



# NORTHERN PLAINS NATIONAL HERITAGE AREA

## MANAGEMENT PLAN | DRAFT JANUARY 2018





## Management Plan

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### Northern Plains National Heritage Area







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# **CHAPTER 1. EXECUTIVE SUMMARY**





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## CHAPTER 1. EXECUTIVE SUMMARY

### Summary of the Management Plan

This management plan is comprised of three primary sections – 1) the interpretive plan for the Northern Plains National Heritage Area, 2) the business plan, and 3) the implementation plan as well as numerous supporting appendixes. Taken as a whole, these sections are intended to describe the policies, goals, strategies, and plans for telling the stories of the heritage of the Northern Plains National Heritage Area (NPNHA) and building a public appreciation of the history within the heritage area.

The interpretive themes and resources section of the interpretive plan describes the historic components and sites that make up the heritage area, the interpretive themes surrounding the significance and connectivity of these places, and the reason that they are important to the shared history of America. In addition to providing a series of theme-based interpretive statements and tying them to the area's inventoried resources, it recommends techniques for interpretation and provides the background needed to inform the NHA's Interpretive Plan, which provides a series of detailed recommendations on how to effectively communicate the history of the Northern Plains NHA.

The business plan section is a legislatively required element of the management plan for the NPNHA and provides a framework for success and financial sustainability for the heritage area's coordinating entity—the Northern Plains Heritage Foundation (NPHF). The business plan includes a detailed five-year budget that provides line items for both revenues and expenditures; it describes the existing and planned staffing and organizational structure of the NPHF; it lists potential funding sources; and it describes existing and potential partnerships to be executed by the NPHF.

The implementation planning section of the document presents a selected list of previous accomplishments and completed projects and proposes a list of actions and strategies that will be taken to build off of the ongoing successes of the heritage area. The strategies and options proposed are all tied to four goals for the heritage area that were created during the planning process. They include:

1. Encourage and support public appreciation and recognition of the important natural, historic, cultural, educational, scenic, and recreational resources of the Northern Plains.
2. Encourage scholarly research with historic and archeological investigations within the NPNHA.
3. Encourage resident and visitor engagement with sites and locations in the NPNHA.
4. Maintain and enhance the capacity and sustainability of the NPHF to accomplish its mission as the local coordinating entity of the NPNHA.

The implementation plan also provides a detailed strategy for measuring the success of the NPHF in meeting the stated goals of the organization and a description of the criteria the coordinating entity will use to choose how to invest its effort and resources into the future.

Below is a list of key requirements of the heritage area management plan identified in the federal legislation that created the NPNHA (see Appendix A). Accompanying each of these legislative requirements for the management plan is an explanation of how this management plan and the planning process have satisfied those requirements.

*A. Describe comprehensive policies, goals, strategies, and recommendations for telling the story of the heritage of the area covered by the Heritage Area and encouraging long-term resource protection, enhancement, interpretation, funding, management, and development of the Heritage Area.*

Goals and objectives for interpretation, preservation, management, and related activities are contained in the management plan's Purpose Statement and the Goals and Policies section. More detailed strategies and recommendations elaborating on the NHA's

purpose, goals, and policies and the means in which resource protection, enhancement, interpretation, funding, management, and development will be achieved can be found in the Implementation Plan, Business Plan and Interpretive Plan sections.

*B. Include a description of actions and commitments that Federal, State, tribal, and local governments, private organizations, and citizens will take to protect, enhance, interpret, fund, manage, and develop the natural, historical, cultural, educational, scenic, and recreational resources of the Heritage Area.*

Recommendations and consideration for ways that federal, state, tribal, and local programs; as well as private organizations, and individual citizens may best be coordinated to advance the goals of the NPNHA are addressed by the management plan's Implementation Plan under the heading "Implementation Strategies/Actions and Phasing."

*C. Specify existing and potential sources of funding or economic development strategies to protect, enhance, interpret, fund, manage, and develop the Heritage Area.*

Funding and economic development strategies are contained in the management plan's business plan. That plan section includes a five-year budget with both revenues and expenditures. It also features supporting text that describes those revenue sources and the nature of expenditures. The business plan also includes specific partnership and sponsorship opportunities within the local community and statewide. Furthermore, descriptions of proposed strategies to inspire or promote development within the heritage area can be found among the proposed actions and strategies in the implementation plan portion of the document.

*D. Include an inventory of the natural, historical, cultural, educational, scenic, and recreational resources of the Heritage Area relating to the national importance and themes of the Heritage Area that should be protected, enhanced, interpreted, managed, funded, and developed.*

The management plan's Key Resources section features a discussion of the heritage area's most important natural, cultural, educational, recreational, and scenic resources. Short descriptions of the sites and their current interpretive amenities are provided. A more extensive resource inventory is also included in a matrix format in Appendix E. Appendix E lists each resource by heritage area theme and includes an assessment of needs and opportunities for each of the resources listed to help guide future management actions at the sites. Maps of the contributing resources are presented in Appendix F and Chapter 3.

*E. Recommend policies and strategies for resource management, including the development of intergovernmental and interagency agreements to protect, enhance, interpret, fund, manage, and develop the natural, historical, cultural, educational, scenic, and recreational resources of the Heritage Area.*

This requirement is satisfied by this management plan's "Proposed Actions and Strategies" section, which goes into detail regarding the various plans for partnering with national, state, and local organizations for the management and interpretation of the resources of the NPNHA. This plan section also features recommended methods for educating the public and telling the stories, including the development of a central interpretive center, a recommended driving tour, the use of digital technology for interpretation, the use of more traditional interpretive tools (brochures, wayside exhibits, etc.), enhanced exhibit and landscape design, and the establishment of a library for existing and new literature associated with the NPNHA. In addition, the management plan recommends collaborating and working with scholars and providing subgrants to

institutions to consider best practices in resource management and the continued protection of archeological, historical, cultural, recreational, and natural resources.

*F. Describe a program for implementation for the management plan, including performance goals; plans for resource protection, enhancement, interpretation, funding, management, and development; and specific commitments for implementation that have been made by the local coordinating entity or any Federal, State, tribal, or local government agency, organization, business, or individuals.*

The chapter titled “Implementation Plan” meets this requirement of the legislation. In the chapter the reader will find details on the past accomplishments of the NPNHA; proposed actions, strategies, and partnerships the NPHF will pursue toward promoting resource protection, enhancement, interpretation, funding, management, and development; and the means by which the NPHF will measure success and determine appropriateness of future efforts and collaborations. The chapter also describes commitments by other organizations concerning funding and shared preservation, development, and interpretation efforts. In addition, Appendix C provides letters of commitment from federal, tribal, and local government organizations toward partnerships to preserve, enhance, and interpret resources of the NHA. Appendix D provides details of the relationship between the NPHF and the Fort Abraham Lincoln Foundation (FALF), which is the most important financial relationship for the NPHF. The FALF now operates as the Missouri Valley Heritage Alliance (MVHA), but agreements and obligations made as the FALF remain valid.

*G. Include an analysis of, and recommendations for, means by which Federal, State, tribal, and local programs may best be coordinated (including the role of the National Park Service and other Federal agencies associated with the Heritage Area).*

This management plan identifies the role of the coordinating entity for the NPNHA (the NPHF) in the introductory chapter. The NPHF’s role is seen as one of a facilitator helping to coordinate with federal, state, tribal, and local partner entities to support and manage the lived-in landscape of the NHA. Analysis and plans for how this role can be carried out can be found in the implementation and business plan sections of the document.

*H. Include a business plan that describes the role, operation, financing, and functions of the local coordinating entity and of each of the major activities described in the management plan; and provides adequate assurances that the local coordinating entity has the partnerships and financial and other resources necessary to implement the management plan for the Heritage Area.*

A business plan is included as a chapter of this management plan. That plan section includes a five-year budget with both revenues and expenditures. It addresses how the NPHF is to be structured as a financial organization, how it will organize its operations and how it will go about raising the funds necessary to implement the overall management plan. It also features supporting text that describes the expected revenue sources beyond the federal component, and details on how funds will be dispersed out of the NPHF.

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## **CHAPTER 2. INTRODUCTION**

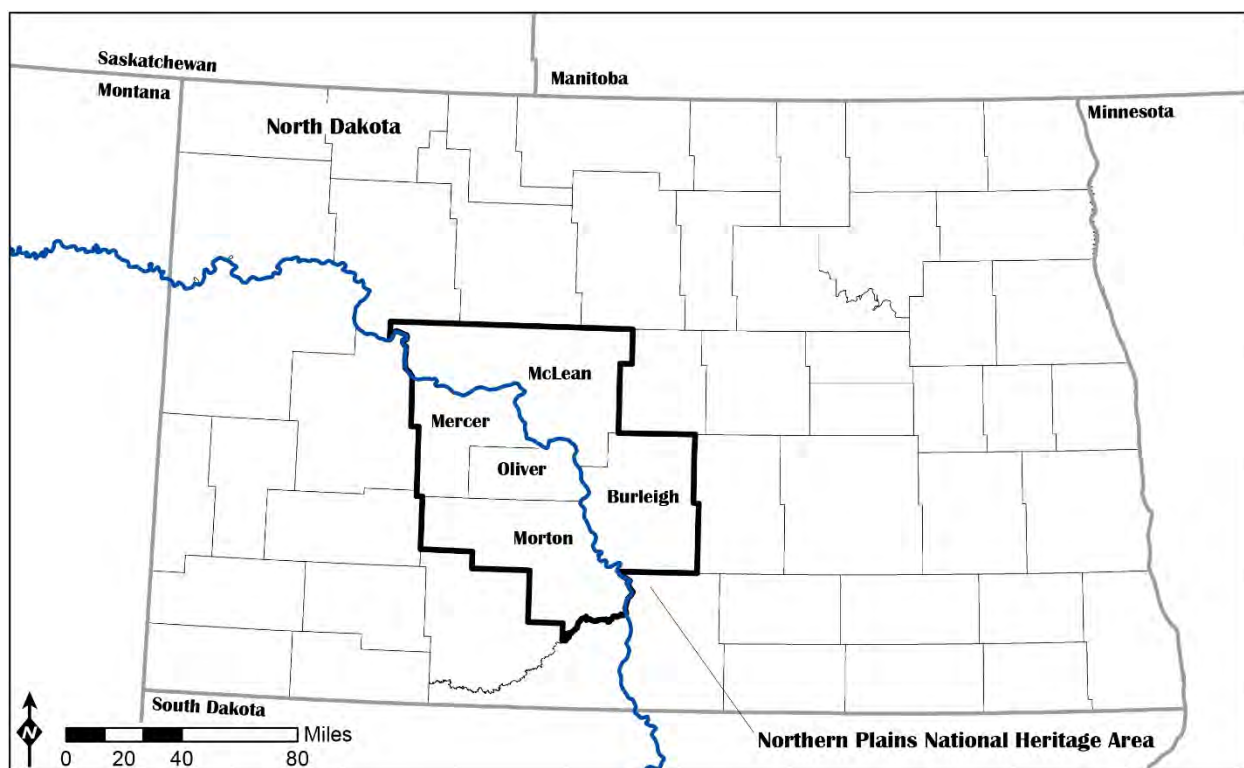
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## CHAPTER 2. INTRODUCTION

### An Introduction to the Heritage of the Northern Plains

Heritage is what we inherit, and on the Northern Plains we have inherited much. Heritage informs the present and allows us to understand and make sense of our surroundings. The Northern Plains National Heritage Area's (NPNHA) management plan speaks to this, and expands on what was set forth in United States Public Law 111-11, Sec. 8004, 123 Stat. 1240, Northern Plains National Heritage Area, North Dakota, and Northern Plains Heritage Area, Amendment.

Heritage areas throughout the nation focus on nationally important historic themes and subthemes. Historic themes represent big ideas in history that shaped the development of our past. These themes provide visitors and participants with a place-holder to situate themselves and local heritage in time and space. The local themes and subthemes inform our understanding of our nation's history. The nationally important theme within the NPNHA is linked to the free-flowing section of the Missouri River in central North Dakota. This means the lived-in landscape of the NPNHA boundaries includes the North Dakota counties of Burleigh, McLean, Mercer, Morton and Oliver (Figure 1).



*Figure 1. The boundary of the Northern Plains National Heritage Area, surrounding the North Dakota counties of Burleigh, McLean, Mercer, Morton and Oliver and anchored by the free-flowing Missouri river.*

The themes connected to the Missouri River in the NPNHA include the public sites and locations associated with the homelands of the Mandan and Hidatsa people; European and American explorers, traders, and artists who pushed their way into the NPNHA in the 18th and 19th centuries; the arrival of the horse, the steamboat, and the railroad to the NPNHA that changed the social, political, and economic dynamics of the inhabitants in the NPNHA; the U.S. Dakota Wars that started in 1862 and entered the NPNHA from 1863–1865, setting the stage for the U.S. government's establishment of additional forts along the Missouri River; and the residents of the NPNHA who enjoy the economic benefits and

community traditions of the region's native peoples and inherited from the European and American forebears.

#### **CULTURE HISTORY**

The places within the NPNHA that connect the nationally important themes include public sites once part of the range of nomadic peoples of the Paleo and Archaic eras. These nomads eventually gave rise to the Mandan and Hidatsa people and these lands became their homelands. The North Dakota State Historic Preservation Office's *North Dakota Comprehensive Plan for Historic Preservation: Archeological Component* (2016) is the most thorough resource when it comes to understanding the archeological record and archeological contexts within and immediate to the NPNHA. The NPNHA falls within 6 of 13 archeological study units including the Southern Missouri River, the Cannonball River, the Heart River, the Knife River, Garrison, and a small section of the Souris River.

According to the "Southern Missouri River Study Unit" and "The Knife River Study Unit" in the *North Dakota Comprehensive Plan for Historic Preservation: Archeological Component*,

"The associated historical record for the late 1700s and 1800s is virtually unparalleled in the wealth of information about the Missouri River valley and its inhabitants. There are many narrative descriptions of the river and the valley in the journals of explorers and traders who entered the North Dakota portion of the land of the Mandans, Hidatsas, and Arikaras. The journals of the Lewis and Clark Expedition are preeminent among the earliest historic accounts for significant notations regarding the natural history of this study unit. . . Volumes 2 and 3 (Witte and Gallagher ed. 2010 and 2012) of *The North American Journals of Prince Maximilian of Wied* are essential resources documenting the 1833–1834 journey along the Missouri River into the interior of North America with vivid descriptions of native peoples, topography, natural history, and the extended stay at Fort Clark. Artist Karl Bodmer provides exquisite watercolors documenting the landscape and its peoples. *Twilight of the Upper Missouri River Fur Trade: The Journals of Henry A. Boller* (Wood ed. 2008) serves as another important historic reference for the mid-1800s. Numerous other artists, scientists, explorers, traders, and anthropologists provide a wealth of information during this time."

The North Dakota State Historic Preservation Office (NDSHPO) specifically mentions one of the NPNHA's identified public sites within the Southern Missouri River Study Unit, the Nature Conservancy. Of this, the NDSHPO notes that the "Nature Conservancy is endeavoring to restore and maintain a pristine sample" of the "undeveloped areas that must be very similar to the way they were when that stretch of river was part of the central homeland of pre-contact Mandan and Hidatsa peoples." (SHSND, 2016: 5.1)

The Knife River Study Unit is to the north of the Southern Missouri River Study Unit. Of the Knife River Study Unit, the NDSHPO notes that it "has the greatest density of prehistoric sites in the state because the primary source area for Knife River flint is here." (SHSND, 2016: 3.1). Knife River flint is a material found in the archeological record in places around the Great Lakes, and as far as New Mexico. This reflects the existence of pre-contact trade routes from a material within and immediate to the NPNHA.

The first European explorers in what would become the NPNHA encountered the Mandan and Hidatsa in the 1730s. From the 1730s to the arrival of the U.S. Dakota Wars in the 1860s, wave after wave of European and, later, American explorers came to the NPNHA.

Heavy industry came by way of steamboats as early as 1832. From the 1830s to the 1860s, over 150 steamboats traveled through and docked within the NPNHA. Frontiersmen interfaced with indigenous populations and established fur trading posts in collaboration with the federal government. The arrival of

steamboats forever altered the NPNHA. These vessels transported furs and commodities by the ton to global markets.

Indigenous residents formed relationships and contended with early fur trade explorers from the 1730s up to the 1860s. During and after the American Civil War they would resist, fight, and navigate the invaders in various ways. In the NPNHA, the Mandan-Hidatsa were hit hard by smallpox, a disease that induced intense fever and headaches, severe back pain and fatigue, and lesions throughout the body. Survivors, who were rare, carried pitted scars for the remainder of their lives, but the cultural scars ran deeper as the population devastation negatively impacted cultural institutions for generations.

This period also represented the intense documentation of the Mandan people, one of the most documented indigenous groups in North America. With the steamboats of the 1830s came trained European artists, including George Catlin and Karl Bodmer. Through their art, images of life on the Northern Plains in the 1830s survive, adding to the understanding we have from oral tradition and archeological and historical records.

From 1863 to 1865 the U.S. Dakota Wars entered the NPNHA. Generals Alfred Sully and Henry Sibley, in carrying out orders from General John Pope and the U.S. Department of War, brought punitive campaigns against the Oceti Sakowin, or “the Sioux.” This set the stage for the eventual establishment of Fort Rice (1864), where Sully would headquarter his campaign into western Dakota Territory. After the U.S. Dakota Wars, Fort Stevenson was established in 1868, and Camp Hancock, Fort McKeen, and Fort Abraham Lincoln all in 1872. The latter three military installations coincided with the arrival of Jay Cooke’s Northern Pacific Railroad during President Ulysses S. Grant’s tenure.

The arrival of Sully and Sibley in 1863 and the establishment of Anglo-American forts up through the 1870s represented the industrial prologue to European settlement in the NPNHA. The Missouri River within the NPNHA, situated centrally in North Dakota and centrally within North America, became a focus of energy and activity. Anglo-Americans established the businesses and communities became the administrators of public and private entities. After Anglo-Americans established these institutions, wave after wave of Europeans began arriving on the Northern Pacific Railroad to the NPNHA to take up homesteads and professions in the newly established urban areas. The newly arrived began to bring the hinterlands into industrial agricultural production, and take up urban jobs and expand the institutions. The change was unmatched in Northern Plains history.

Within the NPNHA, Bismarck, Washburn, Mandan, Stanton, and Sanger became the county seats and urban hubs for the surrounding rural areas. In 1902, Center replaced Sanger as the Oliver County seat. Buildings from this early period remain in these urban areas—either in use, or as historical archeological remains—and date from the 1870s to the 1910s.

As the NPNHA pushed further into the second half of the 20th century, author John Steinbeck commented on the area’s sense of place. In his 1962 book *Travels with Charley: In Search of America*, Steinbeck noted that the Missouri River within the heritage area reflected an east-west divide within the nation. He wrote:

*Someone must have told me about the Missouri River at Bismarck, North Dakota, or I must have read about it. In either case, I hadn’t paid attention. I came on it in amazement. This is where the map should fold. Here is the boundary between the east and west. On the Bismarck side it is eastern landscape, eastern grass, with the look and smell of eastern America. Across the Missouri on the Mandan side, it is pure west, with brown grass and water scorings and small outcrops. The two sides of the river might well be a thousand miles apart.*

While the Missouri River was dammed through federal infrastructure projects from the 1930s to the 1950s, the portion within the NPNHA remains as it once did in the pre-industrial days. Moving forward



in the 21st century, it is worth reflecting on that, and encouraging others to visit and experience it for themselves. Through this heritage area, we can reflect upon the unique, local stories that continue to contribute to our nation's greatness.

#### **HERITAGE AREA DESIGNATION**

In December 2004, the Northern Plains Heritage Foundation (NPHF) met for the first time with a mission to preserve, promote, and develop the cultural, natural, and scenic resources of the Northern Plains region of central North Dakota on the Missouri River. That mission led to the development of a feasibility study calling for the creation of the Northern Plains National Heritage Area incorporating the counties of Burleigh, Mercer, Morton, McLean, and Oliver in the state of North Dakota. The feasibility study was presented to the United States Congress in March of 2007. Two years later the U.S. Congress passed Public Law 111-11, Section 8004 (Appendix A), designating the Northern Plains National Heritage Area and President Obama signed it into law on March 30, 2009.

#### **LOCAL COORDINATING ENTITY**

According to PL 111-11, the Northern Plains Heritage Foundation (NPHF) has been designated as the local coordinating entity. The NPHF is organized as a nonprofit corporation licensed in the state of North Dakota. The NPHF partners with private and public entities, conducts fund raising solicitations, and seeks to marshal support from federal, state, county, and municipal governments to secure financial resources with which to carry out its mission. The NPHF is administered by a volunteer board of directors and employs (at a minimum) at least one full-time employee including an executive director meeting the Secretary of Interior's minimum professional qualification standards in the field of cultural resource management (as a historian, archeologist, or historic architect). The organization, procedures, and responsibilities of the NPHF Board are fully detailed in the NPHF By-Laws, included in this document as Appendix B.

The NPHF encourages economic viability and sustainability consistent with the heritage area in cooperation with the Missouri Valley Heritage Alliance (MVHA). The MVHA uses non-federal funds to raise funds for the NPHF and NPNHA. The MVHA has several modest revenue streams. This includes owning and operating the seasonal Missouri Riverboat, Inc., which does business as the *Lewis & Clark* riverboat at the Port of Bismarck within the NPNHA from early May to late September each year; Five Nations Arts, the exclusive indigenous fine arts gallery and crafts store in Mandan; The Post, a heritage-themed rental space in Morton County; and charitable gaming throughout the state (see Appendix D for detail on the relationship between the NPHF and the MVHA). Through these for-profit and non-profit heritage businesses, the MVHA is able to donate in-kind and non-federal funds to the NPHF.

Administratively, the NPHF issues requests for proposals, prepares evaluation rubrics and criteria for the fair treatment of proposals, and enters into cooperative agreements and subgrants funds to nonprofit entities for the purpose of carrying forward the heritage area goals. The NPHF also attends regional and national heritage area meetings, engages in and contributes to public and scholarly local heritage forums and symposia, and coordinates among local, city, county, statewide, and federal agencies.

