizing a diversity of multi-media formats.

HCP interpretation follows the hierarchy of LTLP visitor information delivery and design standards:

- Orientation kiosks provide information on what information can be found in the park,
- wayside exhibits interpret a specific feature or story at a particular site, and
- information signs provide safety information, rules/regulations etc.

But signs cannot carry the entire message without intruding on the visitor experience. Printed materials, web-based media, “Tourmate” audio boxes, and direct interactions through public events all expand the reach of the Park’s message without adding to clutter.

The goal of HCP Interpretation Plan is to unify the story, link the sites and stories, and further the organization’s educational mission. Implementation of the plan helps raise awareness and appreciation of the dynamics of the Hudson River bottomland ecology, and the military and economic activity that transformed the physical and cultural landscape. Successful implementation of the plan fuels sustainable operation of the organization, which is at the core of a successful place-based tourism program.

SECTION V: HERITAGE TOURISM



Neilson Farmhouse at Saratoga NHP. Courtesy of Saratoga Chamber of Commerce.

A growing number of visitors – so-called cultural heritage tourists – listed the arts, heritage, and/or other cultural activities as one of the top five reasons for traveling. Nearly 118.1 million American adults say they included at least one arts, humanities, historic or heritage activities or events while traveling in 2002. This equates to more than half of the U.S. adult population (56%). [As adapted from National Assembly of State Arts Agencies]

Demographically, the cultural heritage tourist is slightly older, educated, travels frequently and has disposable income. Cultural heritage tourists spent an average of \$994 on their most recent leisure trip versus \$611 spent by non-cultural heritage tourists. In 2009, cultural heritage tourists had an estimated economic impact in the United States of \$192.3 billion [As adapted from *The Cultural & Heritage Traveler Study*, by Rosemary McCormick, President, Shop America Alliance].

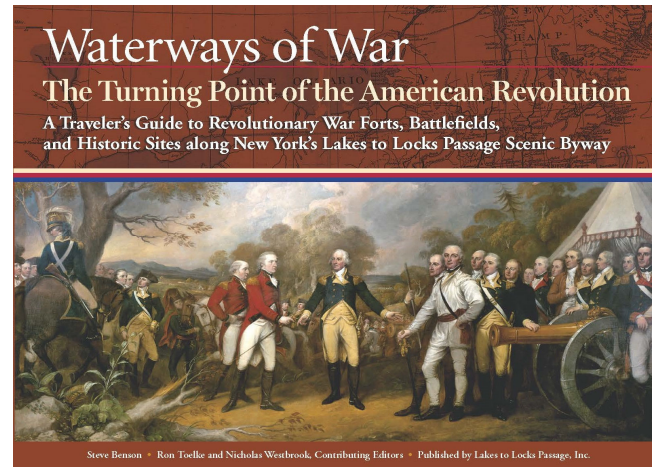
Effective collaborations between battlefields, historic sites, and public and private interests spread the benefits of battlefield preservation beyond individual attractions. Cultural heritage tourism programs encourage visitors to stop, stay, and spend money in a manner that benefits the entire community, serving as the basis for community revitalization and a sound local economy.

Cultural heritage tourism programs also further the recognition and appreciation of battlefield resources by establishing the context of a battle within the broader scope of a campaign or a war. Effective interpretive planning and documentation of sites of interest establishes a firm foundation for the development of direct and multi-media interpretive services including guided, self-guided, and group tours; it creates a whole that is greater than the sum of its parts.

Heritage Tourism Case Study

Waterways of War: Turning Point of the American Revolution

The *Waterways of War: The Turning Point of the American Revolution* is a good example of an effective heritage tourism initiative. This project builds a foundation for multi-site collaborations and promotions by creating an interpretive trail that links numerous sites through a linear narrative. It utilizes the principals of way-finding (orientation) and way-showing (personal and multi-media interpretation) to create a unique visitor experience.



Lakes to Locks Passage Waterways of War guidebook.

