

Calumet Heritage Partnership & Calumet Collaborative
Letter of Agreement on Becoming Joint Coordinating Entities for the Calumet National
Heritage Area

Final Version 5.04 Revised December 4, 2017

This is a Memorandum of Understanding (MOU) between the Calumet Heritage Partnership (CHP) and the Calumet Collaborative (CC). These two organizations enter into this agreement with the immediate goal of collaborating to form a Calumet Heritage Area (CHA), and the long term goal of becoming joint coordinating entities for a proposed Calumet National Heritage Area (CNHA).

Background:

Both organizations are bi-state non-profits, supporting the creation of a CNHA. CHP coordinated a feasibility study to create the CNHA. A central requirement for the feasibility study is the need to identify one or more coordinating entities for the heritage area. CHP has a long history of successful advocacy for heritage in the Calumet region but as an all-volunteer organization currently faces capacity constraints that prevent it from assuming the role of sole coordinating entity. CC was created with the intent to create capacity to conduct regional-scale projects. CHP and CC offer complementary strengths as potential joint coordinating entities for a heritage area.

The National Park Service reviewed the feasibility study in September of 2017 and concluded that the feasibility study succeeded in meeting the seventh of their evaluation criteria, “The proposed management entity and units of government are willing to commit to working in partnership to develop the heritage area” and their tenth criteria “The management entity proposed to plan and implement the project is described.” This MOU reaffirms the organization’s commitment to working in partnership do develop the heritage area as the management entities proposed to plan and implement the Calumet National Heritage Area.

Regardless of when or whether the proposal to create a *national* heritage area succeeds, the organizations intend to pursue the creation of the CHA. The purpose of this MOU is to provide a framework governing collaboration among the two organizations in designing mechanisms to become joint coordinating entities for the CHA and interim coordinating entities for the CNHA.

MOU Goals:

CHP and CC seek to reach a proposed formal relationship between the two organizations in principle by December 1, 2017, so that:

- CHP, CC and their partners may coordinate the planning and implementation of a Calumet National Heritage Area
- CC, CHP, and their partners may work together to advocate for the designation of a Calumet National Heritage Area by congress.

Mechanism for Ongoing Collaboration

A joint CHP/CC Coordinating Committee co-chaired by the President of the CHP and the Acting Executive Director of the CC will meet quarterly and as necessary. Members of the committee will be appointed by the co-chairs with roughly equal representation from each organization. This committee will oversee the work of subcommittees on programing, communications, management planning, advocacy, and fundraising.

CC has the capacity to deliver work plans and work products through the assistance of their advisory council and work groups. Work of the subcommittees may be referred/extended to the members of the CC CNHA initiative work group as directed by the CNHA Coordinating Committee. The CC CNHA initiative work group will include members of the CC board, CC advisory council, CHP members, subject matter experts and other related interested organizations and individuals.

Principles:

As much as possible, the following principles representing the roles and responsibilities of each organization will govern collaboration between the organizations for the duration of this agreement.

The Feasibility Study as Guide for Collaboration

The CNHA Feasibility Study will guide the collaboration between the organizations.

General Roles and Division of Responsibilities:

CHP enters into this agreement in pursuit of its mission “To identify, preserve, protect and reclaim the natural, historical, cultural and recreational heritage of the Calumet region of Illinois and Indiana for the purposes of educating and inspiring the public, restoring regional pride, and revitalizing our communities and their interconnectedness.” Generally, CHP will serve as the “public face” of the heritage area. It will draw upon its existing intellectual capital, regional expertise, and volunteer resources of its members to plan, coordinate, and publicize the day-to-day activities of the heritage area and will work to achieve the long-term priorities and goals outlined in the feasibility study. It will contribute to management planning efforts, advocacy, and fundraising for the heritage area. In the long term, as CHP’s capacities increase, it may take on more or different roles and responsibilities.

Generally, CC will support “back office” operations of the heritage area drawing upon the management and public communications expertise of its members and staff. It will coordinate public communications regarding the CNHA, contribute to management planning efforts and advocacy for the heritage area. It will assume fiduciary responsibility for the heritage area. It will also design a financial sustainability model, secure financial capital for operations, and manage financial and human resources for the heritage area. The CHP/CC Coordinating Committee will oversee funds designated for the CNHA.

In the absence funding specifically designated to support a CNHA, the organizations may independently raise and spend funds on projects that fit within the vision and mission of the

CNHA. These funds would not be subject to oversight by the CHP/CC Coordinating committee. Nevertheless, it is expected that the partners would coordinate their independent efforts through the committee.