As the local coordinating entity, the NPHF is responsible for the preparation and updating of this management plan, and submits to the Secretary of the Interior an annual report each fiscal year. This report documents specific performance goals and accomplishments of the NPHF, the expenses and income of the NPHF, amounts and sources of match funding, either cash or in-kind; amounts leveraged with federal funds and sources of leveraged funds; and subgrants made to entities during the fiscal year. A more detailed description of the structure and functions of the NPHF can be found in the business plan presented as Chapter 4 of this document.

## Management Planning Process and Environmental Review

The management planning process itself, i.e., the production of this plan, will not individually or cumulatively have a significant effect on the human environment and, therefore, neither an environmental assessment nor an environmental impact statement is required for its development. The National Environmental Policy Act (NEPA) pathway most appropriate to the effort is a Categorical Exclusion for which no formal documentation is necessary. The Northern Plains National Heritage Area Management Plan qualifies for Categorical Exclusion 3.3 R under the National Environmental Policy Act of 1970. Categorical Exclusions under NEPA and National Park Service Director's Order #12, *Conservation Planning, Environmental Impact Analysis, and Decision-making*, apply to listed actions that have no potential for measurable effects to the human environment. As it applies to the Northern Plains National Heritage Area Management Plan, Categorical Exclusion 3.3 R is for the "adoption or approval of surveys, studies, reports, plans and similar documents which will result in recommendations or proposed actions which would cause no or only minimal environmental impacts."

Actions categorically excluded under NEPA and Director's Order #12 must still be reviewed for compliance with Section 106 of the National Historic Preservation Act. Therefore, the plan has been developed with the assistance of the State Historic Preservation Office (SHPO) of North Dakota and will be shared with the SHPO in draft form for their comments and review in accordance with Section 106 of the National Historic Preservation Act. The concurrence letter from the State Historic Preservation Officer will be included as an appendix in the final management plan.

This management plan is the result of public and federal, state, tribal, and local government involvement. Public involvement included a series of public meetings in each of the five counties that make up the NPNHA (Burleigh, McLean, Mercer, Morton and Oliver). Meetings with state agency representatives also occurred and other anticipated partner organizations in the heritage area. The first public meeting occurred on October 12, 2009 at the Bismarck Public Library in Bismarck, Burleigh County, North Dakota. One understandable concern raised was that of private property. This concern was addressed with the legal assurance that the purpose of a heritage area is to promote heritage tourism and heritage education with willing partners. A benefit of a heritage area is that public heritage sites and locations are elevated to the national platform. When vacations are planned, potential visitors are able to research unique locations within the heritage areas. They add these locations to their itineraries, and visit local sites they otherwise would not have known about.

Additional management planning included numerous e-mails, phone calls, meetings, and interviews with potential partners. Public, nonprofit, and service group organizations with parallel heritage education trajectories included the Lewis & Clark Fort Mandan Foundation, local Rotarian chapters, local Sertoma Club chapters, the Mandan Progress Organization, Preservation North Dakota, the National Trust for Historic Preservation, Bismarck Parks and Recreation District, the Nature Conservancy, Friends of the Bismarck Public Library, North Dakota State University's Center for Heritage Renewal, the Paleo Cultural Research Group, the North Dakota Archeological Association, Friends of the Knife River Indian Village, consultants and enrolled tribal members with the Mandan-Hidatsa-Arikara Nation, consultants and enrolled tribal members with the Standing Rock Nation, and the Missouri Valley Heritage Alliance.

During the planning processes, a vision and mission was determined; interpretive themes were proposed; goals, objectives, and strategies were outlined; and a draft plan was made available to the public. The plan was submitted to the National Park Service, and comments were returned. Comments were addressed and the next draft was circulated to the NPHF Board of Directors. This plan was resubmitted to the NPS for consideration, review, and approval. Comments were again returned and the NPS offered the assistance of the regional National Heritage Area staff and the planning expertise of the NPS Denver Service Center (DSC) in the preparation of this current version of the management plan. NPS comments on the previous version revolved around the need for specific goals for the NPNHA, tied to the purposes

in the authorizing legislation; and operational specifics for the Northern Plains Heritage Foundation that can assure the Department of the Interior that those goals can be achieved.

To address the previous draft's omissions, planners from the DSC developed two workshops with stakeholders and NPHF board members in Bismarck. One workshop was to develop the concepts and obtain the financial details outlined in Chapter 4, the business plan; the other workshop generated the NHA's goals, management strategies, and proposed actions, performance measures, and selection criteria that make up the bulk of Chapter 5, the implementation plan. Both workshops were preceded by webinars with NPHF staff, board members, and stakeholders that helped generate the framework for the in-person workshops. Webinars for the business plan workshop were held in the fall of 2016 and the in-person workshop occurred in the spring of 2017. Webinars for the implementation plan were held in the spring of 2017 and followed with the in-person workshop during the early summer. This final draft plan was then prepared using the new information and management strategies generated by the two workshops, new documentation and consideration of the NHA's interpretive themes and resources, and the extensive work presented in the original 2012 Management Plan draft.

### **Statement of National Importance of the Northern Plains NHA**

The Northern Plains National Heritage Area was created to tell the story of the heritage and lived-in landscape along the Missouri River in central North Dakota, from the ancestral homelands of the Mandan, Hidatsa, and Arikara people, to the Oceti Sakowin (the Sioux Nation), and the origins of an agrarian way of life; to the expansion of the United States across the Northern Plains, including the Lewis and Clark expedition and the U.S. Dakota Wars; through early American settlement by immigrant farmers who established cooperative social, political, and economic activities suited to life on the Northern Plains; to the modern adaptation of these lifeways within the region reflected and defined by the Northern Plains National Heritage Area.

### **Purpose of the Northern Plains National Heritage Area**

The purpose of the Northern Plains National Heritage Area is to encourage long-term respect, enhancement, interpretation, and appropriate development of the region's heritage resources by the adequate funding and management of partnership activities.

The purpose of the management plan for the Northern Plains National Heritage Area is to put forward goals, strategies, and recommendations for accomplishing heritage area purposes, to describe actions and commitments that federal, state, tribal, and local governments, private organizations, and citizens will take to respect, enhance, interpret, fund, manage, and develop the heritage area, and to provide a set of policies to guide the work of the Northern Plains Heritage Foundation as the heritage area's coordinating entity.

### **Management Plan Goals and Policies**

The goals and policies of the Northern Plains National Heritage Area build on the vision laid out in the original feasibility study and reflect consideration of the accomplishments of the NHA since its designation in 2009. Based upon the extensive effort laid out in the planning process above, the goals of the NPNHA and consideration of the resources present in the heritage area, the level of public understanding and support for the heritage area, and the underlying need to provide visitor appreciation and understanding of the significance of the NHA as well as promote economic enhancements in the five counties making up the heritage area, goals for the national heritage area were revised. The NHA's new goals and their vision of success can be found in Table 1.

Table 1. The Goals of the Northern Plains National Heritage Area

Goal	Vision of Success
1. Encourage and support public appreciation and recognition of the important natural, historic, cultural, educational, scenic, and recreational resources of the Northern Plains.	1. The National Heritage Area is a national destination. 2. Community leaders, legislators, and the community at large are informed of the heritage tourism benefits of the Northern Plains.
2. Encourage scholarly research with historic and archeological investigations within the NPNHA.	Residents of and visitors to the NPNHA will have opportunities to engage with scholars and scholarly investigations within the NPNHA.
3. Encourage resident and visitor engagement with sites and locations in the NPNHA.	NPNHA provides residents and visitors with brochures, interpretive kiosks, and NPNHA orientation at the Missouri River Warehouse Landing.
4. Maintain and enhance the capacity and sustainability of the NPHF to accomplish its mission as the local coordinating entity of the NPNHA.	NPHF remains financially stable and has sufficient resources to fulfill its role as the local coordinating entity.

In addition to formalization of the goals of the NPNHA, the planning process also produced a list of policies to be adhered to as the NPHF conducts the business of the NPNHA. These policies reflect the core principles of the NPHF and will help guide decision making into the future. These six core policies include:

1. The Northern Plains Heritage Foundation (NPHF) will collaborate with regional partners to link multiple sites, areas, and initiatives together to share the nationally important stories of the region.
2. The NPHF will work to develop and sustain partnerships to implement the Northern Plains National Heritage Area Management Plan.
3. Heritage tourism, recreation, and educational opportunities will be encouraged and supported to help residents and visitors experience, enjoy, and conserve the region's nationally important heritage resources.
4. The heritage area will engage both urban and rural communities through partnerships with public and private institutions in order to foster sustainable compatible economic activities throughout the region while respecting heritage resources.
5. Private property owners are invited to participate in heritage area activities. Private property owner rights will be maintained, and private property owners will not be required to participate in any heritage area activities recommended by this plan.

6. NPHF will seek to fairly represent diverse interests including federal, state, tribal, and local governments; natural and historic resource organizations, educational institutions, businesses, recreational organizations, community residents, and private property owners in all of its partnership work on behalf of the heritage area.



# **CHAPTER 3. INTERPRETIVE PLAN**



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## CHAPTER 3. INTERPRETIVE PLAN

### Introduction

The Northern Plains National Heritage Area contains a varied and rich assortment of historic, cultural, natural, recreational, and scenic resources. Many resources are listed in the National Register of Historic Places, including several sites that have been designated as National Historic Landmarks. There are also several federal, state, and local parks and wildlife management areas. Some of the resources of the heritage area are well interpreted and heavily visited, such as the Lewis & Clark Interpretive Center, Fort Mandan, Knife River Indian Villages National Historic Site, Fort Abraham Lincoln State Park, On-A-Slant Village, and the North Dakota Heritage Center at the State Historical Society of North Dakota. Other resources, particularly the state historic sites such as Double Ditch, Huff, Fort Clark, and Fort Rice, have substantial existing historic documentation and have modest interpretation but are not yet contextualized with the NPNHA. Some sites have designated preservation organizations dedicated to the interpretation of some or all of the major themes of the heritage area, such as the National Park Service and the State Historical Society of North Dakota. Some of the resources of the NHA exist only as annual festivals that help interpret a theme, such as the German Days festival. There are numerous historical markers and site-specific waysides throughout the heritage area. There are also historical markers and contact pavilions that are historic properties in their own right (Figure 2). Visitor centers and site-specific contact stations in the heritage area offer an array of informational brochures including historic information, maps, and occasionally, details on the historic connectivity of one site to another. Sites are interpreted in a variety of online media, hosted by a variety of preservation organizations.

The primary goals of this interpretive plan for the Northern Plains National Heritage Area are to: 1) establish the historic themes that best capture the shared heritage and history of the NPNHA and can best serve to group resources by their contributions to the history of the nation, and 2) create a means of establishing connectivity between the sites within a theme in a way that enables visitors to fully grasp the historic context of the heritage area and the impacts of events that happened here on national history.



Figure 2. Civilian Conservation Corps era visitor contact pavilion at the Double Ditch Indian Village.

## Interpretation Requirements

Quality interpretation is a key requirement of reaching the stated goals of the heritage area. In addition, it is one of the key components of an NHA management plan and figures prominently in the legislation establishing the heritage area. The various requirements related to interpretation of the NHA resources as stated in the legislation creating the NPNHA include the following:

- describe comprehensive policies, goals, strategies, and recommendations for telling the story of the heritage of the area;
- include a description of actions and commitments that federal, state, tribal, and local governments, private organizations, and citizens will take to protect, enhance, interpret, fund, manage, and develop the natural, historical, cultural, educational, scenic, and recreational resources of the heritage area;
- specify existing and potential sources of funding or economic development strategies to protect, enhance, interpret, fund, manage, and develop the heritage area;
- include an inventory of the natural, historical, cultural, educational, scenic, and recreational resources of the heritage area relating to the national importance and themes of the heritage area;
- recommend policies and strategies for resource management. . . to protect, enhance, interpret, fund, manage, and develop the natural, historical, cultural, educational, scenic, and recreational resources of the heritage area

## Nationally Important Story

The Northern Plains National Heritage Area in central North Dakota is nationally important for its long arc of human history condensed and etched into the landscape. The region emerged from the last Ice Age as the ancestral lands of the agrarian pioneers and expert traders we know today as the Mandan, Hidatsa and Arikara now to the north and the Lakota and Dakota today to the immediate south. Its rich natural resources, strategic river location, and friendly native civilization drew Lewis and Clark and other explorers, fur traders, and entrepreneurs who, aided by steamboats, opened the way for westward expansion of the United States. Thus, it became the battleground of the infamous Dakota Indian Wars of the mid-19th century. The railroad ushered in a new era of European-American immigration in the 1870s, and today the Northern Plains embodies both a 21st-century plains agricultural society steeped in tradition and a vital Native American heritage and culture.

The heritage area straddles 80 free-flowing miles of the Upper Missouri River in central North Dakota. The Mandan, Hidatsa, and Arikara, descended from prehistoric hunter-gatherer peoples, began to “garden” the fertile Missouri bottomlands sometime around the beginning of the previous millennium. Their agricultural and trading expertise allowed their civilization to grow and prosper in complex, populous, and well-defended earth lodge villages for centuries, discernable impressions of which remain in the landscape today.

When Lewis and Clark over-wintered here in 1803–04, they found the native population tragically decimated by smallpox, measles, whooping cough, starvation, and inter-tribal conflict. Sixty years later the U.S. Army would pursue the nomadic Sioux Nation, or Ojibwa, to the Upper Missouri on a punitive campaign the U.S. government launched in response to the “Dakota Uprising” along the Minnesota River Valley in 1862. The U.S. Dakota Wars, from 1862 to 1865, set the stage for the installation of additional military forts. This started with the establishment of Fort Rice in 1864, Fort Stevenson in 1868, and Camp Hancock, Fort McKeen, and Fort Abraham Lincoln in the early 1870s. The establishment of forts coincided with the arrival of the Northern Pacific Railroad, clearing the way for white settlers headed west. The Indian chiefs and generals who fought in the U.S. Dakota Wars and later the Plains Indian Wars —Sully, Sibley, Custer, Sitting Bull, Rain-in-the-Face, Red Cloud—are legends in

our national history. Sites of remembrance to these individuals and others are dotted throughout the NPNHA.

The Northern Pacific Railroad's arrival at the Missouri River in 1872 signaled yet more change on the Northern Plains as it brought waves of immigrants—Germans, German-Russians, Swedes, Norwegians, Ukrainians, Bohemians, Canadians, Irish—who claimed homesteads, settled, arranged the landscape, and built the organizations and institutions we see on the Northern Plains of the Upper Missouri region today.

Yet, the region's story is still unfolding at the seams of archeology, anthropology, geology, climatology, epidemiology, and nutritional science. While some of the ancient village sites have begun to succumb to the river by erosion, its waters sometimes uncover new evidence of such places to study. Ancient agricultural techniques and modern land conservation practices are being applied to the farming, ranching, fishing, and hunting traditions of this region. At the same time, these Northern Plains are still home to contemporary Mandan, Hidatsa, Arikara, Lakota, Dakota and Nakota people celebrating and working to maintain their own cultural ties to their ancestral lands.

#### **THE UPPER MISSOURI – A SENSE OF PLACE**

More than one hundred centuries ago, men hunted woolly mammoth and mastodon along the edge of a receding glacier. The massive ice sheet reversed the north-flowing direction of the ancient river we now call the Missouri, and bent it to flow southeast to meet another great river, the Mississippi, and flow to the Gulf of Mexico instead of Hudson Bay.

The glacier left behind rich grasslands favored by giant bison, mammoth, cameloids, and horses. Time passed and drought struck the Northern Plains. Conifers disappeared and many of the Ice Age animals—megafauna—went extinct because of temperature shift, over-hunting, or both. Smaller animals, much swifter and possessing the biological ability to reproduce at a greater rate than megafauna, took their place. Small, multi-family groups of people formed to hunt the huge expanses of grassland and to frequent deposits of flint, chert, and obsidian from which they could make their tools.

For thousands of years the Knife River area was one of the great trading centers of the continent. Knife River Flint, dark, caramel-colored glass-like stone, was formed 50 to 60 million years ago. The nomadic people mined flint from quarries that dotted the prairies of what is now North Dakota. Knife River Flint was so high in trade value that the Clovis culture used it to spread across and occupy the continent from BP 14,000 to 12,000.

Eventually, from at least BP 3,000 to AD 1,000, people began to occupy the landscape in a somewhat more sedentary nature. The North Dakota State Historic Preservation Office's *North Dakota Comprehensive Plan for Historic Preservation: Archeological Component* (2016) describes flora and fauna and the pre-Contact inhabitants of the NPNHA in 6 of the 13 study units of North Dakota. The 6 study units include the Southern Missouri River, the Knife River, the Heart River, the Cannonball River, the Garrison, and a small section of the Souris River. (NDSHPO, 2016)

The Northern Plains National Heritage Area sits astride an 80-mile length of free-flowing Missouri River between Lake Sakakawea in the north and Lake Oahe to the south. It is the setting for a fascinating and poignant story of our country's expansion across the continent. Its major tributaries—the Knife River, Heart River, Turtle Creek, Painted Woods Creek, Square Butte Creek, Burnt Creek, and Apple Creek—are habitat for the fish and other wildlife so popular with Northern Plains recreationalists. It is a uniquely spacious, quiet, and scenic landscape of river and farmland and prairie and sky.

The rich history of the Northern Plains is apparent in the numerous historic and cultural properties that dot the landscape of the Missouri River. It was a place witness to many significant historic events that together tell the story of several important themes in the history of the nation.

## Interpretive Themes

Interpretation is one of the key components of an NHA management plan and figures prominently in the legislation establishing the heritage area. Development of interpretive plans begins by considering how the heritage area's themes connect to existing places and events. The discussion below relates to 49 places and / or events associated with the heritage area's themes that are included in the inventory of resources presented in Appendix E with locations indicated in Appendix F. For the purposes of the inventory assessment that generated the appendix, interpretation was defined broadly to include exhibits, programs, signage, brochures, guided or self-guided tours, performances, events or any activity or place with the potential to communicate the heritage of the Northern Plains to the public. It is important to note that for many of the places, interpretation may be limited to a single historical marker or even simply the potential for the establishment of an interpretive opportunity.

Establishing the connectivity within the themes of the Northern Plains National Heritage Area is a primary goal of the NPHF. Through partnerships with the individual owner/managers of the key and supporting resources of the heritage area, the NPHF hopes to connect more visitors and local residents to the rich history of the heritage area. Interpretation efforts among the resources of the heritage area range from nonexistent at some of the lesser recognized sites to extensive at locations like Fort Abraham Lincoln State Park or the Knife River Indian Villages National Historic Site. The NPHF envisions its interpretive role as providing a means to connect visitors to the widely dispersed resources of the heritage area; to serve as a centralized broker; a one-stop shop where the interested public will encounter a portal to both the highly developed programs of the heritage area and eventually to the more ephemeral and currently under-interpreted sites. Working with partners, the NPHF will develop branding (through signage, wayside development, brochures, and online materials) for key sites. Eventually, as progress is made on NPHF Goal 2, and new research provides enhanced understanding of resources, branding and interpretation can extend to other sites.

The NPHF has recently partnered with its sister organization, the Fort Abraham Lincoln Foundation (now the Missouri Valley Heritage Alliance), to design and develop the NPNHA interpretive hub along the Missouri River in North Dakota's capital city of Bismarck. The future Missouri River Landing Warehouse site will serve as the headquarters and primary visitor contact center for the NPNHA. The NPHF has contracted Split Rock Studios to design the interpretive kiosk that will direct visitors to the city, county, state, federal, and nonprofit resources of the NPNHA. They have also partnered with the North Dakota State University's Department of Landscape Architecture to develop the design, fabrication, and installation of interpretive waysides and plantings at the site. This interpretive hub will be located adjacent to where Interstate 94 spans the Missouri River at Bismarck-Mandan, and is the busiest corridor on the northern plains. From this centralized access point, the NPHF will interpret—through exhibits, waysides, lectures, and tours—the full culture history and significance of the NPNHA and will promote thematic touring of the heritage area based upon the themes developed below. In addition to the Missouri River Landing Warehouse, these thematic tours will be promoted online and the NPHF will work with partners to cross-promote the sites to further enhance the public appreciation and understanding of the interconnectedness of the NPNHA resources.

**THEME 1: THE MANDAN AND HIDATSA OF THE NORTHERN PLAINS CREATED AN UNPRECEDENTED AGRARIAN CIVILIZATION THAT CONTINUED FOR CENTURIES ALONG THE UPPER MISSOURI RIVER, AND WHOSE LIFEWAYS CAN BE TRACED IN THE LANDSCAPE AND ITS PEOPLE TODAY.**

Ancestors of the Mandan and Hidatsa, Woodland culture peoples, lived primarily by hunting and gathering as did their nomadic precursors, but they began to settle in locations that allowed more intensive use of resources. By AD 1200 villages appeared along the Missouri River and burial mounds began to line the bench land above the floodplain, indications of an increased territorial sense among the

people. Almost 2,000 years later, visitors to the Nature Conservancy's Cross Ranch and Cross Ranch State Park may still discern traces of these ancient landscape features.

The line blurs between the Late Woodland and Plains Village cultures of the tribes known today as the Mandan, Hidatsa, Arikara and the Lakota and Dakota. Some, but not all, of the Woodland peoples transitioned from gathering to gardening around the beginning of the previous millennium. Plains village people originally lived in the woodlands to the east, making their way northward along the Missouri River, perhaps having left their original homelands to escape other Indian groups. The Hidatsa appear to have migrated from the east as well, eventually settling near the Mandan, who collaborated with their agricultural practices. The Arikara came up from South Dakota much later.

***The Heart River Region:*** The Mandan and Hidatsa were both Siouan-speakers and shared similar cultural expressions, in particular their earth lodges: sod-covered structures on a rectangular frame of cottonwood logs and woven willow branches. The earth lodge people thrived in the region for hundreds of years. Their house types changed over time—around AD 1500 the long lodge evolved into a round style that required less wood for construction and less fuel to heat.