The project highlights British General John Burgoyne's 1777 campaign from Canada during the Revolutionary War. It follows a 150-mile route that is based on six Priority I and eight Priority II battlefields identified in the 2007 *Report to Congress on the Historic Preservation of Revolutionary War and War of 1812 Sites in the United States*, as well as historical sites, museums, and other destinations of significance to the story. Extensive research into primary and secondary sources, together with extensive community outreach and site visits, helped to establish a linear narrative as well as an understanding of the landscape, the characters, and the context of the story.

Project deliverables include multi-media interpretive products that assist the traveler in every step of the journey. The *Waterways of War: The Turning Point of the American Revolution* guidebook provides an overview of the story and establishes the significance of each battlefield. The [Turning Point Trail PassagePort](#) and the [Road to the Battle of Bennington PassagePort](#) are web-based travel itineraries that provides travel information, as well as extended text, images, and audio content that link the sites with engaging storytelling. Seven *Turning Point Trail* kiosks help orient the visitor to assist with navigation, while five wayside exhibits and four videos supplement site interpretation. ESRI Storymaps depict the Siege of Saratoga and the Battle of Bennington. Funding for the project was provided by the American Battlefield Protection Program, National Scenic Byways Program, Empire State Development, NYS Council on the Arts, Stewarts Shops, Washington County Historical Association, and extensive staff support from Saratoga National Historical Park.

Together, these products serve as a guide for a multi-day journey that can be the reason for the trip. It is a complete product that group-tour operators can use to create bus tours or that visitors can use for independent travel. Connecting the battlefields with smaller local museums and historic sites creates a critical mass that will turn even the sites into visitor destinations.

SECTION VI: BATTLEFIELD STEWARDSHIP WORKSHOPS

In April 2016, Lakes to Locks Passage organized two public workshops where historians, museum staff/curators, cultural groups, and community members were invited to discuss the challenges of, and opportunities for, battlefield preservation. The workshop was planned as a part of a grant, funded by the ABPP, to build awareness and appreciation of key battlefields and associated historical places with suggested ways that residents and visitors can steward these resources through action opportunities. The workshop discussion was led by Saratoga National Historical Park Superintendent Amy Bracewell. Keynote speakers Lindsey Morrison and Kathy Robertson from the Civil War Trust also shared information about *Campaign 1776* — a national initiative to foster the preservation and interpretation of Revolutionary War and War of 1812 battlefields.

Approximately 30 people attended to from local, state, and national battlefield preservation organizations. Each organization was at a different stage of the preservation planning process and implementation of their preservation strategy. During the two three-hour sessions, Amy Bracewell led the group in a discussion on a variety of topics, attempting to touch on each issue during the allotted time without hampering discussion. The discussion topics were as follows:

Challenges and Lessons Learned

- Land Ownership/Preservation
- Threats to Land and Resources
- Organizing Support (organizations, volunteers, etc.)
- Financial Support
- Education and Interpretation
- Management of Resources
- Enforcement
- Advocacy

Opportunities

- Land Ownership/Preservation
- Threats
- Partnerships
- Advocacy
- Design, Plans, and Planning
- Financial Support
- Education and Interpretation
- Management of Resources
- Enforcement
- Regional Collaboration

Results

Discussion Topic: What do you hope to get out of this workshop?

<i>Workshop</i>	<i>Responses</i>
Saratoga	Opportunities/Strategies for historical preservation
Saratoga	Strategies for event planning and community networking
Saratoga	Information on battlefield land acquisitions
Saratoga	Opportunities for Collaboration/Regional Storytelling
Saratoga	Opportunities for Maritime Battlefield Preservation
Saratoga	Information about heritage tourism as a catalyst for community development
Saratoga	Lessons learned and best practices for battlefield stewardship
Saratoga	Funding Opportunities
Saratoga	Innovative ideas for battlefield programming
Crown Point	Innovative ideas for interpretation/visitor engagement
Crown Point	Ideas about interpretation for non-traditional battlefields
Crown Point	Preserving battlefields from developers
Crown Point	Building recognition/appreciation for smaller battles