Specific Roles and Division of Responsibilities

The organizations will collaborate in five specific areas of common work including Programming, Public Communications, Management Planning, Advocacy, and Fundraising.

Programming

CHP's Roles and Responsibilities

- Provide oversight of CNHA programs, ensuring alignment with statements of themes, national significance, resources, and geographic scope as defined in the feasibility study.
- Develop a programming plan for the CNHA.
- Convene an annual conference that brokers bi-state conversations wherever it is productive.
- Collaborate with CC to develop project ideas for sustainable regional redevelopment in concert with CHA/CNHA mission and themes.
 - Participate in CC's initiative to develop a wayfinding program for the Calumet Region that takes the CNHA into account.
- Collaborate with regional partners to bring projects to fruition with roles and responsibilities to be clearly determined as projects evolve.

CC's Roles and Responsibilities

- Incorporate heritage themes and methods in collaboration with CHP in the development of its regional-scale projects.
 - Engage regional partners, including CHP, to develop a wayfinding program for the Calumet Region that takes the CNHA into account.

Public Communications

CHP's Roles and Responsibilities

- CHP will guide the messaging for heritage area communications, ensuring alignment with statements of themes, national significance, resources, and geographic scope as defined in the feasibility study.
- Maintain CHP website and CHP social media accounts and include information on the CNHA.
- Contribute content for a new CHA/CNHA website
- Contribute occasional posts for new CHA/CNHA social media accounts
- Forward information about CNHA and CHP programming to CC
- Appoint members to serve on a joint communications committee
- Collaborate with CC in maintaining a CNHA website and CNHA social media accounts.
- Explore opportunities to share hosting of websites associated with both organizations and the CNHA with the same provider.

CC's Roles and Responsibilities

- Convene a joint communications committee made up of members of both organizations and other experts as determined appropriate to provide guidance on communications collaboration.
- Provide leadership and oversight of CNHA communications in close collaboration with the CHP, ensuring alignment with statements of themes, national significance, resources, and geographic scope as defined in the feasibility study.
- Lead and coordinate the creation of a communications plan for the CNHA in collaboration with the CHP which will feed into the management plan.
- Help CHP to maintain its social media accounts by providing regular posts concerning the CNHA, Calumet Region Heritage, and other content relevant to the themes of the heritage area.
- Establish a CNHA website and CNHA social media accounts and collaborate with CHP to maintain them.
- Explore opportunities to share hosting of websites associated with both organizations and the CNHA with the same provider.

Management Planning

CHP's Roles and Responsibilities

- Jointly with CC, work collaboratively with staff at the Field Museum to develop a CNHA management plan.
- Appoint CHP members to a joint Management Planning Committee to provide guidance on the management planning process.

CC's Roles and Responsibilities

- Jointly with CHP, work collaboratively with staff at the Field Museum to develop a CNHA management plan.
- Appoint CC board or advisory council members and/or staff to a joint Management Planning Committee to provide guidance on the management planning process.

Advocacy

CHP's Roles and Responsibilities

- Work with the CC and Field Museum Staff to convene and direct an Advocacy committee made up of representatives of both organizations and other individuals nominated by CHP or CC.

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Fundraising

CHP's Roles and Responsibilities

- As capacity allows seek out donations and grants to support programing and other CNHA activities.
- Strengthen its membership program to better track membership renewals, provide membership benefits, attract new members, and increase its own financial capacity.

CC's Roles and Responsibilities:

- As an organization that represents regional agency, foundation, and non-profit leaders, design a financial sustainability model for the CNHA.
- Provide staff support to aid in CHP's efforts to strengthen its membership program.
- Lead fundraising effort, coordinate financial affairs and human resources on behalf of CNHA.
- Lead the development of regional-scale projects and incorporate heritage themes and methods in collaboration with CHP.

General Collaboration**CHP's Roles and Responsibilities**

- Include at least one board member of CC as a member of CHP .

CC's Roles and Responsibilities

- Include at least one board member of CHP on the CC on Advisory Council.

Duration and Review of Agreement:

The terms of the MOU are effective as of the date of mutual signing and will continue for one year. Both parties will review the MOU at least 30 days prior to the anniversary of the signing. The MOU will renew for one year on the anniversary of signing unless one or both parties wishes to modify or terminate the agreement. Upon mutual written consent of the parties the agreement may be modified during the term of the agreement.

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