These agricultural pioneers developed several varieties of quick-ripening crops specifically suited to the short growing season of the Upper Missouri—ultimately, 13 variants of corn, 9 variants of beans, 5 variants of squash as well as tobacco and a domesticated sunflower. In addition to developing regional domesticates, it is thought that more intensive farming techniques may also have been used, such as raised fields or active irrigation. This agrarian diet was supplemented with bison, which was also regarded as sacred to the indigenous way of life. Other animals also provided sources of protein. The river provided fish, shellfish, drinking water, and in its annual floods, fertile soil to replenish the gardens.

The purposeful agricultural practices of the Mandan and Hidatsa produced a unique phenomenon—a food surplus. The stores, essentially corn and squash, were kept in cache pits around and under their lodges. Agricultural surpluses allowed the people to remain stationary year round and the population to grow. Surpluses also provided a ready product for trade, and other tribes could depend on a consistent location to find the earth lodge people year after year. In this way, the Heart River region became the trade center of North America. Obsidian from the Rocky Mountains and sea shells from both coasts are still being discovered in what remains of the Mandan and Hidatsa villages.

In AD 1400 the Mandan-occupied large self-sustaining villages such as the heavily fortified Huff to the south, the Village Where Turtle Went Back (known today as the Shermer site) on the east bank of the river, and Double Ditch, north of present-day Bismarck. Huff was the archetype village of that era with about 100 rectangular lodges fortified by ten bastions, or bulwarks, bristling with angled lances and surrounded by a deep, dry trench. Huff lasted until 1450.

The round earth lodge required less material to construct. Its development, a cultural response to environmental conditions, ushered in the Heart River phase during which the Mandan and their neighbors the Hidatsa numbered as many as 25,000 in 13 villages which lasted for centuries. Double Ditch, for example, may have held as many as 3,000 residents and endured more than 300 years.

Key NPNHA resources that reflect Theme 1 include (see Appendix E for all of the resources reflecting the theme and Figure 3 for the map that will aid its interpretation):

- Menoken Indian Village State Historic Site
- Double Ditch Indian Village State Historic Site
- Lewis & Clark Interpretive Center/Fort Mandan State Park
- Pulver Mounds State Historic Site
- Knife River Indian Villages National Historic Site



- Crowley Flint Quarry State Historic Site
- Cross Ranch Archeological District
- Molander Indian Village State Historic Site
- Huff Indian Village State Historic Site
- Chief Looking's Indian Village
- On-A-Slant Indian Village (Fort Abraham Lincoln State Park)
- North Dakota Heritage Center & State Museum, "Innovation Gallery"

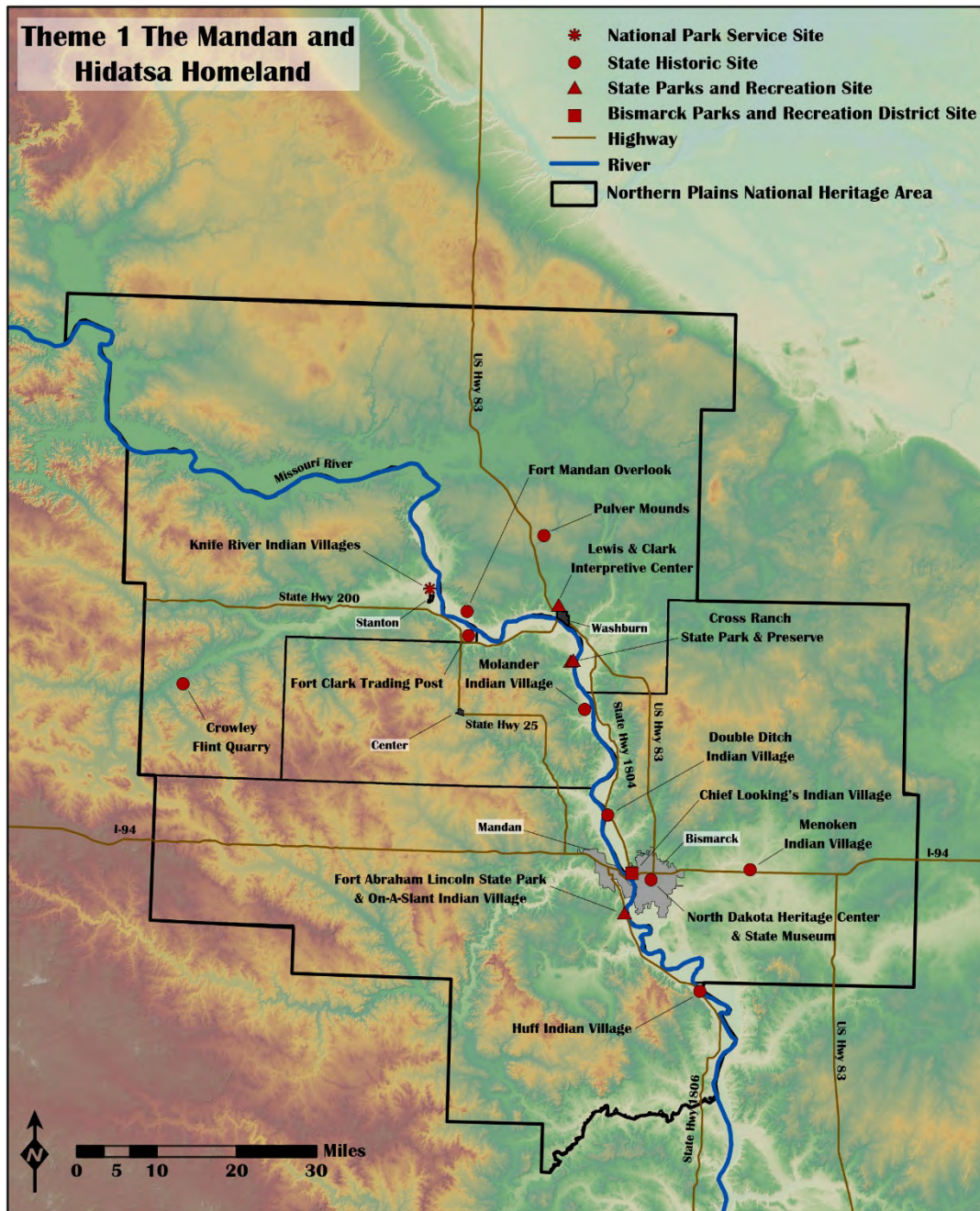


Figure 3. Resources of the NPNHA reflecting Theme 1 and associated with the homeland sites of the Mandan and Hidatsa.



**THEME 2: THE MISSOURI RIVER AND NORTHERN PLAINS DREW EXPLORERS, TRADERS, AND ARTISTS FROM ACROSS NORTH AMERICA AND EUROPE IN THE 18TH AND 19TH CENTURIES, OPENING THE WAY FOR THE SETTLERS WHO WOULD FOLLOW AND SIGNALING THE END OF THE HEART RIVER PHASE ON THE UPPER MISSOURI.**

The Mandan were a famously hospitable people. They assimilated members of neighboring tribes and welcomed strangers to their villages. This quality made them superior traders and often served to protect them from the aggression of others on the populating continent.

During the Heart River phase the Mandan and Hidatsa were the most powerful economic and military force on the Northern Plains, but this would change. The Sioux moved west into the region on horseback, and Assiniboiné came down from the north. During the 17th century, trade items such as guns, iron tools, and clothing had filtered into the Missouri River valley from the Hudson Bay by way of Montreal-based French traders and intermediary tribal traders. In the early part of the 18th century fur traders encountered the Mandan and Hidatsa directly—it was the last years of the Heart River Phase.

In 1738 Pierre Gaultier de Varennes Sieur de la Verendrye, a French-Canadian explorer and trader seeking the western sea, organized an expedition to meet the inhabitants of the Northern Plains whom he called Mantannes. La Verendrye's party of 52 included two sons and 25 Assiniboiné he met along the way who, eager to join the French trade, led him to meet the Mandan. La Verendrye was deeply disappointed:

*I confess I was greatly surprised, as I expected to see people quite different from the other savages according to the stories that had been told us. They do not differ from the Assiniboiné, being naked except for a garment of buffalo skin carelessly worn without any breechcloth.*

Nevertheless, La Verendrye went to stay in the Mandan village and wrote the first known report by a European of the Mandan and their ways:

*There were about one hundred and thirty [houses]. All the streets, squares, and cabins are uniform in appearance; often our Frenchmen would lose their way in going about. They keep the street and open spaces very clean; the ramparts are smooth and wide; the palisade is supported on cross pieces mortised into posts fifteen feet apart with a lining. For this purpose they use green hides fastened only at the top in places where they are needed. As to the bastions, there are four of them at each curtain well flanked. The fort is built on an elevation in mid-prairie with a ditch over fifteen feet deep and from fifteen to eighteen wide. Entrance to the fort can only be obtained by steps or pieces [of wood] which they remove when threatened by the enemy. . . . Their fortification indeed has nothing savage about it (Fenn 2014).*

The Mandan were well stocked and had traded with other Indian tribes for many years. Although La Verendrye meant to ensure that the French remained superior among the peoples of the Northern Plains, he was impressed by the quantity and quality of trade goods he saw in the village which included:

*. . . coloured buffalo robes, deer and buck skins, carefully dressed and ornamented with fur and feathers, painted feathers and furs, worked garters, head-bands, girdles. Of all the tribes they are the most skillful in dressing leather, and they work very delicately in hair and feathers . . . . They are sharp traders. . . . (Fenn 2014).*

As 1781 dawned the Mandan lived in seven villages along the Missouri River, five on the west and two on the east. The smallpox epidemic that reached them that year by way of the ancient trade routes struck down 80% of the population—of perhaps 25,000 people fewer than 5,000 survived. In the aftermath, the Mandan abandoned their Heart River villages, moved north, and clustered together with the Hidatsa in the Knife River Villages.

Their civilization weakened, their territory vulnerable, the Mandan retreated from the nomadic and encroaching Dakota, Lakota, and Cheyenne, who were themselves being pushed westward by their own struggles with settlers and soldiers of the United States. The Arikara too were being pushed by the Lakota northward from their homeland in what is now South Dakota where they had once numbered perhaps 30,000 in many villages. While the Mandan hunting camps were still set up near the Heart River in the summer of 1803 a fight broke out. It is not certain whether the Lakota fought both the Arikara and the Mandan in the Battle of Heart River, but in its wake the Lakota expanded their territory from the Heart River westerly to the Powder River to enhance their dominance on the Northern Plains. According to Elizabeth Fenn (2014), “Hostilities with the Sioux persisted until the late nineteenth century and spanned the Missouri River from the Arikara in the south to the Hidatsa in the north.”

Smallpox paid deadly visits again to the Mandan and Hidatsa in 1802-03, and yet again in 1837 when the two tribes once more made a painful exodus, this time ranging some 40 miles from the Knife River where they established Like-A-Fishhook Village. The Arikara moved into one of the abandoned Mandan villages, and then in 1862 abandoned it as well to join their ancient enemies, now allies, at Like-A-Fishhook.

Over the next 40 years French-Canadian traders called “Wood Runners” made their way from Montreal to the Mandan and Hidatsa villages, followed by American traders including the Astor family in the 1830s, and a fur trade thrived in the Upper Missouri region until 1862. A system of frontier forts, including Fort Clark, was established to serve both as trading posts and protection from the native population. Once General Alfred Sully established Fort Rice as a military outpost in a punitive campaign against the Sioux in western North Dakota the fur trade never returned to its glory years.

***Lewis and Clark:*** Lewis and Clark and the Corps of Discovery ascended the Missouri in the late fall of 1803 seeking trade with the Mandan for the coming winter. They received a typical warm welcome but the Missouri froze over and they had to remain through the harsh Northern Plains winter. The Mandan helped them survive their five-month stay, a quarter of the duration of their expedition, at Fort Mandan built a few miles downriver of the Knife River Indian villages. According to their journals, Lewis and Clark’s men often walked across the frozen river to the Mandan village Mitutanka on the western bank in search of fellowship among the earth lodge people.

At the Hidatsa village Awatiza that winter they also met Franco-Canadian fur traders Rene Jessaume and Toussaint Charbonneau, as well as Charbonneau’s wife Sakakawea, their legendary young Indian guide who with her infant led Lewis and Clark westward on the next leg of their journey. Two years later when the Corps of Discovery descended the Missouri on their way back to St. Louis they parted ways with Sakakawea at the Knife River Villages and took the Mandan Chief Sheheke with them to meet President Jefferson in Washington, DC.

Key NPNHA resources that reflect Theme 2 include (see Appendix E for all of the resources reflecting the theme and Figure 4 for the map that will aid its interpretation):

- Lewis & Clark Interpretive Center/Fort Mandan State Park/Harmony Park
- Fort Mandan Overlook State Historic Site
- Fort Clark Trading Post State Historic Site
- Knife River Indian Villages National Historic Site
- North Dakota Heritage Center & State Museum
- Keelboat Park

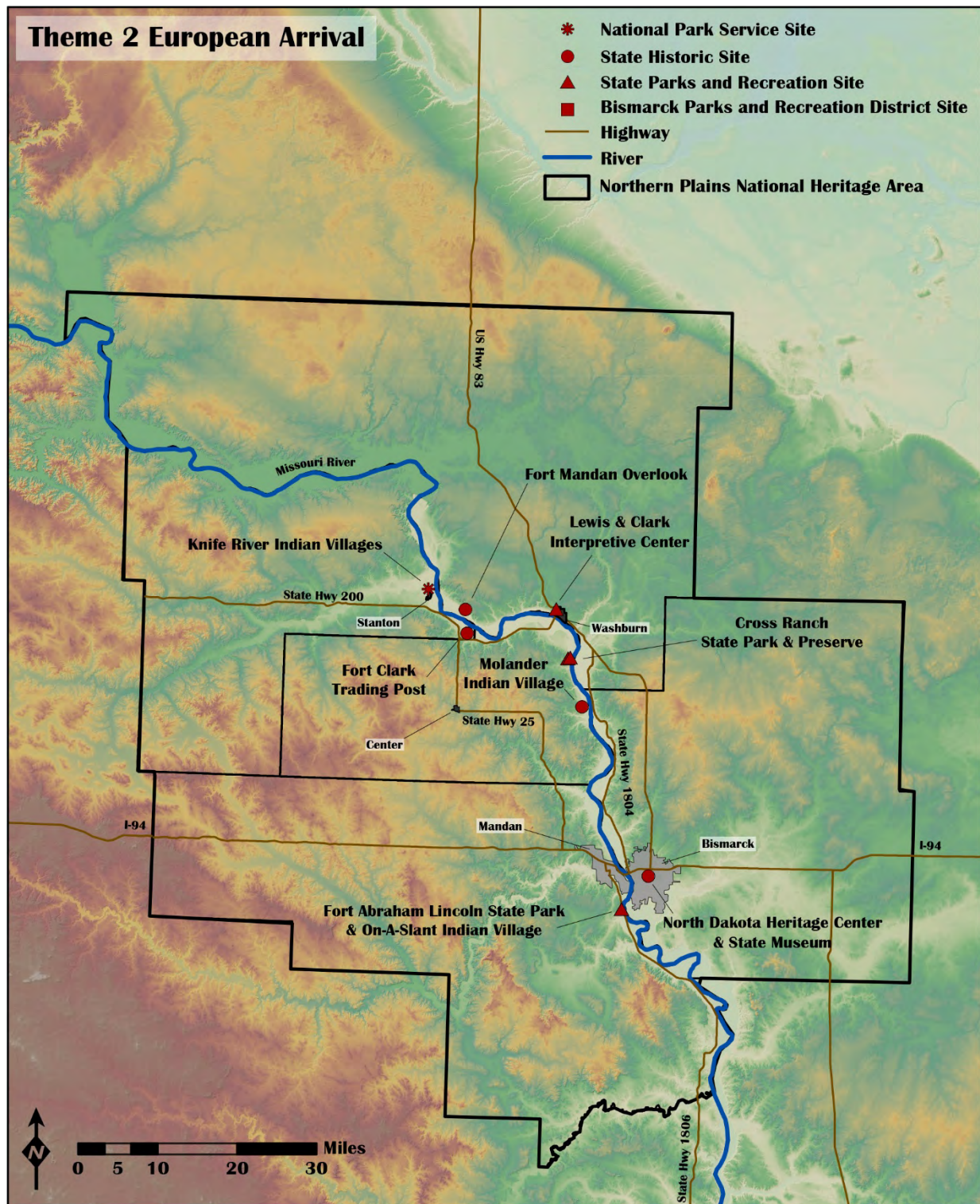


Figure 4. Resources of the NPNHA reflecting Theme 2, sites of European exploration, contact and early settlement.

**THEME 3: THE ARRIVAL OF THE HORSE, THE STEAMBOAT, AND THE RAILROAD TO THE UPPER MISSOURI CHANGED THE SOCIAL, POLITICAL, AND ECONOMIC DYNAMICS ON THE NORTHERN PLAINS FOR BOTH THE PEOPLE WHO WERE THERE AND THOSE WHO WOULD COME LATER.**

The appearance of horses, especially in combination with the introduction of guns in the 1700s via Assiniboiné middlemen from the north, created tension between the earth lodge people and the nomadic Indians. Over the next 80 years the military and economic strength of the Northern Plains increasingly shifted to the Dakota, Lakota, and Nakota who possessed these things.

No reliable source accurately dates the arrival of the horse to the Northern Plains, but the first documented horse raid appears in the Sicangu Sioux 1708–09 winter count, a calendar in which history is recorded in pictures, usually on a buffalo hide. The next year, the winter count shows the Sicangu Sioux stealing horses from the Assiniboiné Sioux who lived north of the Mandan and Hidatsa. Evidence that the Mandan and Hidatsa had horses doesn't appear in the winter count until 1828–29.

The way of life for the Lakota came to revolve around the horse and buffalo, and they came to control more and more territory on the Northern Plains. Suddenly, great distance could be overcome in weeks instead of months. Hunting evolved from quiet tracking on foot to galloping alongside herds of bison. Horses meant that unsuspecting villages could be attacked by distant enemies without worry of immediate retaliation. Hunters turned from beavers, wolves, foxes, and other small game to bison, elk, deer, and antelope. The horse was both sacred and utilitarian, such that a tribe or a band with horses had the upper hand in travel, news, and trade. Horse stealing became an acceptable way of life, indeed an honorable act of war in which young warriors vied to bring them home. Horse racing and trick riding became favorite forms of entertainment. Horse culture is alive today in the solid ranching and rodeo traditions of the region.

Despite the introduction of guns, the industrial age is believed to have dawned on the Northern Plains when the American Fur Company's Yellow Stone chugged up the Missouri in 1831. George Catlin, an American painter, writer, and traveler, was aboard. Catlin was the first white man to depict Plains Indians in their native territory. Inspired by relics brought back by Lewis and Clark and a visiting Indian delegation to Philadelphia, he set out to record the appearance and customs of America's "vanishing race." Catlin took numerous trips up the Missouri, visiting 18 tribes including the Mandan and Hidatsa. His "Indian Gallery" was shown in Pittsburgh, Cincinnati, and New York, and in European capitals including London, Brussels, and Paris. The nearly complete surviving collection of more than 500 works was eventually donated to the Smithsonian American Art Museum where it remains as part of the permanent collection.

Following closely behind Catlin, the German explorer Prince Maximilian zu Wied-Neuwied came by steamboat on a two-year expedition to the Missouri River, 1832 to 1834, wintering at Fort Clark near the Mandan villages in the second year. In an era pre-dating photography, the prince brought Swiss-French artist Karl Bodmer to chronicle his travels.

Bodmer's portraits are remarkable for their detail and sensitivity to the personalities of his subjects. Today, his paintings are recognized as among the most accurate images of Native Americans in their homelands, their artifacts and culture, and the scenery of the "old west." All 81 of Bodmer's aquatints showing native life on the Northern Plains (Figure 5) were published in Maximilian's book about his expedition. The Lewis & Clark Fort Mandan Foundation houses a complete collection of the Bodmer prints.





Figure 5. Mato-Tope holding a lance and wearing painted and quilled skirt of the Mandan by Karl Bodmer.

During the steamboat age more than 150 vessels plied the Upper Missouri with passengers, furs, provisions for the military forts, and other commodities by the ton until 1867 when other industrial advances—dams, railroads, bridges, highways—made them obsolete. Today, the Fort Abraham Lincoln Foundation’s heritage tourism steamboat *Lewis & Clark* takes passengers onto the river, and perhaps back in time, from its dock in Bismarck.

In 1872 the Northern Pacific Railroad reached the Missouri River and a town sprang up. First called Edwinton, it was renamed Bismarck in hopes of attracting German immigrants and investment. Bismarck was the terminus of the Northern Pacific line until the Missouri River could be bridged (Figure 6). Thwarted by the Financial Panic of 1873 that started on Wall Street, not to mention the expanse of the Missouri itself, the construction of the bridge was not finished until 10 years later. In a hurry to lay track on the other side of the river even before the bridge was complete, railroad crews lugged track across the frozen expanse in winter and ferried it across in the summer. The bridge was rebuilt on its original pillars to accommodate larger rail cars and engines in 1989, and now carries the rail traffic of the Burlington Northern Santa Fe Railroad.



Figure 6. Steamboats ferried railroad locomotives and cars across the Missouri before construction of the Railroad Bridge in the 1880s. Image courtesy of the State Historical Society of North Dakota.