Discussion Topic: Challenges – Land Ownership

<i>Workshop</i>	<i>Responses</i>
Saratoga	Liability
Saratoga	Ownership and Site Management
Saratoga	Landowner agreements
Saratoga	Navigating and Learning preservation regulations
Saratoga	Access and Amenities
Saratoga	Working with local planning boards
Crown Point	Keeping tabs on land owners
Crown Point	Land use management agreements
Crown Point	Boundary and law enforcement
Crown Point	Reinvestment in infrastructure
Crown Point	Preservation of artifacts on private land
Crown Point	Managing multi-use properties

Discussion Topic: Challenges – Threats to the Land and Resources

<i>Workshop</i>	<i>Responses</i>
Saratoga	Development
Saratoga	Destruction of property
Saratoga	Natural changes to the landscape
Saratoga	Viewshed impediments (cell towers and solar panel farms)
Saratoga	Ground Disruption (loss of archeological resources)
Saratoga	Absence of law or law enforcement
Saratoga	Stewardship organization sustainability
Saratoga	Light pollution
Saratoga	Unmarked or uninterpreted resources
Crown Point	Looting
Crown Point	Encroachment/Development
Crown Point	Natural Disasters/Nature
Crown Point	Over-visitation
Crown Point	Undocumented history, misinformation or lack of public awareness
Crown Point	Invasive Species
Crown Point	Zoning Laws (or lack thereof)
Crown Point	Property realignments
Crown Point	Overgrowth (un-stewarded resource)
Crown Point	Unrecognized water resources

Discussion Topic: Challenges – Organizing Support

<i>Workshop</i>	<i>Responses</i>
Saratoga	Financing administrative support
Saratoga	Acquiring non-profit status
Saratoga	Financing paid staff for professional positions
Saratoga	Mission and Vision Planning
Saratoga	Building community pride/investment/ownership
Saratoga	Training volunteer
Crown Point	Establishing community Engagement
Crown Point	Building public awareness
Crown Point	Organizing press and publicity
Crown Point	Crossing invisible borders (Village, Town, County and State Lines)
Crown Point	Competition for Resources
Crown Point	Affordable professional development for volunteer organizations

Discussion Topic: Challenges – Financial Support

Workshop Responses

- | | |
|-------------|---|
| Crown Point | Grant Writing (funding sources, grant writing, cash match and administration) |
| Crown Point | Generating Municipal Support |
| Crown Point | Building Membership |
| Crown Point | Awareness of funding opportunities |

Discussion Topic: Challenges – Education and Interpretation

Workshop Responses

- | | |
|-------------|---|
| Crown Point | Financing transportation for school groups |
| Crown Point | Curriculum/School Programs (from STEM to STEAM) |
| Crown Point | Programming/Events |
| Crown Point | Visitor Orientation (knowing your audience, why does it matter to me, keep it simple) |
| Crown Point | Youth Engagement |
| Crown Point | Customer Service (visitor interaction) |
| Crown Point | Over-saturation or lack of interpretation |
| Crown Point | One-time visitor (list checkers) |
| Saratoga | Varying regional interpretation strategies (State/Federal Heritage Areas and Byways) |
| Saratoga | Varying design standards/strategies for interpretation |

Discussion Topic: Challenges – Management of Resources

Workshop Responses

- | | |
|-------------|---|
| Crown Point | Visitor Amenities (water, bathroom, interpretation etc) |
| Crown Point | Awareness of state regulations |

Discussion Topic: Challenges – Enforcement*Workshop Resources*

Crown Point	Polluting
Crown Point	Metal Detectors - protection of archeological resources
Crown Point	Law Enforcement awareness of Preservation Laws