Key NPNHA resources that reflect Theme 3 include (see Appendix E for all of the resources reflecting the theme and Figure 7 for the map that will aid its interpretation):



- Steamboat Warehouse State Historic Site
- Steamboat Park/Steamboat Plaza

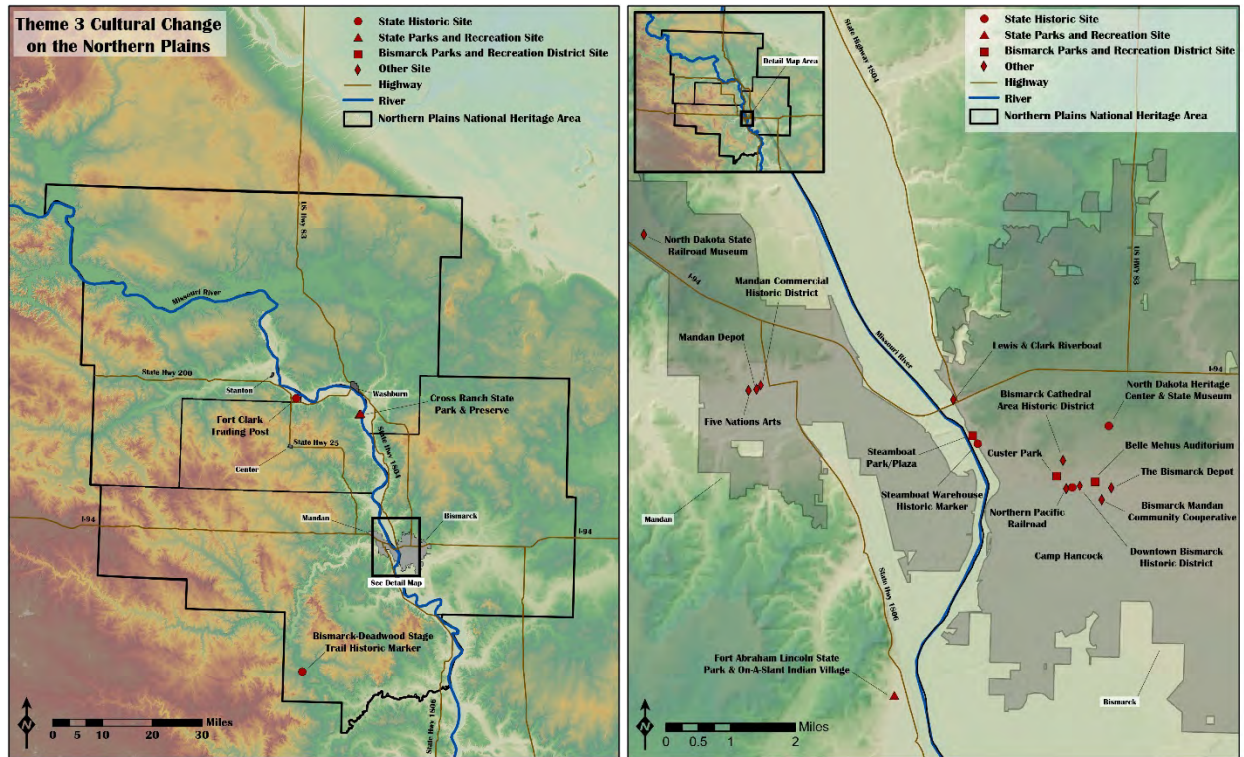


Figure 7. Resources of the NPNHA reflecting Theme 3, associated with the changes to the Northern Plains witnessed by the arrival of the horse, steamboats, and railroad.

**THEME 4: THE U.S. DAKOTA WARS SHATTERED THE COMMERCE AND RELATIONS OF THE NORTHERN PLAINS BY EXACERBATING INTERTRIBAL CONFLICT, BY THE U.S. GOVERNMENT’S USE OF MILITARY FORCE, AND BY THE ESTABLISHMENT OF MILITARY FORTS EXPRESSLY TO PUNISH AND SUBDUCE THE NATIVE POPULATION IN THE REGION.**

A period of relatively peaceful commerce prevailed in the region for almost six decades from 1804 to 1862. This came to an end when military forts were established—Sully’s Fort Rice in 1864, Camp Hancock and Fort McKeen in 1872, and Fort Abraham Lincoln in 1873—to further the U.S government’s punitive campaign against the Sioux.

The U.S. Dakota Wars erupted from efforts to put down conflicts with Indians in the Minnesota River Valley to the east. It began with the 1862 outbreak of war between the Mdewakanton and Wahpekute Dakota and European-American settlers along the Minnesota River Valley. In 1863 the Dakota who fled west were pursued by General Henry Hastings Sibley, whose column engaged Lakota forces at what is now General Sibley Park near the mouth of Apple Creek in the City of Bismarck. General Alfred Sully, in an attempt to entrap the Northern Plains tribes, led a column up the Missouri River keeping close to its banks and supplied by two steamboats.

Increasingly, the purpose of the U.S. military campaigns was to provide protection from Indian attacks for pioneers and settlers steadily moving westward under the American banner of Manifest Destiny. Military posts were built to protect arriving homesteaders, railroad laborers, and even miners traveling through the Dakota Territory headed to gold and silver claims in Montana.

In the summer of 1864 General Sully's troops built Fort Rice on the western bank of the Missouri River about 30 miles south of what is now the City of Mandan. Fort Rice today remains a fascinating state historic site.

Tragically, many of the Indians the generals engaged in battle were not the hostile ones from the 1862 actions along the Minnesota River Valley. To the southeast of the NPNHA, the infamous Whitestone Hill engagement took place in September 1863. Sully's troops followed a large band of Indian families preparing to hunt buffalo at Whitestone Hill, located in present day Dickey County, ND and then opened fire on their encampment. Many men, women, and children were killed, many more taken captive. Sully's men then destroyed the tipis, food supplies, and other belongings left behind by the fleeing survivors.

Therefore, although Sibley and Sully were sent to punish the Dakota, their attacks on all Indians they encountered whether enemies or not generated ill-will and heightened hostilities. Indians attacked a boat full of gold miners descending the Missouri River, for example, at a spot just north of where the *Lewis & Clark* riverboat docks today. Nearby Burnt Boat Road memorializes the approximate location of this fight.

In 1872, Fort McKeen was constructed on the bluff overlooking the abandoned Mandan village On-a-Slant to protect the mail routes from Fort Rice and the residents in the new town of Edwinton. When railroad crews in the Dakota Territory faced harassment by the Lakota and Dakota, Fort McKeen was reconstructed in 1872 as a larger fort, and renamed Fort Abraham Lincoln in honor of the assassinated president. Lieutenant Colonel George Armstrong Custer and the 7th Cavalry took up residence the next year to protect the railroad survey crews. Custer and the Cavalry rode out many times from this fort to skirmish with Chiefs Sitting Bull, Gall, Rain-in-the-Face, and Inkpaduta.

Custer launched his 1875 Black Hills expedition from Fort Abraham Lincoln, a foray that ignited another gold rush and escalated conflict with the Lakota tribes. Back from a contentious meeting with President Ulysses S. Grant the following year, Custer took command in his fateful 1876 battle with Sitting Bull at Bighorn/Greasy Grass in Montana. His last living quarters are in present-day Fort Abraham Lincoln State Park.

Key NPNHA resources that reflect Theme 4 include (see Appendix E for all of the resources reflecting the theme and Figure 8 for the map that will aid its interpretation):

- Stony Lake Battlefield Public Wayside
- General Sibley Campground & Park
- Fort Rice State Historic Site/Fort Rice Campground
- Fort Stevenson State Park
- Camp Hancock State Historic Site
- Fort Abraham Lincoln State Park



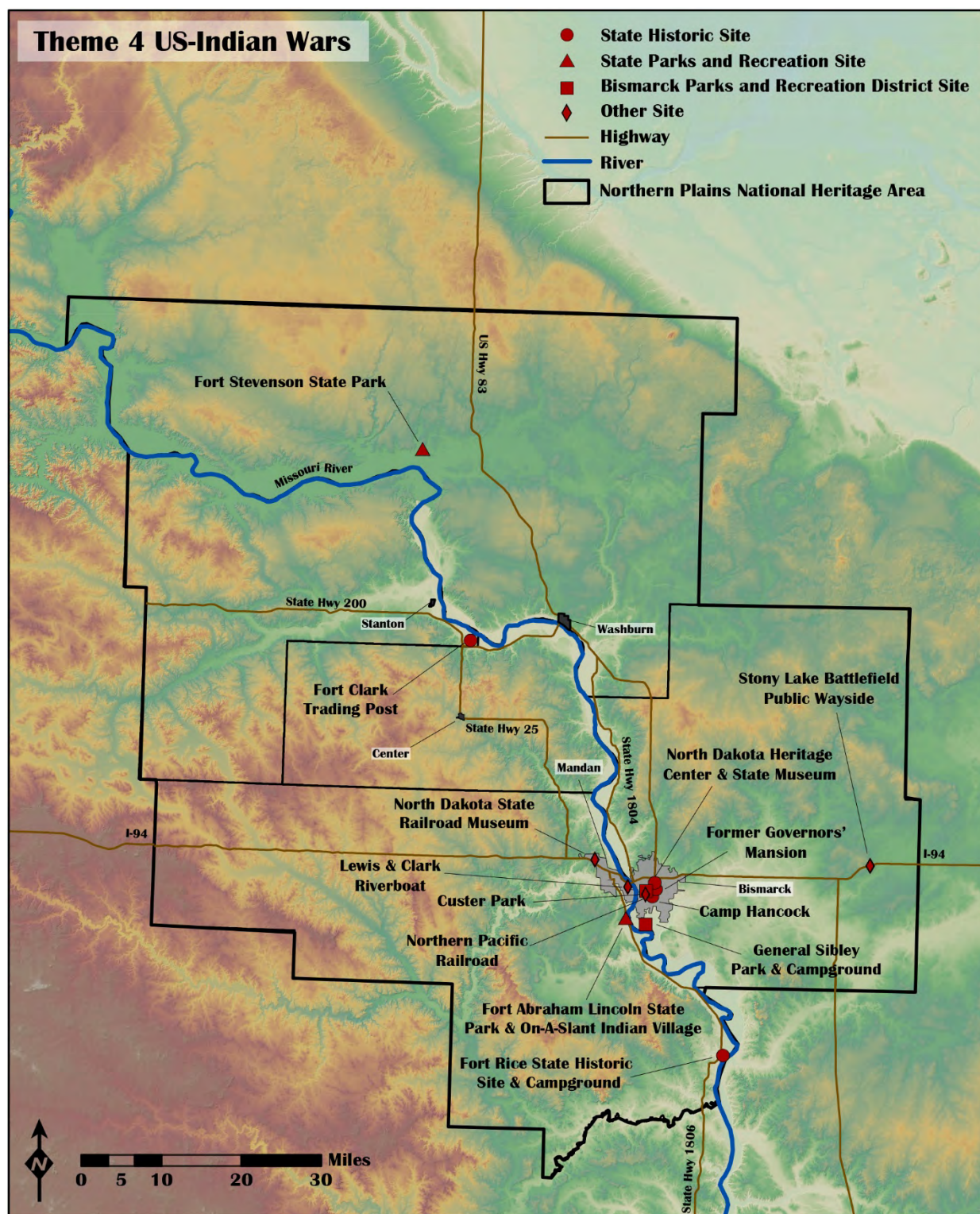


Figure 8. Resources of the NPNHA reflecting Theme 4, the mark left on the Northern Plains by the Dakota Wars.

**THEME 5: RESIDENTS OF THE NORTHERN PLAINS TODAY ENJOY MANY OF THE ECONOMIC BENEFITS AND COMMUNITY TRADITIONS TAKEN FROM THE REGION'S NATIVE PEOPLE AND INHERITED FROM THEIR EUROPEAN AND AMERICAN FOREBEARS.**

The panic of 1873 slowed immigration to the Dakota Territory, but did not stem the tide. In the last two decades of the 19th century the region swelled with immigrants, drawn by hopes of a new life and enabled by the railroad. Germans, German-Hungarians and German-Russians arrived, as did Bohemians, Danish, Estonians, Finns, French, Dutch, Icelanders, Irish, Norwegians, Polish, Russians, and Swedes, and also Syrians, Lebanese, and Canadians. By 1900, North Dakota's population was 78% immigrant, the highest percentage out of all other states in the Union. This immigrant population claimed homesteads and took up ranching and farming. Townships sprang up. During World War I electricity, telephones, radios, cars, and gasoline-powered farm equipment modernized rural North Dakota. It all happened in a few decades.

As white settlers took up farming in the Missouri bottomlands they encountered the same short growing season that had faced the natives. Even corn varieties that grew well in the east, southeast or lower Great Plains did not fare well on the Northern Plains. The region's farm economy began to fail during the 1920s, hastening an exodus of people from farms to cities. While the 1920s farm depression may have proved that North Dakota boosters misjudged or even misrepresented the carrying capacity of the land, the immigrants adapted and carried on to establish some of the commercial enterprises and social and political institutions that still exist on the Northern Plains and define its sense of place today.

In 1881 a young man from New York named Oscar H. Will was drawn to the northern prairies by the advancing railroad and the promise of employment in the bustling community of Bismarck. He joined a seed house and eventually started his own firm. Oscar Will's trees were used in shelterbelts on farms across the plains, promoted by the government as an effective defense against soil erosion from the incessant winds. The popularity of his trees and shrubs grew across the United States and beyond.

However, it was corn that would make Oscar Will's agricultural fortune and fame. He understood the hardiness of the Mandan, Arikara and Hidatsa varieties of corn, beans, squash and sunflower. He acquired heritage seed from tribal members and spent years propagating new strains to advertise as northern hearty, "Pioneer Brand." Will's colorful seed catalogs often featured American Indian themes, thus his marketing also made an important connection between agriculture and its beginnings among the region's native people. Today, some 5% of all corn grown in the United States is thought to come from Mandan varieties.

A new political direction for the region with roots in the Progressive Era of American history emerged in the early 20th century. North Dakota Socialist Party organizer A.D. Townley had tried unsuccessfully to enlist farmers and concluded that the term "socialism" had a negative connotation. His solution was to form the "Non Partisan League" in 1915 with a platform that consisted of state-owned-and-operated elevators, flour mills and packing plants, state hail insurance, exemption of farm improvements from taxation, fair grain grading and rural credits at no cost (Figure 9). The goal was to reduce the power of corporate political interests from Minneapolis, Minnesota, and Chicago. Immigrant farmers were receptive to Townley's economic ideas and joined in droves. The NPL created the North Dakota Mill and Elevator, the Bank of North Dakota, a state-owned railroad, and a Home Building Association to help residents finance and build houses. Although in 1952 the Non Partisan League moved into the state's Democratic Party, it had laid a foundation of enriched ownership and responsibility in publicly operated institutions, such as the state bank which still operates that has provided economic security to generations of North Dakota farmers.



*Figure 9. The Bismarck Mandan Community Cooperative, housed in the Bis-Man Community Food Co-op market in Bismarck, is a modern version of the region's cooperatives established in the 1880s by immigrants who came to farm.*

In the late 1940s the Army Corps of Engineers began construction on several dams on the Upper Missouri under the Pick-Sloan Missouri Basin Project to provide flood control, generate electricity, and enhance recreational opportunities. Garrison Dam created Lake Sakakawea to the north, and Oahe Dam created Lake Oahe to the south.

Although the project provided economic benefits to farmers with increased irrigation, the dams were located to inundate tribal lands, including Like-A-Fishhook Village, and Indian families were forcibly relocated to upland areas where they had to abandon their traditional ways of life in the lush river bottom. A good deal about the Plains Village culture was learned by excavating ancient sites that would be drowned. Many members of the displaced tribes now live on the Fort Berthold Indian Reservation and are known collectively as the Three Affiliated Tribes. They continue to maintain their strong cultural connection to their ancestral heritage at Knife River Indian Villages National Historic Site.

Corn, a staple crop for the Mandan which also sustained Lewis and Clark through their harsh Northern Plains winter, now fuels a booming ethanol industry in North Dakota. In addition lignite, known to the natives as “the rock that burns” and which was mined in the region during the American energy crisis of the 1970s, is still mined here and uses the waters of the Missouri River in the production process.

North Dakota has been the second-largest oil producing state in the country for several years. The famous Bakken oil shale sits upriver, partially on the Fort Berthold Indian Reservation.

Nonetheless, agriculture is still the economic backbone of the Northern Plains. The agrarian way of life that traces its beginnings to the gardeners of a previous millennium has been maintained through two world wars, the Great Depression, and into the 21st century. The resourceful lifeways, pioneering spirit, and sense of community remain with region's people today.

Key NPNHA resources that reflect Theme 5 include (see Appendix E for all of the resources reflecting the theme and Figure 10 for the map that will aid its interpretation):

- German Days
- Fall Suppers of the Northern Plains
- United Tribes International Pow Wow
- Cathedral Area Historic District

- Downtown Bismarck Historic District
- Mandan Commercial Historic District
- Mandan Depot
- Pioneer Overlook Park
- Belle Mehus Auditorium
- Custer Park

**THEME 6: THE NPNHA IS HOME TO SEVERAL CITY, COUNTY, STATE, FEDERAL, AND NONPROFIT NATURAL SITES THAT REFLECT THE ABUNDANCE OF NATURAL GAME AND WILDLIFE STILL ENJOYED THROUGHOUT AND BEYOND THE ENTIRE NPNHA BY NATURALISTS, HUNTERS AND FISHERS.**

The natural resources of the Northern Plains National Heritage Area have national significance. In addition to the Missouri River, the natural resources contain pollinator flyways, and they are a part of the prairie pothole region that contributes so much to waterfowl species. Bison herds also numbered in the millions and moved in and out of the NPNHA up until the arrival of the railroad industry. While this list is non-exhaustive, it points to the flora and fauna that contribute to the nationally important natural resources within the NPNHA.

Key NPNHA resources that reflect Theme 6 include (see Appendix E for all of the resources reflecting the theme and Figure 11 for the map that will aid its interpretation):

- Audubon National Wildlife Refuge
- Bill Mills Nature Trail
- Harmon Lake Recreation Area
- Missouri River Natural Area and Trailhead
- Pioneer Overlook Park



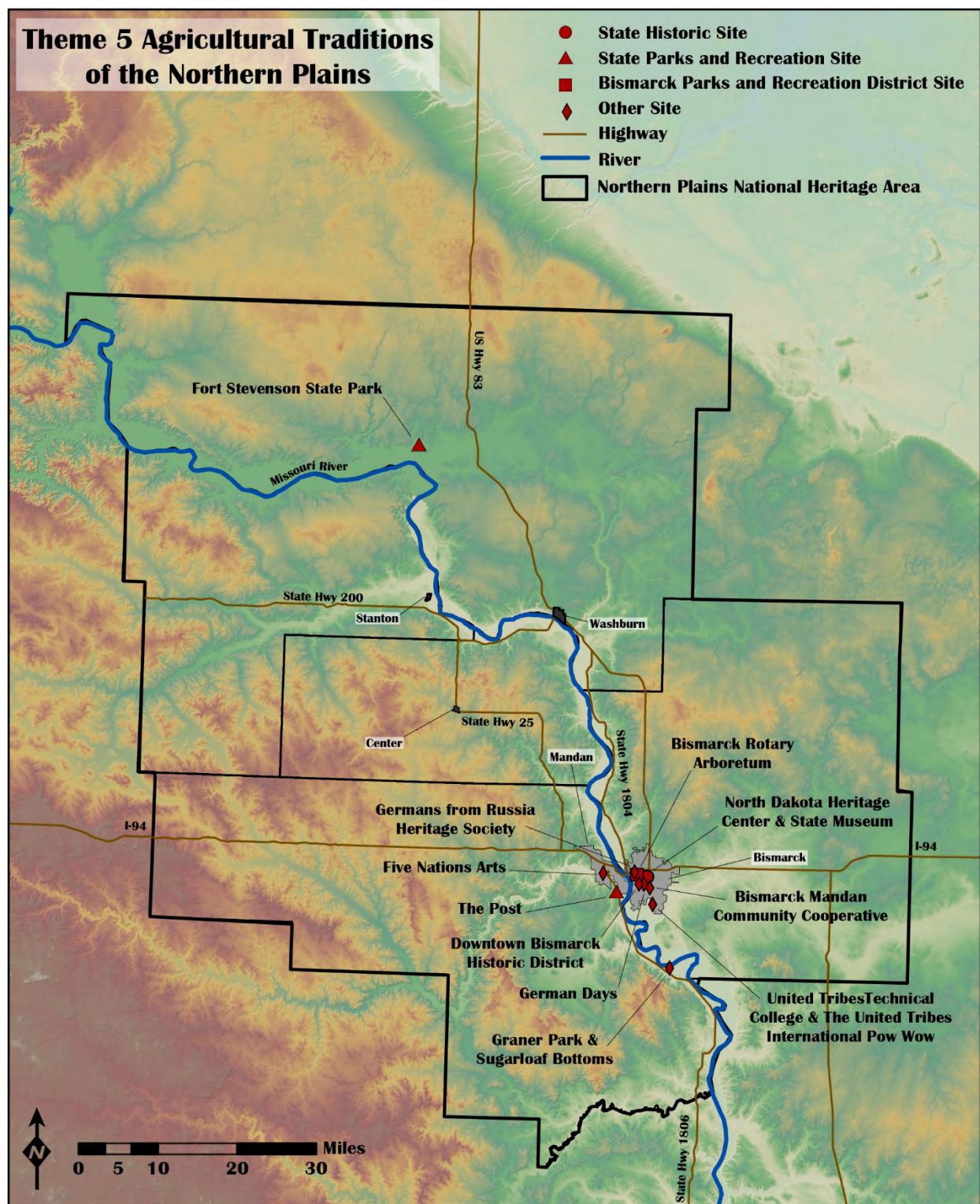


Figure 10. Resources of the NPNHA reflecting Theme 5, sites and events that speak to the agricultural traditions of the native and European lifeways on the Northern Plains.



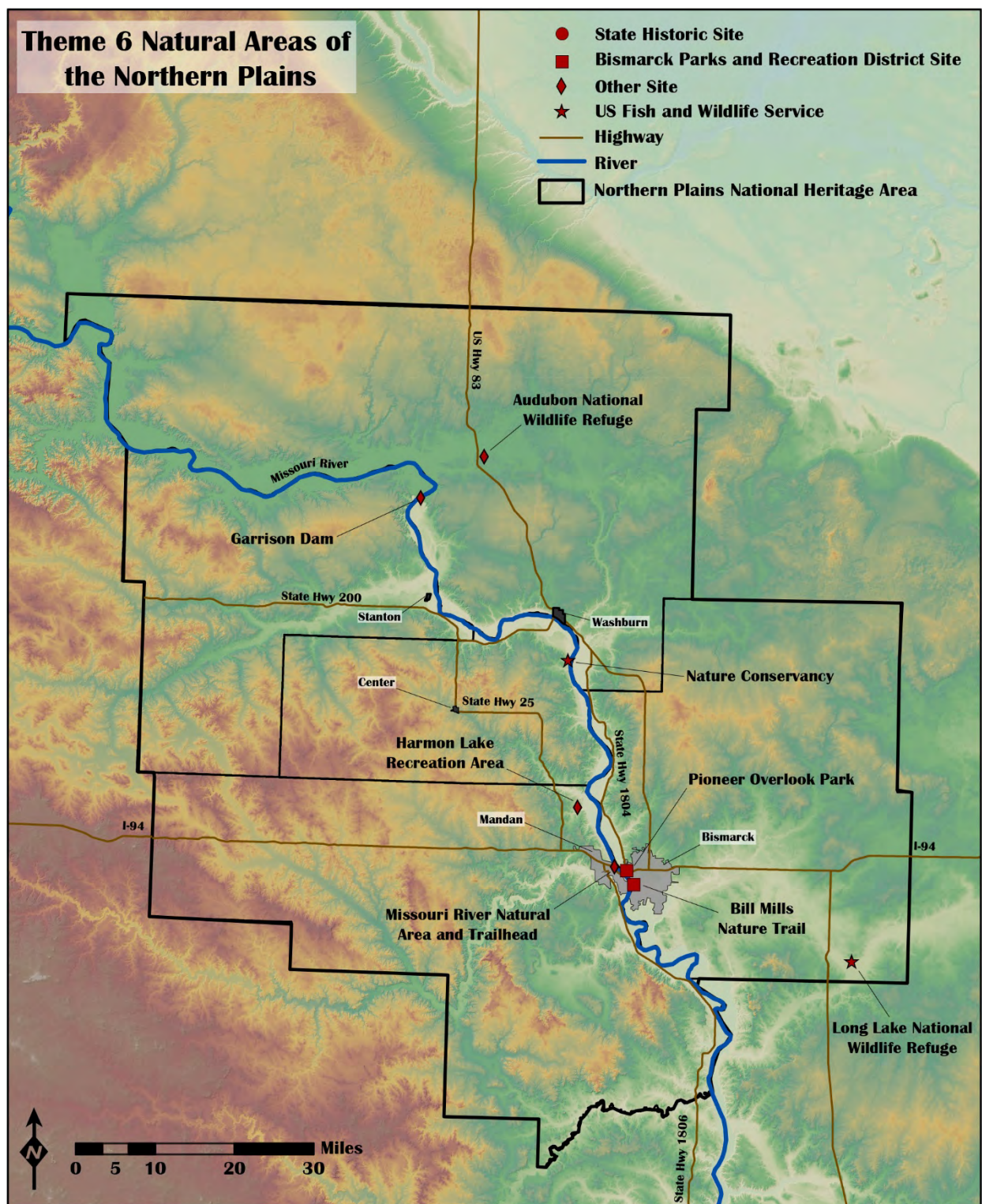


Figure 11. Resources of the NPNHA reflecting Theme 6, sites showcasing the natural resources of the NPNHA.

### Key Resources of the NPNHA

A full inventory of the NPNHA's contributing resources, along with contact information and potential future coordination opportunities with the NPHE, can be found in Appendix E. However, some of the

most important resources, those that have immediate opportunities for showcasing the themes of the NPNHA, are presented below. These sites are currently the premiere heritage resources of the NPNHA. They are sites where efforts to reach the public will be most successful. As other sites are developed through advancing partnerships, more contributing resources will become well known.

***Chief Looking's Village:*** Chief Looking's Village was a Mandan settlement likely occupied for a brief period of about 40 years from 1550 to 1590. A bastioned ditch and palisade fortification surrounded the community of approximately 39 houses of both the rectangular and round type, and thought to shelter 400 to 500 people. The locations of some houses are still visible as depressions in the earth. The village is preserved within Pioneer Park by the City of Bismarck and has commanding views of the river and landscape surrounding it, including the historic railroad bridge. It includes a paved pedestrian trail and some interpretive signs. In the past, the site had reconstructed earth lodges built by the Civilian Conservation Corps (CCC). Those have since been removed, but potential for similar constructions within the site could exist. Opportunities abound for this site because of its proximity to Bismarck and future NPHF headquarters at the Missouri River Landing Warehouse.

***Double Ditch Village State Historic Site:*** Double Ditch was a large earth lodge village inhabited by Mandan Indians from the late 1400s to 1785. It lies on a high terrace above the Missouri River with commanding views both downriver to the mouth of the Heart River and upriver to Square Buttes which marked the traditional boundary between Mandan and Hidatsa territory. Vast middens, some more than 10 feet high, and prominent fortifications attest to its long occupation. At its peak perhaps 2,000 people lived here, but smallpox and inter-tribal conflict devastated its population, and Double Ditch lay in ruins when Lewis and Clark came in 1804. The site is listed in the National Register of Historic Places, and is potentially eligible for National Historic Landmark status.

Double Ditch is managed by the State Historical Society of North Dakota. Visitor amenities include trails, modern interpretive waysides, and a historic CCC-era shelter building.

***Fort Abraham Lincoln State Park/On-A-Slant-Village/Fort McKeen:*** In 1907 President Theodore Roosevelt deeded 75 acres to the State Historical Society of North Dakota, and in 1965 the land was transferred to North Dakota's new Parks and Recreation Department.

Fort Abraham Lincoln was once an important infantry and cavalry post. It was from this fort that Lt. Col. George Armstrong Custer and the 7th Cavalry rode out on their ill-fated expedition against the Sioux at the Little Big Horn. Portions of the military post, including the Custer House, have been reconstructed.

The site also maintains the Mandan Village On-A-Slant, so named because of its slope toward the west bank of the Missouri River. It comprised 86 round earth lodges that were occupied for some 200 years from 1575 to 1781, but like the other Heart River villages was abandoned because of smallpox and attacks by other Indian tribes. Survivors moved north to join the Hidatsa. Lewis and Clark camped across the river from the village ruins in 1804, noting them in their journals. The Mandan Chief Sheheke, or Big White, accompanied Lewis and Clark to meet President Thomas Jefferson following their expedition, was born at On-A-Slant.

Several earth lodge replicas now occupy the original village site. They are open to the public and provide a realistic backdrop for interpretive programs about Mandan culture.

Fort McKeen infantry post was located here in 1872 to protect the Northern Pacific Railroad survey and track crews. The next year a cavalry post was built adjacent and the entire complex was renamed Fort Abraham Lincoln. General Custer and the 7th Cavalry resided here for more than two years. Portions of the Fort have been reconstructed including the infantry blockhouses, officers' quarters, commissary storehouse, granary, stable, and enlisted men's barracks.



Floodplain forest, woodlands and prairie grasses provide habitat for plentiful wildlife, and an extensive multi-use trail system provides access to the park's natural, historic, and scenic features.

The park's excellent museum displays cover the lifestyle of the Mandan, the Lewis and Clark Expedition, the region's fur trade, the railroad era, the U.S military, and the depression-era Civilian Conservation Corps, which built the replica earth lodges at On-A-Slant (Figure 12), block houses and cornerstones at Fort McKean (Figure 13), as well as the park's museum, shelters and roads. The Fort Abraham Lincoln Foundation rebuilt the Custer house at Fort Abraham Lincoln in 1989, and then proceeded to rebuild the fort's commissary, granary, central barracks, mess hall, and a 7th Cavalry stable.



Figure 12. CCC-era earth lodge reconstructions at On-A-Slant village.



Figure 13. Fort McKean block house reconstructions.



**Fort Clark State Historic Site/Mih-tutta-hang-kusch:** Originally a Mandan village called Mih-tutta-hang-kusch established in the early 1820s, the inhabitants were refugees from their homeland at the Heart River who came to settle near the Hidatsa at the Knife River. A smallpox epidemic reached them in 1837 and their abandoned village was taken over by the Arikara whose 86 circular earth lodges with fortifications left impressions in the landscape visible today.

Fort Clark, a key fur-trading post built nearby in 1830, was supplied by steamboats from St. Louis until it was destroyed by fire 30 years later. Foundations and structural outlines of the trading post remain. The historic site has a quality restroom and parking lot as well as a historic CCC-constructed contact pavilion and modern interpretive signage. The site is listed in the National Register of Historic Places.

**Fort Rice State Historic Site:** Fort Rice was established in 1864 by General Alfred Sully as a field base for his expedition against the Sioux. None of the original structures remain; however, depressions in the ground, foundation outlines, and corner markers installed by the CCC are visible. The site has some interpretation, but it is dated. The parking lot and restroom facilities are also dated and the site is being actively damaged by prairie dog activity.

**Huff Indian Village State Historic Site:** Huff Indian Village, dating to about 1450 A.D., is a classic prehistoric Mandan settlement on a high bank above the Missouri River. Perhaps a thousand or more people lived here. Impressions in the ground of the lodges, rectangular houses, and massive fortification ditch are still discernable. The site is owned and maintained by the State Historical Society of North Dakota and contains modern interpretive signs, inclusive of archeological data and imagery. Parking is limited and there are no comfort facilities. Also, circulation on the site between interpretive signs is not clear.

**Knife River Indian Villages National Historic Site:** Knife River Indian Villages occupies 1,758 significant acres of river bluff and floodplain along the Knife and Missouri Rivers. Once a trade hub for native people and intrepid fur trappers, the site is now a unit of the National Park Service and a preeminent place to understand Northern Plains Indian culture.

The site contains some of the best-preserved surviving examples of native villages on the upper Missouri including Big Hidatsa, Awatixa (Sakakawea), and Awatixa Xi'e (Lower Hidatsa) Villages. The latter is the oldest, and preserves the remains of some 60 earth lodges rebuilt many times over 250 years. At some point the Hidatsa abandoned this village and in 1795 resettled at Awatixa until it was sacked by the Sioux in 1834. Big Hidatsa is the largest village, established around AD 1600 by a Hidatsa subgroup called "People of the Willows" when they moved upriver after living for a time with the Mandan at the Heart River. It contains the visible remains of 113 earth lodges and several fortification trenches. The park also includes trails, cemetery areas, and effigy mounds.

Sakakawea was a resident of Awatixa when Lewis and Clark recruited her husband Charbonneau (whom she accompanied with her infant son) for the Corps of Discovery Expedition. It is one of the few sites along the Lewis & Clark National Historic Trail where their presence is well-documented. George Catlin, Prince Maximilian, and Carl Bodmer also visited this location.

The site is a cornerstone of archeological and ethnographic research in the region. The landscape is sacred to descendants of the earlier village inhabitants, and as such remains vitally important to the heritage and contemporary culture of the Three Affiliated Tribes.

Visitor amenities at the site include trails linking the significant archeological resources, a visitor center and museum, and a reconstructed earth lodge exhibit (Figure 14).



Figure 14. Interior of the earth lodge exhibit at Knife River Indian Villages National Historic Site.

**Menoken Indian Village State Historic Site:** Menoken is a terminal Late Woodland era settlement thought to be one of the first prehistoric semi-permanent villages in the region occupied around AD 1200. The small settlement of perhaps 200 people consisted of about 30 oval-shaped earth-covered houses surrounded by a bastioned palisade and ditch. The site is tucked away on a bluff overlooking an abandoned meander of Apple Creek, a small tributary to the Missouri River. The village was a semi-permanent base for hunter-gatherers who forayed out for bison and other provisions. Archeology has revealed that many lodges burned when the village was abandoned.

The site is a National Historic Landmark due to information it contains about the transition from the Late Woodland to the Plains Village traditions, especially that critical to the origins of horticulture. Menoken indicates that the process involved transformations of local cultural groups with a long history of residence rather than migration of peoples bringing different cultural traditions.

The site is also thought to have been the place where the French-Canadian explorer Pierre Gaultier de Varennes, Sieur de la Verendrye first met the “Mantannes” in 1738.

Modern interpretive signs provide a walking tour of the site, but there are no other visitor facilities.

**Molander Indian Village State Historic Site:** Hidatsa Indians traditionally settled on the west side of the Missouri River, north of the Mandan, in an area that stretched from the Square Buttes to the Yellowstone River. The Awaxawi Hidatsa came from the east to farm the Missouri floodplain in the southern part of this territory in the 1700s. Molander was a summer village occupied from spring through fall, when inhabitants moved into a temporary winter village on the river bottoms where trees provided shelter and firewood. Archeology has documented that flint corn (a hardy, early-ripening variety of maize), squash, beans, wild plum, wild grape, and wild cherry were all grown here. The Awaxawi stayed until the 1781–82 smallpox epidemic devastated half the population. Survivors moved north to the Knife River.

Faint depressions in the ground mark the location of nearly 40 large earth lodges that housed an extended family of up to 20 people, and which were protected by a fortification ditch, an inside palisade, and six bastions that gave the villagers a clear view and open line of fire up and down the palisade walls.

There is a historic visitor contact kiosk and fieldstone markers (built by the CCC) that provide limited interpretation; however, the site is now entirely surrounded by private property and inaccessible to the public.

***Fort Mandan and the Lewis & Clark Interpretive Center:*** The saga of Lewis and Clark and the Corps of Discovery is excellently told at the state's Lewis & Clark Interpretive Center and the precise replica of Fort Mandan, the winter home of the Lewis and Clark Expedition from 1804-1805. The interpretive center features a world-class museum and interactive exhibits, as well as rotating art exhibits and houses a full collection of all 81 of Karl Bodmer's aquatints showcasing native life on the Northern Plains in the 1830s.

The interpretive center and associated trails, picnic facilities, and a variety of visitor amenities are part of the North Dakota State Parks system and are supported by the Lewis & Clark Fort Mandan Foundation. This site, along with the visitor amenities available at the Knife River Indian Villages National Historic Site, currently represents the two most developed historic interpretive opportunities in the NPNHA.

***Cross Ranch Nature Preserve:*** The Nature Conservancy's Cross Ranch Nature Preserve comprises 5,593 acres of rolling prairie and floodplain forests, and numerous archeological sites from the Mandan-Hidatsa and Archaic periods, including several villages, bison kill and processing areas, and some campsites up to 6,000 years old. A 2.3 mile Prairie Trail provides public access through the preserve.

Remains of the family cemetery, and the foundation from one of the first homesteads in the area, as well as rare species of birds and butterflies, can be seen here. The Conservancy reintroduced bison in 1986 to restore natural grazing influences. The land was earlier owned by A.D. Gaines who came to the area as a land agent for the Northern Pacific Railroad.

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A scenic landscape view from a wooden balcony. The balcony has a dark brown wooden railing and a wooden floor. The view extends over a vast, green, rolling landscape with a winding path. In the distance, there are hills and a small building. The sky is a deep blue with large, white, fluffy clouds. The overall atmosphere is peaceful and expansive.

## **CHAPTER 4.**

## **BUSINESS PLAN**

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## **CHAPTER 4. BUSINESS PLAN**

### **Introduction**

As outlined in the Northern Plains National Heritage Area's legislation (PL 111-11, Sec. 8004), the management plan for the national heritage area must include a business plan that "describes the role, operation, financing, and functions of the local coordinating entity and of each of the major activities described in the management plan; and provides adequate assurances that the local coordinating entity has the partnerships and financial and other resources necessary to implement the management plan for the Heritage Area." Furthermore, the National Park Service (NPS) recommends that every heritage area have a business plan to guide the local management entity and various heritage area activities. The entire management plan addresses both the Northern Plains National Heritage Area as a whole and the Northern Plains Heritage Foundation (NPHF). This particular section is organized to act as a business plan for the NPHF. It addresses how the NPHF is to be structured, how it is to organize its operations and do its part in raising the funds necessary to implement the overall management plan. Furthermore it summarizes the overall operating structure, which includes a description of current and prospective staff responsibilities and describes the key functions in terms of the types of tasks for which the entity is responsible.

### **Role of the Northern Plains Heritage Foundation**

In establishing the Northern Plains National Heritage Area, Congress named Northern Plains Heritage Foundation, a 501(c)(3) nonprofit organization incorporated in June 2005 in the state of North Dakota, to serve as the local coordinating entity for the Heritage Area [PL 111-11, Sec. 8004(c)(2)]. The management plan has proposed a primarily facilitative role for the NPNHA's coordinating entity. The NPHF will help coordinate with partner entities to support and manage the protected areas and lived-in landscape that is the heritage area within the North Dakota counties of Burleigh, McLean, Mercer, Morton and Oliver. The NPHF will communicate the management plan's vision and provide a forum for key stakeholders affecting heritage development in the region. It will provide leadership and seek success through strong communications, visible, well-designed programs, empowerment of partners, and development and enhancement of high quality visitor experiences. The NPHF utilizes federal funds—including but not limited to sharing those funds with partners through matching grants—and raises other funds to implement the management plan.

### **Structure and Description of the Northern Plains Heritage Foundation**

The NPHF is governed by a volunteer Board of Directors which has established bylaws outlining the NPHF mission, methods of operation, board structure (size, composition, and committee), compensation, roles, amendment of bylaws, and dissolution of the organization. As outlined in the NPHF bylaws, the Board of Directors may consist of 7 to 15 voting Members of the Board. Terms on the Board are for three years, and there is no limit on the number of terms a Member may serve. The Board composition strives for representation from each of the five counties within the NPNHA, including Burleigh, McLean, Mercer, Morton and Oliver, and for representation from enrolled members of the Mandan, Hidatsa and Arikara Nation and the Standing Rock Sioux Tribe. Board composition also strives for representatives that have a vested heritage interest in the protected areas and lived-in landscape that is the NPNHA. This includes but is not limited to farming, ranching, historic preservation interests, and energy production. Federal and state employees may serve as ex-officio members (non-voting), advisors and/or liaisons. This includes the Superintendent of the Knife River Indian Villages National Historic Site; the Director of the State Historical Society of North Dakota; the Director of the North Dakota Parks and Recreation Department; the Director of the North Dakota Tourism Division of the North Dakota Department of Commerce; and the Director of the ND Indian Affairs Commission; or their representatives. Bylaws of the organization are included in Appendix B.

Currently, the NPHF's by-laws provide for one committee, the Executive Committee, consisting of the President, Vice President, Secretary, and Treasurer. The executive committee works with the NPHF Executive Director and staff. The NPHF Executive Director and staff oversee the day-to-day management of the NPHF, drafting of action plans, budgets, and financial reports for board approval. The NPHF executive committee is responsible for establishing subcommittees. The executive committee oversees and/or negotiates and draft agreements between the NPHF and third parties for approval by the board. The executive committee has the power to appoint and fix the compensation and benefits, if any, and other personnel rules of any such staff as may be necessary to carry out the duties of the NPHF. Figure 15 graphically summarizes the overall structure of the NPHF. The yellow boxes denote the existing organizational structure while the gray boxes denote the key activities the NPHF will undertake with the help of staff, consultants, subcommittees, and/or partners. There are currently no subcommittees.

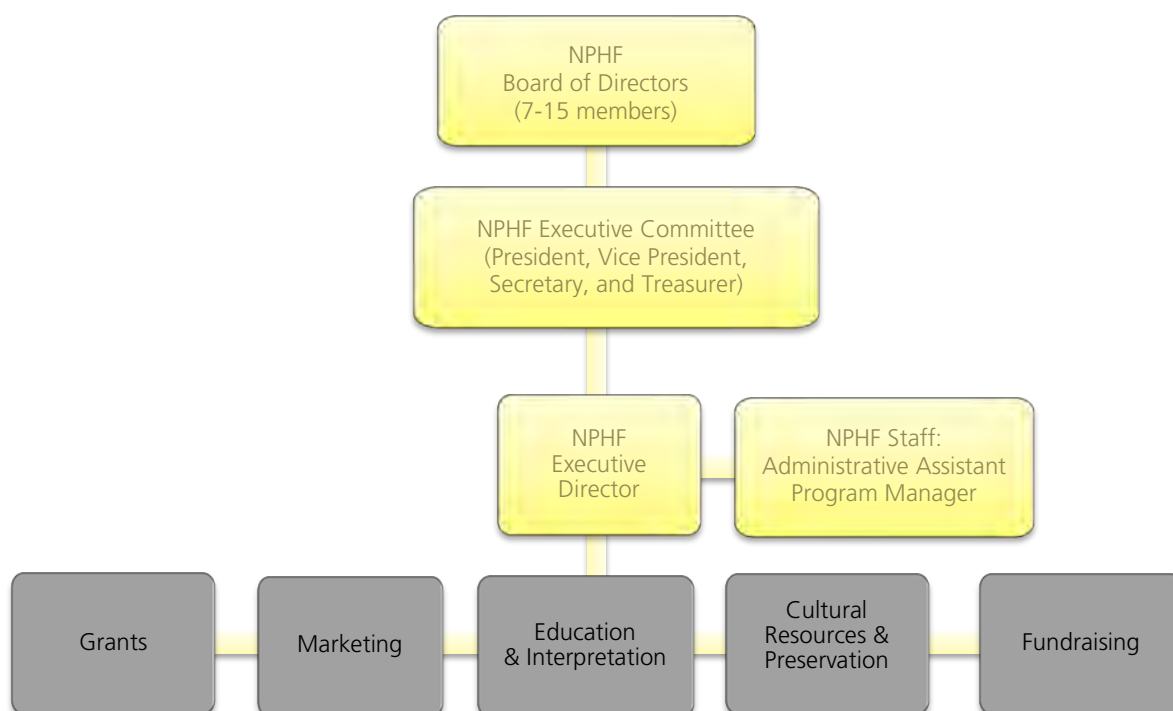


Figure 15. NPHF Organizational Structure.