Discussion Topic: Challenges – Advocacy*Workshop Resources*

Saratoga	Staff Turnover
Saratoga	Building regional collaborations

Discussion Topic: Opportunities*Workshop Responses*

Saratoga	Building partnerships with Universities
Saratoga	Building access to resources on the Digital Public Library (NY Heritage website)
Saratoga	Establishing multi-media partnerships
Saratoga	Heritage/Sustainable Tourism
Saratoga	Multi-media Productions
Saratoga	Youth Engagement/immersion programs
Saratoga	Civic Local Engagement
Saratoga	Multi-modal access
Saratoga	Multi-use opportunities (nature study, exercise)
Saratoga	Customer/User Research
Saratoga	Engaging membership and municipal partners
Crown Point	Education for law enforcement
Crown Point	Partner with similar organizations
Crown Point	Bus/group tours
Crown Point	Multi-media in Public Spaces (malls, shopping centers etc)
Crown Point	Museum or Open House weekends (Passports)
Crown Point	Training in historical preservation for staff or volunteers
Crown Point	Diversity of Programming (nature study)
Crown Point	Landscape/nature preservation (e-bird)
Crown Point	Outdoor Recreation
Crown Point	International Tourism
Crown Point	Youth Education

Discussion Topic – Lessons Learned

<i>Workshop</i>	<i>Responses</i>
Saratoga	Fort Ann did a book, brochure and a grassroots mailing effort to increase understanding of local history
Saratoga	Several organizations partnered with their local library as a venue for discussing local history
Saratoga	Many organizations had created general management plans, which were important for succession planning.
Saratoga	Engagement builds advocacy
Saratoga	Support buy-in of land owners and communities
Saratoga	Work with local economic development office
Saratoga	Community or local resolutions to promote protection
Saratoga	Increase public education on resource protection
Saratoga	Create a balance of visitor engagement vs resource protection (i.e. avoid overuse of resources)
Saratoga	Non-profits working as a caretaker for land owned by another entity
Saratoga	Greenwich raised funds for paid position to grow effort. (Director to pay for position after designated period)
Saratoga	Mount Independence - Pride as a catalyst for public support
Saratoga	Organization > training > teamwork to build a successful organization
Saratoga	"Feed Them!" = social fellowship and relationship building
Saratoga	Analyze and reassess organization structure regularly (mission, vision, goals)
Saratoga	Diversity in organization (staff skill set)
Saratoga	You need a good design to create good content (i.e. NPS wayside manual)
Saratoga	Convey value to the community (visitation, economic impact)
Saratoga	"Conservation" vs "Preservation" - learn the difference
Crown Point	Bennington - support from landowners allowed research on private property
Crown Point	Partnering with wilderness groups for acquisition and preservation
Crown Point	Pulling interest groups (birding, etc)
Crown Point	Crown Point Road - history of development to describes changes to landscape
Crown Point	Capture institutional knowledge (universities, planning documents, archives)
Crown Point	Sometimes need broader attention, or pressure to change
Crown Point	Heritage NY Portal for digital collections
Crown Point	Leverage private funds for education
Crown Point	Take advantage of anniversaries
Crown Point	Diversity of programs (night sky, natural resources etc)
Crown Point	Utilize education funds for both on-site and at schools
Crown Point	Speak to the 95% general audience and kids (not the academics)
Crown Point	Variety of programs to encourage repeat visitors
Crown Point	Ask yourself "why does it matter to your visitor?" "Why does it matter to me?"

Workshop Conclusions:

1. The gulf of knowledge between established State/National battlefield preservation and local officials and heritage organization is huge. Battlefield preservation organizations can benefit from a regional approach to battlefield preservation by establishing a whole that is greater than the sum of their parts. This can be accomplished by:
 - a. Enhancing access to regional battlefield preservation professionals that can help mentor growing organizations.
 - i. Saratoga NHP's Chris Martin is already doing this to the benefit of organizations like Fort Ann Historical Society and Hudson Crossing Park.
 - b. Organizing workshops and roundtables that deal with some of the challenges facing battlefield preservation organizations (such as operations and management, programs and events, and visitor experience).
2. Battlefields benefit from regional interpretive planning that helps identify who is telling what part of the story and allows each site to focus on what makes their own destination unique.
3. Battlefields need to find a way to find relevance in the 21st century.