## Key Functions of the Foundation

The management plan proposes a set of key functions for the NPHF that relate primarily to coordination and facilitation of various program activities. The NPHF products, services, and customer benefits involve interpretation, heritage tourism, and the visitor experience, community engagement, preservation, and enhancement of heritage sites/resources. In each of these topics, there are varied audiences, that is, the NPHF serves three different kinds of customers: (1) local residents, (2) visitors, and (3) organizational/institutional partners. Given the great variety of work that the NPHF is to undertake, it is important to focus its actions strategically. The key functions of the NPHF which relate primarily to the products and services the NPHF aims to provide are summarized below:

**Expand Program Support:** This means diversifying revenue sources for programs and services, beyond grant-based income and NPS Heritage Partnership Program federal funding. Options include establishing a membership program to include individuals, pursuing more corporate sponsorships, starting annual fundraising events, and pursuing funding from other federal programs. Merchandise sales would be



pursued to further diversify the funding mix and to encourage awareness and grow the “brand” of the NPNHA.

***Engage in Marketing and Promotion:*** This includes expanding the marketing and promotion of the heritage area to increase heritage tourism. A key service of the NPHF is to build a strong relationship with regional and national partners to promote the region’s resources. The creation and distribution of materials (brochures, signage, website, apps, etc.) that build strong branding and thematic tourism for the heritage area is a key product of the NPHF.

***Leverage Support for Research, Education and Interpretation:*** This includes working with colleges, universities, state historical societies and nonprofits to coordinate research on the heritage resources within the heritage area. It also includes working with school systems to incorporate field trips to sites within the NHA and encouraging the development of tours where they do not currently exist.

***Grant Programs:*** This means, to the extent possible, to provide subgrants to heritage organizations that have projects within the heritage area and that support the NPNHA mission and themes. These subgrants can help build brand recognition for the heritage area, preserve and enhance the heritage resources within the NHA and strengthen the area’s cultural heritage.

***Preservation and Enhancement:*** This includes assisting and collaborating with other agencies to identify sources of grants to assist and enhance heritage sites, develop wayfaring and wayfinding programs throughout the heritage area, and work with existing organizations such as historic preservation organizations and willing landowners to preserve heritage resources through conservation or preservation programs.

### **Subcommittees, Partners, Contractors, and Staff**

A unique feature of a heritage area’s managing entity’s business plan is the emphasis on partnerships and collaboration. While the NPHF will provide leadership for many initiatives as described in this plan, it is just as likely, if not more so, to focus on accomplishing its objectives hand-in-hand with partners and a broad pool of resources. There are a wide range of skills required by a successful heritage area and not all will be fulfilled by staff. It is assumed that staffing growth will occur gradually from the current level. Alternatives to hiring staff could include contracting with consultants, delegating to subcommittees, or asking partners to share the load—or a creative combination of these for any given need.

***Subcommittees:*** Unlike the Board of Directors’ meetings where the big picture comes into play, subcommittees are where the details of programs, projects, and routine operations can be developed and managed. Subcommittees could consist of board members, ex-officio members, partners, and advisors or consultants. The following subcommittees will support the NPHF as it evolves to deal with operations:

- A grants subcommittee will review and summarize grant applications. Once assessed, the grants subcommittee recommendations will be forwarded to the full NPHF Board of Directors for approval of funding. This subcommittee will be made up exclusively of board members. Current grant committee members will be extended an invitation to serve on the NPHF Board.
- An education and interpretation committee will assist the NPHF in developing the many programs for community and educational outreach and to support the interpretive goals of the management plan.
- A tourism or marketing committee will work in coordinating the different plans for improving elements of the visitor experience and engage in the regional dialogue on wayfinding. This committee will guide the approach of how to best use the collective knowledge and resources available through the organizations, agencies, and businesses of the heritage area.

- A resources committee will assist in outlining a program for cultural and natural resources enhancement.
- A fundraising committee will assist in building relationships and ensure strategic fundraising is conducted to carry out the mission of the NPNHA. This committee will guide annual fundraising activities, make recommendations for improvements, and work with Development Director to plan and execute fundraising targets.

## Partners and Consultants

Partnerships, formal and informal, are critical to the success of the Heritage Area. The Heritage Area's legislation [Sec. 8004 (H)(ii)] requires that the business plan "provides adequate assurances that that local coordinating entity has the partnerships and financial and other resources necessary to implement the management plan for the Heritage Area." The NPHF partners with private and public entities and seeks to marshal support from federal, tribal, state, county, and municipal governments to secure financial resources with which to carry out its mission. New partnerships will continue to be established as the management is implemented. The NPHF has identified local and regional partners that are either already engaged in private-public partnerships with heritage area initiatives, or that may be interested in establishing partnerships that further support the Heritage Area's goals and objectives. Partnerships can exist in a number of formats ranging from non-legally binding handshake agreements to formally defined agreements in the forms of Memorandums of Understanding (MOU), Memorandums of Agreements (MOA), Cooperative Agreements, or contracts. Partners will help carry forward projects and goals of conducting research, hosting cultural events, and/or developing and updating educational materials and signage throughout the NPNHA. Specific partnership goals will be developed through appropriate agreement mechanisms. Some potential funding partners include but are not limited to:

- |   |   |
|---|---|
| • Bismarck Historical Society                                     | • Mercer County                                   |
| • Bismarck Parks and Recreation District                          | • Missouri Valley Heritage Alliance               |
| • Bismarck Rotary International                                   | • Morton County Parks & Recreation District       |
| • City of Stanton   | • National Trust for Historic Preservation        |
| • County of Burleigh  | • North Dakota Archeological Association          |
| • County Historical Societies within the NPNHA                    | • North Dakota Nature Conservancy                 |
| • Friends of the Bismarck Public Library                          | • Oliver County                                   |
| • Fort Abraham Lincoln Foundation                                 | • PaleoCultural Research Group                    |
| • Knife River Indian Heritage Foundation                          | • Preservation North Dakota                       |
| • Lewis & Clark Fort Mandan Foundation                            | • Sitting Bull College Library                    |
| • North Dakota Parks & Recreation District parks within the NPNHA | • U.S. Bureau of Reclamation, Dakotas Area Office |
| • Mandan Progress Organization                                    |   |
| • McLean County   |   |

One of the Foundation's main partners is the Fort Abraham Lincoln Foundation, now operating as the Missouri Valley Heritage Alliance (MVHA), which provides support to the NPNHA with administrative services and a physical location within the heritage area. There is a memorandum of understanding between the NPHF and the MVHA that documents their mutual assistance relationship. This memorandum of understanding does not obligate funds. The Appendixes section includes letters of support to the NPNHA, and statements regarding their various roles in implementing the goals for the heritage area.

Legal, accounting, audit, and insurance needs are currently fulfilled by consultants hired on an as-needed basis. The NPHF coordinates with the North Dakota Tourism office for public relations input as well as the State Historical Society of North Dakota and the Knife River Indian Villages National Historic Site for technical assistance and general advice.

## **Staff**

As per the heritage area's enabling legislation, for the purposes of preparing and implementing the approved management plan, the NPHF may "hire and compensate staff, including individuals with expertise in natural, historical, cultural, educational, scenic, and recreational resource conservation, economic and community development, and heritage planning." Staff currently includes a full-time executive director and a part-time administrative assistant. Assuming this plan's budgeting projections can be met at a stable and sustainable level, the NPHF would operate with two additional staff members who would bring to the organization additional expertise in heritage preservation, interpretation, funding, marketing, and tourism development. Any future hires would be based on the foundation's needs, which are expected to evolve over time. Furthermore, the NPHF will work with its partners and consultants to bring the necessary expertise required by the different projects and tasks.

***Executive Director:*** The executive director will be responsible to the Board for implementing the mission of the NPHF, the NPNHA Management Plan, and the policies of the Board. The executive director may employ other staff as required. The executive director has primary responsibility for external relations and partnership development as well as maintaining and promoting existing partnerships with the various tourism and heritage preservation organizations throughout the region. When and where needed, the executive director will work with an accountant on addressing financial reporting and record keeping and budget monitoring.

***Administrative Assistant:*** The administrative assistant will provide general support including clerical, logistics, and other organization and administrative activities as necessary.

***Development Director:*** The Development Director is employed by the Fort Abraham Lincoln Foundation, DBA Missouri Valley Heritage Alliance. The Development Director coordinates with the NPHF Executive Director to fulfill the next steps of the NPNHA Management Plan. The Development Director coordinates with the NPHF and MVHA Boards on grant writing, fundraising, and project initiatives.

***Project Manager:*** The project manager would be responsible for executing project activities including overseeing scopes, schedules, and budgets. The project manager would manage all research, technical assistance, and grants for heritage interpretation, preservation, and enhancement and would also provide technical expertise and assistance relating to strategic planning and funding. This individual would oversee education programs, including transportation grants for school field trips to sites and would be an information source to the development director's grant writing and fundraising for heritage development programs.

***Marketing and Research Specialist:*** The specialist would oversee the development and maintenance of the NPHF website and marketing materials, tour design, development and coordination of partnerships with convention and visitor bureaus and tourism service organizations, database management, and economic development promotion.

## **Products and Services**

For the purposes of this business plan, the products and services the NPHF aims to provide are characterized as the NPHF key functions. These include expanding the marketing and promotion of the heritage area; coordinating the different plans for improving elements of the visitor experience and enhancing wayfinding; leveraging colleges, universities, state agencies, and nonprofits to coordinate

research on the heritage area's resources; providing grants to heritage organizations that have projects within the heritage area and that support the NPNHA mission and themes; and assisting and collaborating with other agencies to identify sources of grants to assist and enhance heritage sites.

## **Financial Analysis**

The Northern Plains National Heritage Area's legislation requires that the management plan describes and specifies the funding and financing required for the operation of the coordinating entity to complete heritage area projects or initiatives. The costs and funding sources are to be identified in dollar amounts and include in-kind contributions from known or anticipated partners. Outlining in detail financing as well as existing and potential sources of funding and identification of partner commitments helps provide reassurance that the heritage area has broad support and its program is sustainable.

### **BUDGET BACKGROUND AND ASSUMPTIONS**

The NPNHA is authorized to be appropriated \$10,000,000, of which not more than \$1,000,000 may be made available for any fiscal year. The NPHF receives NPS Heritage Partnership Program (HPP) appropriations of \$150,000 per year, which is the base funding for all heritage area entities nationwide. Once the management plan is approved, it is expected that the NPHF will qualify for implementation funding which is currently in the range of \$300,000 per year. Implementation funding provides the minimal funding that the NPS believes heritage area entities need in order to carry out the approved management plan to meet the heritage areas' stated objectives and work with partners in support of them. The NPHF is required to match dollar for dollar the appropriated federal HPP funds. The NPHF's matching share can be in the form of cash or in-kind contributions, but other federal funds or matching funds counted toward other federal grants cannot count toward the HPP match. If partners receive federal funds via the NPHF, they can be expected to provide a portion of the match required of the NPHF, perhaps more than the 50-50 required of the NPHF. Already, grantees receiving support from NPHF grants have been required to match federal dollars 1:1 and in some cases 2:1. Any "overmatch" can be counted toward the NPHF's 1:1 obligation which would help support activities that may not so readily find matching support.

Federal assistance authorized to be appropriated under the HPP is subject to the provisions of federal laws, regulations, and executive orders, as well as departmental and bureau directives. These include individual national heritage area laws; government-wide requirements pertaining to financial assistance agreements that address allowable costs, matching funds and administrative, reporting, and monitoring activities, as described in the Code of Federal Regulations (CFR); NHA Program guidance and requirements; NPS Financial Assistance Policies; environmental law and requirements, such as compliance with Section 106 of the National Historic Preservation Act of 1966 (54 USC 306108) and the National Environmental Policy Act of 1969 (42 U.S.C. 4321-4347). Aside from HPP funding, the NPHF can also access grants from other federal agencies such as the National Endowment for the Arts, the Department of Agriculture, the National Endowment for the Humanities, and the Economic Development Administration.

In-kind contributions from the Fort Abraham Lincoln Foundation (doing business as the Missouri Valley Heritage Alliance) have helped the heritage area meet the matching requirements for receipt of the \$150,000 in federal funds. These in-kind contributions have included salaries for the executive director, project manager, and administrative assistant, as well as office space rent, utilities, and other miscellaneous costs. Ultimately, one key budgetary objective will be to further diversify the funding base for the NPHF so that it is less dependent on federal appropriations and is more financially independent over time. As part of the strategy to diversify its funding base, it is assumed that income will be generated from a broader combination of federal appropriations, sponsorships, membership dues, fundraising events, special project grants, and earned income. Eligible and allowable costs for fundraising under a federal financial assistance (cooperative agreement) award are dictated by federal regulations 2 CFR 200.

Due to this, fundraising costs should be assumed to come from non-federal sources and will be documented as such.

This budget is predicated on the assumption that the NPHF will continue to be awarded an NPS appropriation through the Heritage Partnership Program, but with a higher target amount of \$300,000. While there is absolutely no guarantee of federal appropriations, which tend to vary from year to year, it is important to set targets for meeting the objectives set forth by the Management Plan. The following table summarizes key budget targets for the NPHF for the five-year period from 2018 through 2022.

#### **INCOME SOURCES**

As noted previously, the NPHF will be funded during the next five years through a broadened combination of federal appropriations and grants, earned income, project-related grants, donations, memberships, sponsorships, and in-kind contributions. Pursuing diverse sources of funding will help ensure the NPHF's long-term financial sustainability. The following is an explanation of the income line items that appear in table 2 (income and expenditures).

***NPS Heritage Partnership Program:*** This is the annual allocation from the Congressional appropriations provided for the National Heritage Areas. As previously noted, the NPHF anticipates NPS HPP appropriations of \$150,000 for fiscal year 2018. Starting in fiscal year 2019 once the management plan is approved, the NPHF anticipates becoming eligible for up to \$300,000 per year in HPP funds.

***Donations:*** These include any voluntary donations gathered through web or annual appeals/solicitations. These are unrestricted funding that would allow the NPHF to determine the best use.

***Fundraising Events:*** The NPHF has the opportunity to fundraise for programs at a level beyond those supported by the federal match. Annual dinners, concerts, festivals, auctions, and other events will become an important fundraising tool for the heritage area. These events can also be used to bring stakeholders together from throughout the broad region that comprises the heritage area. Eligible and allowable costs for fundraising under a federal financial assistance (cooperative agreement) award are dictated by federal regulations 2 CFR 200. Due to this, fundraising costs should come from non-federal sources and be documented as such. The NPHF envisions gradually growing its fundraising capabilities and conservatively raising \$2,500 in fiscal year 2018. Please refer to Table 2 for annual fundraising targets for 2018 to 2022.

Table 2a. NPHF Income Forecast, 2018-2022

Income	2018	2019	2020	2021	2022
NPS Heritage Partnership Program	\$150,000	\$300,000	\$300,000	\$300,000	\$300,000
Donations (Cash)	\$2,500	\$5,000	\$10,000	\$10,000	\$10,000
Fundraising Events	\$2,500	\$10,000	\$15,000	\$15,000	\$15,000
Membership and Sponsorships	\$1,000	\$1,500	\$3,000	\$3,000	\$3,000
Project and Program Grants	\$2,500	\$10,000	\$30,000	\$30,000	\$30,000
Merchandise Sales		\$1,000	\$5,000	\$5,000	\$5,000
In-kind Contributions					
Office Rent and Partial Utilities	\$33,000	\$33,000	\$33,000	\$33,000	\$33,000
Development Director (Part-time)	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Grants Match	\$38,000	\$200,000	\$200,000	\$200,000	\$200,000
Board of Directors Volunteer Time	\$35,000	\$25,000	\$25,000	\$25,000	\$25,000
<b>Total</b>	<b>\$304,500</b>	<b>\$625,500</b>	<b>\$661,000</b>	<b>\$661,000</b>	<b>\$661,000</b>

Table 2b. NPHF Expenditures Forecast, 2018-2022

Expenditures	2018	2019	2020	2021	2022
<u>Administration &amp; Operations</u>					
Personnel (Salary+Benefits)	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000
Executive Director	Incl.	Incl.	Incl.	Incl.	Incl.
Administrative Assistant	Incl.	Incl.	Incl.	Incl.	Incl.
Partial Utilities	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200
<u>Heritage Resource Development</u>					
Personnel (Salary+Benefits)	NA	\$30,000	\$30,000	\$30,000	\$30,000
Project Manager	NA	Incl.	Incl.	Incl.	Incl.
Subgrants	\$19,000	\$100,000	\$100,000	\$100,000	\$100,000
Resource Development & Interpretation	NA	\$40,000	\$50,000	\$50,000	\$50,000
Management Plan Development	\$43,000	NA	NA	NA	NA
<u>Marketing</u>					
Personnel (Salary+Benefits)					
Marketing and Research Assistant	NA	\$30,000	\$30,000	\$30,000	\$30,000
Production (Signage)	NA	\$30,000	\$30,000	NA	\$30,000
Economic Impact Study	NA	NA	NA	\$30,000	NA
<u>Fundraising (Non-Federal Sources)</u>					
Fundraising Events	NA	\$10,000	\$10,000	\$10,000	\$10,000
<u>Non-Monetary In-Kind Contributions (Non-Federal Sources)</u>					
	\$146,000	\$298,000	\$298,000	\$298,000	\$298,000
<b>Total</b>	<b>\$295,200</b>	<b>\$625,200</b>	<b>\$635,200</b>	<b>\$635,200</b>	<b>\$635,200</b>

Table 2c. NPHF Surplus or Carryover Forecast, 2018-2022

Surplus or Carryover / (Deficit)	2018	2019	2020	2021	2022
<b>Total</b>	<b>\$9,300</b>	<b>\$300</b>	<b>\$25,800</b>	<b>\$25,800</b>	<b>\$25,800</b>



***Memberships & Sponsorships:*** The strategy for this management plan proposes the establishment of a paid membership program for individuals and businesses. A membership and sponsorship program will enable the NPHF to identify its natural constituency and to reach out to potential volunteers. Through this constituency and pool of volunteers, the NPHF could begin the most basic of tasks in building lasting relationships with those most interested in the NPHF’s mission and creating long-term support from major donors. It could also enlist members’ support when needed by the NPNHA—for example, in encouraging outreach to public officials whose support is needed for its long-term survival. Large corporations and organizations will be recruited as sponsors for major programs and initiatives. In return, corporations and organizations will receive recognition through branding and other rights associated with events, merchandising, and similar means. Companies with important operations in the region could be recruited for corporate giving. Companies that have demonstrated support for local initiatives and that may be able to support the NPHF goals and objectives include:

- |   |  |
|---|--|
| • Ameriprise Financial                    | • Kramer Agency                              |
| • Andeavor                                | • MABU                                       |
| • Basin Electric Power Cooperative        | • MCQuade Distributing Company               |
| • Bank of North Dakota                    | • MDU Resources Foundation                   |
| • Bobcat/Doosan Company                   | • National Information Solutions Cooperative |
| • Braun Intertec                          | • North Dakota Farmers Union                 |
| • BNSF Foundation                         | • North Dakota Department of Tourism         |
| • Bush Foundation                         | • Railway Credit Union                       |
| • CW Structural Engineers                 | • Scheels Sports                             |
| • N.D. Farmers Union Insurance            | • Shutter Pilots                             |
| • Garrison Diversion Conservancy District | • Starion Bank                               |
| • Gate City Bank                          | • State Farm                                 |
| • HUB International                       | • US Bank                                    |

Similarly, individuals and others will be encouraged to make donations above and beyond regular memberships, in return for various forms of recognition such as “members-only, behind-the-scenes” kinds of tours or events. In order for this membership and sponsorship program to succeed, the NPHF would benefit by informing members about the NPNHA and regularly communicating information about events and other offerings. Please refer to Table 2 for annual membership and sponsorship targets for 2018 to 2022.

***Project & Program Grants:*** The NPHF will continue to apply for various project and program grants through local, regional, and national foundations, trusts, and other government and non-governmental organizations. There are a number of community foundations providing funding for various local programs and projects. For example, the North Dakota Community Foundation, MDU Resources Foundation, the Tom and Frances Leach Foundation, and the Alex Stern Family Foundation focus some or significant amount of their funding on arts and cultural heritage.

A variety of corporations and non-profit organizations provide grants that align with the heritage area stated objectives. Such entities include:

- Basin Electric Power Cooperative
- Bobcat/Doosan Company
- Garrison Diversion Conservancy District

- North Dakota Farmers Union
- North Dakota Natural Resources Trust
- USDA Rural Development

**Merchandise Sales:** Over time, the NPHF envisions generating additional earned income through programs and merchandising that promote the heritage area and serve the broader visitor base. The NPHF can contract for the development of branded merchandise to be sold in and beyond the Missouri River Landing Warehouse as well as throughout the heritage area, with profits shared between the sites and the NPNHA. Additionally, the NPHF envisions collaborating with other entities on the development of tour programs. The advantage of providing income-generating programs and merchandising strategy is that they provide a recurring income stream for heritage area operations. This reduces dependency on project grants and public funding.

**In-kind Contributions:** The NHA's match to its federal allocation is allowed to include the fair value of contributed goods or services, including volunteers' time, donated professional services, donated mileage, and donated materials. Although these contributions do not provide dollars for operations and programs that are reflected in an annual budget, they make many projects and initiatives possible thanks to the kindness of individuals and businesses. That said, such contributions can provide a significant matching value. The Fort Abraham Lincoln Foundation / MVHA provides in-kind contributions in the form of administrative staff (part-time equivalent of Development Director) as well as office space and partial utilities. The value of the office space and partial utilities is valued at \$2,750/month based on the market value of the space and estimated average monthly utilities cost. The in-kind value of a part-time Development Director is estimated at \$40,000/year. Starting in fiscal year 2019 and beyond, the NPHF will require 1:1.5 non-federal cash/in-kind match for subgrants. The value of board member's volunteer time is valued at \$65/hour based on the National Endowment for the Humanities' Accounting System Manual (2009). The value for volunteers' time is generally based on a state-by-state survey maintained by Independent Sector at <http://www.independentsector.org/volunteertime>. North Dakotans' volunteer time is valued at \$25.40, slightly more than the national average of \$24.14 (2016 figures). The IRS provides an annual figure for the value of donated mileage, since volunteers may deduct that value as a charitable contribution on their federal tax return; the 2016 charitable standard mileage rate was 14 cents per mile.

## **EXPENDITURES**

The NPHF will generate expenditures relating to administration and operations, heritage resource development, marketing, and fundraising.

**Administration & Operations:** Under administration and operations, it is assumed that in FY2018 the NPHF will continue to employ one full-time staff member (Executive Director) and a quarter-time administrative assistant. In addition to personnel, administration and operations expenses will include the cost of partial utilities. The budget assumes that, through the generosity of the Fort Abraham Lincoln Foundation (MVHA) in providing an office for NPHF operations (at least through Year 5), there will be no rental costs for the heritage area.

**Heritage Resource Development:** Heritage resource development will include one part-time staff member (technical specialist) initially, and additional technical specialists could be required over the long-term. Other expenses include: the issuance of subgrants for outside organizations that have projects that support the NPNHA mission and themes; costs for resource development and interpretation; and finalizing the development of the NPNHA Management Plan.

**Marketing:** Marketing expenses include one part-time staff member (marketing technical specialist), plus the cost of development and dissemination of marketing materials. Funding for the production of NPNHA signage would be provided starting in fiscal year 2019.

**Fundraising:** Fundraising expenses include all costs related to fund development for the NPNHA. As per 2 CFR §200.44 “costs of organized fund raising, including financial campaigns, endowment drives, solicitation of gifts and bequests, and similar expenses incurred to raise capital or obtain contributions are unallowable” using federal funds. Therefore this expense category assumes that only donations or income-generated revenue will be used for fundraising purposes.

**Non-Monetary In-kind Contributions:** These includes the non-monetary in-kind contribution listed under income for office rental and partial utilities, the salary and benefits associated with the Development Director, grants match, and the volunteer time provided by the Board of Directors. These contributions are included as expense to balance out the budget and to accurately reflect that these contributions are not available for any other purposes nor constitute a surplus or carryover.

## **Strategies**

Below are some of the strategies that will guide the implementation of the business plan. The Implementation Plan section features a more comprehensive list and outlines specific action items.

- Establish guidelines and funding opportunities announcements for grant applications each year.
- Establish formal agreements with partners on possible joint marketing/outreach effort.
- Hold regular briefings/ presentations to share progress on projects and raise awareness of the NHA with important partners and potential partners, county commissions, and different community groups.
- Continue outreach efforts that tell the stories of the NHA by focusing on 4th and 8th grade students and North Dakota history curriculum. Partner with university and college students to develop materials that support the NPNHA.
- Develop standard language included in agreements to ensure that NHA contributions are recognized (for all activities) and to enhance preservation and conservation of sites in the NHA.
- Partner with high profile organizations to implement high visibility projects.

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# **CHAPTER 5. IMPLEMENTATION PLAN**



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## CHAPTER 5. IMPLEMENTATION PLAN

### Introduction

The NPHF has identified a framework for implementing projects to meet the purpose and vision of the heritage area. This framework is organized around the four goals. The NPHF would evaluate specific projects and actions through project selection criteria and best management practices. The NPHF and its staff would work toward meeting the goals of the heritage area by leading and promoting projects identified in the annual work plan, promoting the efforts of partners, and providing technical assistance. They could also assist the efforts of others by distributing funding through their active grant program. Priority would be given to strategies or actions that are specifically identified in the implementation matrix presented below. Project implementation success would be evaluated against specific performance measures selected to document progress toward achieving the goals of the heritage area. Project selection criteria would be evaluated and updated as appropriate to ensure effective execution of this plan, and progress toward the achieving plan goals. Actions would primarily be accomplished in collaboration with NHPA partners, who are identified within the implementation matrix and in the Partnerships section that follows it.

### Completed Projects and Previous Accomplishments

Many of the actions and strategies presented in the matrix below represent refinements and advancements of previous successes of the NPNHA, particularly associated with previous successful partnerships. Over the last eight years since the NHA was created, the NPHF has partnered with a variety of non-profit and local government organizations to complete work that promoted public appreciation of the historic themes of the NPNHA as well as advancement of the scholarly understanding of the history and archeology of the region.

An example of a recent accomplishment among many previous includes research in 2015 during which the NPHF partnered with Bismarck Parks and Recreation District and the Paleo Cultural Research Group (PCRG) to conduct archeological investigations at the 16th century Chief Looking's Village site on the bluffs overlooking the Missouri River. The site is managed by Bismarck Parks and Recreation District, and is a part of the interconnected city, county, and state parks and recreation trails within the NPNHA. Additional partners included the State Historical Society of North Dakota, Minnesota State University Moorhead, the University of Arkansas, and the University of Colorado. The work PCRG accomplished informed Elizabeth Fenn's Pulitzer Prize-winning history of the Mandan people, *Encounters at the Heart of the World: A History of the Mandan People*. The same project has an ongoing component in which the NPHF is collaborating with Bismarck Parks and Recreation District to update interpretive signage at the site. This includes bringing new archeological findings into public interpretation, and branding the signage with NPNHA and NPS NHA logos.

More recently the NPHF was involved in additional archeological collaborations that built upon the previous year of archeological investigations at Chief Looking's Village. In 2016 the NPHF again partnered with PCRG to continue excavations at the site (Figure 16 and Figure 17). PCRG also partnered with the National Science Foundation to move research forward at the site that year. The North Dakota Archeological Association provided interpretive tours during the excavation. The NPHF also commissioned an enrolled Mandan (Fort Berthold Reservation) documentary film crew to film the excavation and interview archeologists during the dig.



Figure 16. A photo of the NPHF-sponsored archeological investigation at Chief Looking's Village. Chief Looking's is a 16th century Mandan village site and is a part of the Bismarck Parks & Recreation District. In the distance, modern homes are visible, a testament to the many layers of occupation at this site, and to the importance of continued collaboration with Bismarck Parks & Recreation to preserve Chief Looking's Village.



Figure 17. Graduate students and professional archeologists donated in-kind time to carry forward the 2016 investigation at Chief Looking's Village. The Missouri River is visible in the background. The Mandan people located villages immediate to the Missouri River, as the river bottoms provided fertile soil and irrigation for Mandan agriculture. Archeologists here are excavating a cache pit, a place where the Mandan stored their surplus produce.

## **Performance Goals, Evaluation, and Ongoing Engagement**

### **SELECTION CRITERIA**

Selection criteria are the formal questions to ask about all proposals considered by the NPHA to ensure new work is feasible, within the scope of the responsibilities of the NPHF, and contributing to advancing the goals of the NPHF. Project selection, grant distributions, and proposed actions of the NPHF should all be considered for implementation based upon consistent selection criteria.

Through the process of developing the management plan for the NPNHA, specific selection criteria that will aid the NPHF in evaluating proposed actions have been developed. These criteria will be considered whenever new proposals or actions are under review, including selection of organizations and projects for grant distributions. The criteria would help the NPHF select projects that best meet the management plan's vision and goals. Actions selected for implementation may not necessarily meet every selection criteria listed, but new proposals will be considered against all applicable criteria and prioritized appropriately. Selection criteria for NPHF actions include:

1. Recommended actions are consistent with mission statement, management plan goals, and themes.
2. Recommended actions are realistically achievable because:
  - a. Projects planned, underway, approved, and/or can use NHA funds or services to document and grow awareness of NPNHA.
  - b. They are proposed by organizations that have demonstrated the ability to implement projects of similar scope or complexity.
  - c. The existing partner or NPHF staff or board has the capacity, expertise, and/or interest in directly implementing the project.
  - d. They are achievable in a reasonable timeframe.
3. Recommended actions would make effective use of NHA funding; would leverage or raise funds from other sources that would support sustainable economic development.
4. Recommended actions promote awareness of heritage area.
5. Recommended actions make resources available throughout the heritage area to a variety of entities including federal, state, tribal, city, and county governments; natural and historic resource organizations; educational institutions; businesses; recreational organizations; and community residents.
6. Recommended actions ensure that private property owners are informed and encouraged to engage in the work of the heritage area.
7. Progress on recommended actions can be reported in the annual accomplishment report to the NPS National Heritage Areas program.

### **BEST PRACTICES**

Implementation of the strategies and actions described in this plan will seek to follow the most current best management practices related to heritage development, resource preservation, interpretation, education, and visitor use. Best management practices and techniques will include, but not be limited to the following:

- Management decisions regarding any projects that may impact cultural resources will be based on scholarly research, scientific information, and traditional knowledge and will be made in consultation with the North Dakota state historic preservation officer and associated tribes, as appropriate. The historic integrity of properties listed in or eligible for listing in the National Register of Historic Places will be protected to the extent possible.
- The NPHF will ensure that consultation and engagement of local tribes be regular and ongoing and that tribal interests are regularly reflected in the management decisions of the foundation. Ideally, enrolled tribal members will serve on the NPHF board and / or as advisors.

- Guidelines provided for the preservation and interpretation of historic properties in the National Park Service's 2006 *Management Policies*, the Secretary of the Interior's *Standards for the Treatment of Historic Properties*, *Guidelines for Archeology and Historic Preservation* and *Guidelines for the Treatment of Cultural Landscapes* will be followed.
- The NPHF will use partnerships to encourage university research, state and local agencies, and organizations to support local efforts in completing archeological surveys, especially in areas threatened by development or river bank erosion.
- As the NPHF continues to partner with museums, tribes, university researchers, and others involved in ethnography, strategies for preserving ethnographic resources and intangible cultural resources associated with the heritage area's traditional activities will be developed and implemented.
- The NPHA will work with tribes to identify the ethnographic resources important to tribes with ancestral connections to the NPHA.
- Whenever possible, adaptive use of historic structures will be encouraged. The NPHF will work with local historic districts, private and public property owners, historical societies, and the state historic preservation office to increase awareness of historic structures, and their value to the community, and to tell the stories of the heritage area. The NPHF will encourage partners to consult the State Historical Society of North Dakota when implementing projects affecting historic buildings or in historic districts.
- The NPHF will encourage partners to protect cultural landscapes and contributing features when implementing projects getting heritage area support. Further, the NPHF will encourage university researchers and other to carry out additional inventories to identify cultural landscapes and resources potentially eligible for listing in the National Register of Historic Places.
- The NPHF will ensure that all historic and archeological research conducted in partnership with the NPNHA is carried out by qualified institutions and researchers meeting the Secretary of the Interior's Historic Preservation Professional Qualification Standards.
- Decisions about projects potentially impacting natural resources will be based on scholarly research and scientific information, and in consultation with the North Dakota Game and Fish, United States Army Corp of Engineers, United States Fish and Wildlife Service, and other agencies as appropriate. Specifically, any projects that included NPNHA involvement with development or providing visitor access to new areas will be sited to avoid sensitive habitats and minimize disturbance to threatened and endangered species.
- The NPHF will work with all appropriate partners to identify key habitat areas for sensitive species and determining the level of access that should be provided to visitors in these areas.

#### **PERFORMANCE MEASURES**

Performance measures are quantifiable indicators (metrics) used to assess how well an organization or business is achieving its desired objectives. Many business managers routinely review various performance measure types to assess such things as results, production, demand, and operating efficiency in order to get a more objective sense of how their business is operating and whether improvement is required. Performance measures identify the metrics that the NPHF board will monitor to ensure that progress is made toward the identified vision of success as actions in the implementation strategy tables are carried out. They also provide concrete data to be shared with the public, as well as the NPS, partners, investors, and other funding entities that proves the level of return on investment in the NPNHA and the NPHF.

These specific performance measures will help the NPHF evaluate management activities and project success. The National Park Service (NPS) has stated that performance goals, benchmarks, and evaluation metrics provide useful feedback on heritage area efforts to indicate success and to determine if

operational changes are required. Performance information can also be used to help leverage future funding, grants, in-kind, or investment support, by “demonstrating the ability of the local coordinating entity and partners to implement successful projects.”

The following section provides lists of performance measures by NPNHA goal. These performance measures were developed to be “SMART” (Specific, Measurable, Attainable, Realistic, and Timely). The results of projects and actions of the NPHF will be weighed against these measures to document how well they advance the overall goals of the organization:

***Goal 1: Encourage and support public appreciation and recognition of the important natural, historic, cultural, educational, scenic, and recreational resources of the Northern Plains.***

1. Number of updates with illustrations and content that reflects the NPNHA Management Plan on NPHF social media and internet sites increasing over time.
2. Number of publications, broadcast media, films, or articles written or produced about the NPNHA.
3. Number of public events where the NPHF has an official presence.

***Goal 2: Encourage scholarly research with historic and archeological investigations within the NPNHA.***

1. Number of sites with new or updated National Register of Historic Places nominations.
2. Number of archeological and/or historical investigations at identified NPNHA public and non-profit sites and locations
3. Number of volunteers and cash donated and in-kind hours logged during archeological and/or historical investigations

***Goal 3: Encourage resident and visitor engagement with sites and locations in the NPNHA.***

1. Number of NPNHA brochures distributed annually.
2. Number of in-person visits to NPNHA interpretive hub, the Missouri River Landing Warehouse (determined through surveys or log books).

***Goal 4: Maintain and enhance the capacity and sustainability of the Northern Plains Heritage Foundation to accomplish its mission as the local coordinating entity of the Northern Plains National Heritage Area.***

1. Non-federal cash and in-kind match donated by partners, volunteers and grants to NPHF.
2. Non-federal cash generated by fundraising and memberships increases over time.
3. Number of NPHF staff and board members attending NPS-NHA training workshops and seminars to maintain fluency in NPS-NHA programs.
4. Establish orientation package/training for new board members.
5. Completion and annual updating of Memorandum of Understanding between Northern Plains Heritage Foundation and institution(s) that provide the administrative match.

## **Evaluation**

National Heritage Area coordinating entities undergo an evaluation of their accomplishments in regards to the fulfillment of their legislation and implementation of their management plan. These evaluations occur 3 years prior to the sunset of federal funding, typically 10 to 15 years after designation (<https://www.nps.gov/subjects/heritageareas/upload/NHA-Evaluation-Guide-Final-2015-pdf.pdf>). The NPS funds and oversees these congressionally mandated evaluations of national heritage area impacts, outcomes, and sustainability. The NPS uses evaluation findings to assess the accomplishments, investments, sustainability, and impact of the NHA on supporting the mission of the NPS; and to make



recommendations to Congress about the role of the NPS with regard to NHAs. The NPHF expects to undergo its evaluation by 2021. Regular self-evaluation (annually, at a minimum) using the performance measures laid out above will help to ensure that the NPHF is accomplishing the goals laid out in this management plan and ultimately ensure that it is fulfilling the legislative mandate of the NPNHA.

## **Ongoing Engagement**

The NPNHA enabling legislation requires that the coordinating entity hold semiannual public meetings, during which the NPHF will communicate the accomplishments of the NHA and the implementation of the management plan. The foundation will meet this requirement by holding at least one annual public board meeting during which annual accomplishments will be presented. These board meetings will be combined with guest speaking events to encourage public participation. The NPHF will also attend local festivals and other public events where it will share accomplishment reports with the public.

## **Implementation Strategies/Actions and Phasing**

This section of the management plan for the NPNHA elevates the research and planning conducted thus far to a more advanced level of detail. It builds upon the background work and analysis, previous accomplishments, initiatives of the NPHF, and known opportunities for partnerships and resources. During the planning process, this background was considered under the umbrella of advancing the four primary goals of the NPNHA. The result is a portfolio of detailed actions that will build upon the previous successes of the NPNHA and together presents a strategy for reaching the legislated purpose of the heritage area. This section has been created using the previously created four goals and their supporting objectives as the framework for the strategies and actions proposed. The matrix below (Table ) includes strategies and actions organized according to specific time frames, as well as potential partners and sources of supporting funding for each of the proposals. The table is organized around the four goals and the NPHF's vision of success for each goal. The objectives that support each goal are included along the left-hand side of the table. Moving right, strategies and actions are organized across three periods of time: short-term actions that would begin by 2018, mid-term actions (2019-2020), long-term actions (2020-2024), and ongoing actions that are expected to begin (or continue) immediately and require attention throughout the life of the management plan. Even though time frames are included, the heritage area would capitalize on opportunities presented by partners and/or funding. Therefore, exact timing of strategies and actions could vary from the time frames indicated in the matrix. Existing and potential partnership commitments, along with the specific opportunities for the NPHF to engage and coordinate with partners and potential sources of funding for the actions, fill out the left-hand side of the matrix.

The matrix of proposed actions and commitments includes collaboration with federal, state, tribal and local governments, private organizations, and citizens. These commitments have, in the past, led to the protection, enhancement, interpretation, funding, management and development of the natural, cultural, educational, scenic and recreational resources of the NPNHA. This includes collaboration with the Bismarck Parks & Recreation District, the Burleigh County Parks & Recreation District, the nonprofit Paleo-Cultural Research Group, North Dakota State University's Department of Landscape Architecture, North Dakota State University's Center for Heritage Renewal, North Dakota Parks & Recreation District (specifically state park units within the NPNHA), the Germans from Russian Heritage Society, enrolled Mandan, Hidatsa and Arikara documentary film crews (Thunder Revolution Studios), the Lewis & Clark Fort Mandan Foundation, the Lewis & Clark Interpretive Center, Fort Mandan and Fort Mandan Visitor Center, the Knife River Indian Village National Historic Site, the State Historical Society of North Dakota, the North Dakota State Historic Preservation Office, and a local chapter of Rotary International (for the Rotary Arboretum in the City of Bismarck).

Additional steps have and will continue to be taken to collaborate with the Morton County Parks & Recreation District, Mandan Parks & Recreation District, the Oliver County Historical Society, and the five county governments within the NPNHA including Burleigh County, McLean County, Mercer



County, Morton County, and Oliver County. Steps have been and will continue to be taken to consider ways to collaborate with the Mandan, Hidatsa and Arikara Nation and the Standing Rock Sioux Tribe to appropriately and sensitively direct NPNHA visitors to appropriate heritage sites and locations.

***Goal 1: Encourage and support public appreciation and recognition of the important natural, historic, cultural, educational, scenic, and recreational resources of the Northern Plains.***

**Visions of Success:**

1. The National Heritage Area is a national destination.
2. Community leaders, legislators, and the community at large are informed of the heritage tourism benefits of the Northern Plains.

*Table 3a. Implementation Matrix.*

<b>Objectives</b>	<b>Time Frame</b>	<b>Actions/Strategies</b>	<b>Partner Commitments</b>	<b>Coordination Opportunities</b>	<b>Funding Opportunities</b>
State legislators, heritage area leaders, and residents are more aware of Northern Plains heritage through continued coordination.	Short-term	Provide outreach materials and invite legislators and resident leaders to connect with heritage resources to encourage constructive policy.  Host a “Friendly Legislators” bus tour of the NHA. And connect with legislators during and in between legislative sessions.	Partner commitments ongoing; identify champion legislators who support NPNHA.	Leveraging opportunities with legislators.	Matching state funds (See Appendix G).
Connect with county commissions within the NPNHA that include Burleigh, McLean, Mercer, Morton, and Oliver.	Mid-term	Provide outreach materials and connect with county commissioners to consider ways to partner with county historical societies, parks and recreation, and heritage sites.	County commissioners and/or county commissions.	Coordinate with county historical societies, parks and recreation departments, and heritage sites that reflect and connect with the NPNHA narrative themes. Consider ways to incorporate these local resources into the broader narrative of NPNHA interpretive brochures for visitors.	County funding possibilities within the NPNHA.
Work with tribal nations within the heritage area.	Short-term	Invite enrolled tribal members of the Fort Berthold Indian Reservation (Mandan Hidatsa Arikara Nation) and/or the Standing Rock Sioux Tribe (Oceti Sakowin) to serve on the	Enrolled tribal members of the Fort Berthold Indian Reservation (Mandan Hidatsa Arikara Nation) and/or the Standing Rock Sioux Tribe (Oceti Sakowin)	Collaborate with tribal partners on products and published media, considering cultural sensitivity and opportunities; use subgrants and/or cooperative agreements with enrolled tribal members to achieve this.	Matching grants through tribal nations and NPNHA (HPP funding).

Objectives	Time Frame	Actions/Strategies	Partner Commitments	Coordination Opportunities	Funding Opportunities
		<p>NPHF board or act as advisors.</p> <p>Work with tribal tourism offices to identify opportunities for nationally important tribal heritage narratives to be developed and told with enrolled tribal voices.</p>	are a part of the NPHF Board or are consulted in an advisory capacity.		
Ensure that local service groups and friends groups remain engaged and updated about NPNHA activities.	Mid-term	Update service and friends groups about ongoing NPNHA activities with public talks given by NPHF staff and board members at service group luncheons.	Service and friends groups affiliated with NPNHA public sites and locations. This includes but is not limited to Bismarck Rotary International; Sertoma Club; Kiwanis; Elks; Friends groups; ND Archeology Association; ND Geographic Alliance; Preservation North Dakota; Paleo Cultural Research Group; the Bismarck Historical Society; the Oliver County Historical Society; etc.	Service and friends group projects may parallel NPNHA goals and objectives.	Match funding opportunities for projects through service and friends groups.

**Goal 2: Encourage scholarly research with historic and archeological investigations within the NPNHA.**

Vision of Success: Residents of and visitors to the NPNHA will have opportunities to engage with scholars and scholarly investigations within the NPNHA.

Table 3b. Implementation Matrix.

Objectives	Time Frame	Actions/Strategies	Partner Commitments	Coordination Opportunities	Funding Opportunities
Support academic and professional investigations of NPNHA sites in order to protect and enhance the resources of the NPNHA through scholarly and public partners.	Ongoing	Support archeological and historical research at heritage area sites; for example, through a grant program.  Support development of oral histories.  Support the development of National Historic Landmark and National Register of Historic Places nominations with public and private partners through grants and subgrants.	Partners the NPNHA has had success in working with. This includes ongoing partnerships with the Paleo Cultural Research Group; the North Dakota State Historic Preservation Office; the North Dakota Archeological Association; and tribally enrolled documentary film crews to document the undertakings for public dissemination.	Coordinate with city, county, state, federal, and nonprofit sites and locations to move scholarly investigations forward. Opportunities exist for further developing relationships with the National Trust for Historic Preservation and Preservation North Dakota.	Private and public foundations; local and state funding sources. National Science Foundation; ND Humanities Council; HPP funding; Plains Anthropological Society, National Endowment for the Arts; etc.
Create NPNHA Library.	Mid-term	Develop NPNHA submission criteria for partners to submit works of scholarship for inclusion into an NPNHA Library <sup>1</sup> , and make library bibliography accessible on web platforms.	NPNHA partners form review committee that develops review criteria to evaluate submissions to NPNHA Library.	Coordinating with NPNHA partners and scholars.	Selling monographs that meet NPNHA Library criteria at the River Landing Warehouse in Bismarck.

<sup>1</sup> The NPNHA Library is not a traditional public library. The NPNHA Library is a bookplate that will be placed inside the front cover of scholarship that reflects the themes of the NPNHA. These scholarly works will be available for purchase from the River Landing Warehouse in Bismarck.

Objectives	Time Frame	Actions/Strategies	Partner Commitments	Coordination Opportunities	Funding Opportunities
Create NPNHA Library.	Ongoing	Grow the NPNHA library.	Creating a group of partners to review new titles to consider adding to the NPNHA Library.	Coordination with Bismarck Historical Society; Bismarck Public Library; Friends of the Bismarck Public Library; Paleo Cultural Research Group; State Historical Society of ND; ND Archeological Association; Preservation North Dakota.	Selling monographs that meet NPNHA criteria at the River Landing Warehouse in Bismarck.
Develop a suite of interpretive tools and resources for local businesses, community groups, residents and visitors to utilize; and for partners to promote.	Short-term	Website development and strengthening social media presence to disseminate information and educational content on Facebook, Instagram, Twitter, and other platforms.	Commitments with university and college interns; North Dakota Department of Tourism; the National Park Service (locally at Knife River National Historic Site, as well as at the regional and national level); and tribal partners.	College internships for credit; website development courses; blogs.	In-kind from internship programs.
Develop a suite of interpretive tools and resources for local businesses, community groups, residents and visitors to utilize; and for partners to promote.	Mid-term	Brochure development (including theme-related tours and trails) that reflects the NPNHA sites and locations and points of interest.	Customer service trainings/knowledge.	Provide knowledge and stock templates to provide a consistent look and feel of NPNHA.	North Dakota Department of Tourism and NPHF match funding.



**Goal 3: Encourage resident and visitor engagement with sites and locations in the NPNHA.**

Vision of Success: NPNHA provides residents and visitors with brochures, interpretive landscape kiosk, and NPNHA landscape architecture at Missouri River Warehouse Landing.

Table 3c. Implementation Matrix.

Objectives	Time Frame	Actions/Strategies	Partner Commitments	Coordination Opportunities	Funding Opportunities
Grow awareness of the Northern Plains National Heritage Area and specific sites through education, interpretation, and branding. Increased awareness and visibility will better protect and enhance the resources of the NPNHA.	Short-term	Provide visitors with a brochure to navigate and understand the NPNHA; Contract with graphic designer and GIS team to finalize NPNHA brochure and map.	ND SHPO's GIS technician, graphic designer, and content writer; Paleo Cultural Research Group.	Distribute brochures and map to NPNHA partner kiosks and sites via the Bismarck Parks and Recreation District, the Lewis and Clark Fort Mandan Foundation, the Knife River Indian Heritage Foundation and others, and to the North Dakota Department of Tourism and convention and visitor bureaus within and immediate to the NPNHA.	North Dakota Department of Tourism; Convention and Visitor bureaus, NPNHA HPP funds.
Grow awareness of the Northern Plains National Heritage Area and specific sites through education, interpretation, and branding. Increased awareness and visibility will better protect and enhance the resources of the NPNHA.	Short-term	Identify additional NPS programs within the brochure, including the Lewis & Clark National Historic Trail, ( <a href="https://www.nps.gov/lecl">https://www.nps.gov/lecl</a> ); the NPS American Battlefield Protection Program, ( <a href="https://www.nps.gov/abpp">https://www.nps.gov/abpp</a> ); identified sites within and immediate to NPNHA; and NPS North Country National Scenic Trail, ( <a href="https://www.nps.gov/noco">https://www.nps.gov/noco</a> ).	Grass roots NPS friends groups associated with these programs and sites within these programs.	Coordination with NPS programs and the Knife River Indian Heritage Foundation to inform resident and visitor experiences in the NPNHA.	North Dakota Department of Tourism; NPS LCNHT; NPS ABPP; NPS NCNST.
Develop and install interpretive landscaping at Missouri River Warehouse Landing.	Short-term	Contract with North Dakota State University to develop plan for interpretive signage at the Missouri River Warehouse Landing.	North Dakota State University's Department of Landscape Architecture and NPNHA partners.	NPNHA partners, including planners, foresters, and botanists with the City of Bismarck; the Mandan Progress Organization; and North Dakota Forest Service. Paleo Cultural Research Group is working on thematic maps for the NPNHA.	Non-federal and private in-kind and cash donations, including Blue Cross Blue Shield of North Dakota Caring Foundation.

Objectives	Time Frame	Actions/Strategies	Partner Commitments	Coordination Opportunities	Funding Opportunities
Grow awareness of the Northern Plains National Heritage Area and specific sites through education, interpretation, and branding. Increased awareness and visibility will better protect and enhance the resources of the NPNHA.	Mid-term	Develop interpretive kiosk and NPNHA heritage map for installation at Missouri River Warehouse Landing; NPHF to contract with Split Rock Studios ( <a href="http://www.splitrockstudios.com">www.splitrockstudios.com</a> ) to design, build, and install interpretive kiosk that shows all heritage area sites and locations.	NPHF staff, NPHF board, NPNHA partners, and Split Rock Studios.	The most traveled route on the NPNHA will help visitors and residents locate nationally important sites and locations in more rural areas of NPNHA.	NPNHA HPP funds and in-kind partner match.
NPNHA signage development and installation at major interstate highway entries into the NPNHA.	Long-term	<p>Work with the ND Department of Transportation to develop highway signs for the NPNHA. Information about the tourism signage program, and available funding can be found at (<a href="http://www.ndtourism.com/informatoin/tourism-signage">www.ndtourism.com/informatoin/tourism-signage</a>).</p> <p>The NDDOT Tourism Signage Advisory Committee determines funding based on classification: 1) National importance, 100% funding by NDDOT; 2) Statewide importance, 50% funding by NDDOT, 50% local; 3) Local importance, 100% local funding.</p>	NDDOT	Coordinate to have signage installed at entry and exit points to the NPNHA at the following locations: Interstate 94 in Burleigh and Morton counties; Highway 83 in McLean and Burleigh counties, Highway 1804 and Highway 1806, and ND State Highway 200.	Possible 100% funding through NDDOT based on NDDOT's criteria of the national importance of a National Heritage Area
Develop and install interpretive landscaping at Missouri River Warehouse Landing.	Long-Term	Additional plans for signage will be developed for sites throughout the NPNHA. Coordinate with partners for the development and installation of signage and for the development of thematic tours.	NPHF Staff, partners. North Dakota State University's Department of Landscape Architecture.	Working with educational and graphic design partners to develop site-specific branding and signage / interpretive waysides connecting individual locations within the NPNHA to the thematic stories developed at the Missouri River Warehouse landing. Working with partner-managers of specific sites for installation like the Bismarck Parks and Recreation District, Knife	Non-federal and private in-kind and cash donations.

Objectives	Time Frame	Actions/Strategies	Partner Commitments	Coordination Opportunities	Funding Opportunities
				River Indian Heritage Foundation, Lewis and Clark Fort Mandan Foundation, Mandan Trust Organization, North Dakota Nature Conservancy, and others (see Appendix E for full list of potential sites and partners).	

**Goal 4: Maintain and enhance the capacity and sustainability of the Northern Plains Heritage Foundation to accomplish its mission as the local coordinating entity of the Northern Plains National Heritage Area**

Vision of Success: The Northern Plains Heritage Foundation remains financially stable and has sufficient resources to fulfill its role as the local coordinating entity.

Table 3d. Implementation Matrix.

Objectives	Time Frame	Actions/Strategies	Partner Commitments	Coordination Opportunities	Funding Opportunities
Assure stability of the Northern Plains Heritage Foundation.	Short-term	Implement staffing strategy that includes retaining 1 FTE Executive Director and hiring two positions to fill immediate needs; a project manager to oversee project implementation and an administrative assistant. This includes: <ul style="list-style-type: none"> <li>1 FTE project manager.</li> <li>1 PTE administrative assistant.</li> <li>1 accountant (contracted).</li> </ul>	Sister organizations of the Northern Plains Heritage Foundation are committed, including the Fort Abraham Lincoln Foundation (DBA the Missouri Valley Heritage Alliance) and the <i>Lewis &amp; Clark</i> Riverboat.	N/A	NPHF funds and non-federal match.
Develop MOUs with partners for sustained relationships.	Short-term	MOUs will be developed with nonprofits, state universities, and state institutions to carry forward long-term goals of the NPNHA	North Dakota State University; University of North Dakota; State Historical Society of North Dakota; Paleo Cultural Research Group.	Coordination between professors, departments, and state historic preservation offices to oversee undergraduate and graduate students engaged in NPNHA projects.	In-kind and grant opportunities with public universities and state agencies.
Fundraising.	Ongoing	Develop fundraising objectives and goals to demonstrate to funding sources where funds will be directed.	Public entities, nonprofits, and private foundations.	Coordinate with public entities and private foundations.	Private foundations / organizations / individuals.
Memberships.	Ongoing	Develop membership benefits, such as discounts on events and purchases at the River Landing Warehouse and for admission to state parks within the NPNHA for becoming an NPHF member.  Develop special events for NPNHA members.	ND Parks & Recreation District.	Coordinate with state entities that charge admission to state parks units.  Special events to be held at heritage river landing and in collaboration with the Missouri Valley Heritage Alliance.	Private foundations / organizations / individuals.

Objectives	Time Frame	Actions/Strategies	Partner Commitments	Coordination Opportunities	Funding Opportunities
Develop sources of program income.	Long-term	Coordinate with the Missouri Riverboat, Inc., DBA <i>Lewis &amp; Clark</i> riverboat to develop sources of interpretive program income.	The Missouri Riverboat, Inc., DBA <i>Lewis &amp; Clark</i> Riverboat.	N/A	Fees for use. Private funds.



## Partnerships and Funding Sources

### PARTNERSHIPS

A list of long-term resource protection partners has been identified. The listed partners are either already engaged in private-public partnerships with heritage area initiatives, or it is anticipated that they will become partners. These partners will carry forward heritage area goals of carrying forward research, heritage events, and/or developing and updating educational materials and signage throughout the NPNHA. Specific partnership goals will be developed through cooperative agreements. Below each listed partner is a description of specific heritage area programs and goals.

***Bismarck Parks and Recreation District:*** The Bismarck Parks and Recreation District oversees the city parks system that reflects central themes and subthemes in Northern Plains heritage and history. This includes the Homelands of the Mandan and Hidatsa, the U.S. Dakota Wars, and several nature trails. Specific site locations include Chief Looking's Village, Sibley Park, and several trails that traverse the Missouri River bottoms and rolling plains within the City of Bismarck. Establishment of the NPNHA headquarters and library at the soon-to-be-developed Missouri River Landing Warehouse adjacent to one of these trails will open up many opportunities for future involvement.

***Bismarck Rotary International:*** The Bismarck Rotary chapter first established the Arboretum in 1948. The Rotary chapter has continued its support, both financial and in-kind work, for many years. The partnership between the NPNHA, NPHF, Bismarck Parks and Recreation District, and Rotary International, promises options for needed physical improvements (for example, ADA access) and the development of historically related interpretation. This includes expanding interpretation to include the major themes and subthemes of the NPNHA, where pertinent, and continued preservation of the Arboretum's natural resources.

***Fort Abraham Lincoln Foundation:*** The Fort Abraham Lincoln Foundation (FALF) is a 501(c)3, nonprofit that for over 30 years has developed bricks and mortar heritage reconstructions and humanities programming within the NPNHA. The FALF is currently rebranding as the Missouri Valley Heritage Alliance (MVHA) and references to either entity are indicative of the same organization. The Fort Abraham Lincoln Foundation oversees operations of the *Lewis & Clark* riverboat, a 100+ passenger leisure boat that mimics the 19th century steamboats within the NPNHA on the Missouri River. The seasonal operating years average approximately 13,000-17,000 passengers annually. The Fort Abraham Lincoln Foundation also owns and operates Five Nations Arts, the only indigenous fine arts and crafts gallery in central North Dakota, and The Post, a historically themed rental facility south of Mandan in Morton County.

The Fort Abraham Lincoln Foundation provides administrative services for the NPHF, and is more than committed to carrying this forward from 2016-2021. The Fort Abraham Lincoln Foundation also owns and operates nonprofit, charitable gaming sites, and oversees approximately 5 acres of conservation easement on the banks of the Heart River. The Fort Abraham Lincoln Foundation is committed to partnering with the NPHF (see Appendix D) and local recreational outfitters to consider ways to utilize this easement for educational and heritage-minded activities. These activities could include heritage camping, recreating a traditional Mandan garden, kayak and canoe rentals, and other activities.

***Friends of the Bismarck Public Library:*** The Friends of the Bismarck Public Library is a 501(c)3 committed to increasing public awareness and use of the Bismarck Public Library through cultural, educational and social activities, and to raising funds to supplement and enhance library programs and services.

Opportunities for coordinated efforts between the NPHF and the Bismarck Public Library include collaborations on:

- Develop NPNHA literature lists and displays within the Bismarck Public Library;
- Increase bringing in heritage speakers to the NPNHA;
- Connecting readers of NPNHA themes and subthemes with the physical sites and locations within the NPNHA.
- Development of NPNHA Library

***Knife River Indian Heritage Foundation:*** The Knife River Indian Heritage Foundation (KRIHF) is a 501(c)3 friends group of the Knife River Indian Village-National Historic Site. The KRIHF is committed to promoting the preservation, development, and public understanding of the Knife River Indian Villages National Historic Site. The KRIHF and the NPHF should work together on their parallel missions of growing heritage educational awareness and programming within the NPNHA.

***Lewis & Clark Fort Mandan Foundation:*** The LCFMF incorporated as a 501(c)3 nonprofit in 1995. Two years later, in 1997, the LCFMF began collecting historic and regional works of traditional and contemporary art. The LCFMF has displayed artifacts from the Library of Congress, including letters from President Thomas Jefferson to the Corps of Discovery. The most recent exhibit features all of the 81 aquatints from Karl Bodmer's 1832-1834 North American expedition within the NPNHA. The NPHF-LCFMF have developed a 2016 heritage art initiative that has brought heritage art pieces to an NPNHA exhibit space within the Fort Mandan State Park Interpretive Center. This collaboration is expected to continue.

***Mandan Progress Organization:*** The Mandan Progress Organization's mission is to create and promote public events and projects to enhance Mandan's business climate and generate community pride. Opportunities exist for the NPHF and the MPO to partner in the development of heritage signage that outlines the themes of the NPNHA.

***National Trust for Historic Preservation:*** The National Trust for Historic Preservation and the NPHF will collaborate at the grassroots level to begin identifying additional historic districts within the NPNHA. The NPHF will also work in partnership with Preservation North Dakota, and the North Dakota State Historic Preservation Office. Ultimate goals of the partnerships would be to:

- Identify potential historic districts within the NPNHA;
- Grow grassroots support for those potential districts;
- Educate the public about the short- and long-term benefits of historic districts;
- Partner with Preservation North Dakota to commission the drafting of the historic district nomination forms;
- Promote the districts through various local, city, county, and statewide tourism entities.

***North Dakota Archeological Association:*** The North Dakota Archeological Association (NDAA) was incorporated on May 3, 1980 as a 501(c)3, nonprofit. It is an organization of enthusiasts and professional archeologists interested in the archeology of North Dakota. The NDAA's objectives are to organize people interested in archeology; foster the study and teaching of archeology; promote the scientific investigation, preservation, and publication of archeological information; and enlist the aid of citizens in reporting, preserving, and recording any archeological sites.

Short- and long-term goals include an NDAA-NPHF partnership that grows the NDAA mission within the NPNHA. Recent NDAA investigations have begun to re-examine Fort Rice, a frontier fort established by General Alfred Sully within the NPNHA during the U.S.-Dakota Wars of 1862-1864. Today Fort Rice is a state historic site on the Missouri River in southern Morton County.

***North Dakota Nature Conservancy:*** The North Dakota Nature Conservancy – Cross Ranch Preserve oversees and protects approximately 4,953 acres of rare native grassland habitat and heritage sites within

the NPNHA in central North Dakota. This section of preserve is home to a bison herd and many waterfowl and grassland birds. Numerous Mandan-Hidatsa sites dot this preserve. Opportunities exist for NPNHA partnerships with the North Dakota Nature Conservancy – Cross Ranch Preserve to develop updated signage and consider ways to implement heritage recreation opportunities for NPNHA residents and visitors to the NPNHA.

***PaleoCultural Research Group:*** Paleocultural Research Group (PCRG) is a member-supported, 501(c)3 nonprofit organization that partners with public and private institutions to conduct scientific research, train students, and educate the public on the archeology of the Great Plains and throughout the Rocky Mountains. PCRG's public archeology projects use state-of-the-art field and lab techniques to investigate human communities and their relationships to the natural environment, from North America's earliest Native American inhabitants to 19th-century traders and settlers. PCRG disseminates research findings to professional and public audiences, raising awareness of Plains and Rocky Mountains archeology to foster preservation and education of the nationally important resources those regions contain.

The archeology of the Homelands of the Mandan and Hidatsa, one of the nationally important themes of the Northern Plains National Heritage Area (NPNHA), has long been a primary focus of PCRG. Since 1998, PCRG has successfully completed more than a dozen research projects on eight different Mandan-Hidatsa settlements in Burleigh, Morton, and Mercer counties, including Double Ditch Village and Menoken Village. PCRG has also excavated and analyzed Fort Clark, a 19th-century fur trade post in Mercer County that was the scene of a devastating smallpox epidemic to the Mandan people. The NPNHA has been involved with the funding (through the active grant program) of PCRG research and dissemination of their results on past collaborations. The expectation of continued joint projects furthering the goals of the NHA laid out above is expected.

***Preservation North Dakota:*** Preservation North Dakota is a statewide nonprofit that incorporated in 1991, and is dedicated to preserving and celebrating historic architecture, historic places, and communities throughout the Northern Plains. Preservation North Dakota regularly partners with the National Trust for Historic preservation and North Dakota's State Historic Preservation Office. Opportunities for partnerships between Preservation North Dakota and the NPHF include activities associated with identification of potential historic properties, sites, and districts within the NPNHA; growing grassroots support for those potential properties; educating the public about the short- and long-term benefits of historic property recognition; commissioning the researching and drafting of the historic site nomination forms and updates; and promoting historic properties through various local, city, county, and statewide tourism entities.

#### **POTENTIAL FUNDING SOURCES (NOT EXHAUSTIVE)**

***Certified Local Government (CLG) Grants:*** Jointly administered by the National Park Service (NPS) and the State Historic Preservation Offices (SHPOs), each local community works through a certification process to become recognized as a Certified Local Government (CLG). Once certified CLGs become an active partner in the Federal Historic Preservation Program. Each community gains access to benefits of the program and agrees to follow required federal and state requirements. The heritage area organization could facilitate a discussion with representatives from cities within the national heritage area to determine if seeking CLG status would assist individual communities in achieving their historic preservation goals and support the enhancement of the heritage area resources.

- Eligible applicants: Recognized CLGs.
- Typical award amount: \$5,000 to \$15,000 range. Funds are available for historic preservation planning projects including the identification, evaluation, nomination, and protection (excluding design and construction projects) of cultural resources in a community.

- Funding match requirements: Communities are encouraged to contribute funds or in-kind services equaling at least 40% of the total project cost.
- Submittal deadline: mid-July of each year.
- Websites: <https://www.nps.gov/clg/>, <http://history.nd.gov/hp/clg.html>

***City of Bismarck CORE Incentive Grant Programs:*** The purpose of the CORE Incentive Grant Programs is to encourage rehabilitation, reinvestment and new development in the downtown area of our community. These incentive programs are funded by the Downtown Tax Increment District and are available to property owners, developers, and tenants for projects within that district.

- Eligible applicants: The program is available to current or potential building owners, tenants, developers, or other entities interested in projects that will promote or improve the downtown area in accordance with the Central Business District Plan.
- Typical award amount: Façade improvement grant funds are limited to fifty percent (50%) of the total project cost up to \$30,000 (\$60,000 total project costs). If a building lies on a corner lot, with two facades, the maximum grant amount would be \$60,000 (\$120,000 total project cost).
- Funding match requirements: The Façade Incentive Grant Program provides 50% matching funds for improvements made to building facades.
- Website: <http://www.bismarcknd.gov/1052/CORE-Incentive-Grant-Programs>

***National Park Foundation Active Trails Grants:*** The multi-faceted Active Trails program is an enrichment program that strengthens national parks, strengthens relations between parks and community members and organizations, and supports individual growth and well-being.

- Eligible applicants: ALL National Park system units and all affiliated units officially administered by the National Park Service
- Typical award amount: up to \$25,000
- Funding match requirements: None
- Submittal deadline: Annual
- Website: <https://www.nationalparks.org/grant-applications>

***Mandan Progress Organization (City of Mandan Grants):*** As funding allows, the City of Mandan may make contributions to organizations that host or coordinate events that attract people to Mandan and otherwise stimulate economic activity and/or increase the quality of life in our community.

- Eligible applicants: Nonprofit organizations
- Typical award amount: Requests are limited to \$5,000 per year, per organization
- Funding match requirements: None
- Website: [http://www.mandanprogress.org/grant\\_application](http://www.mandanprogress.org/grant_application)

## Conclusions

The NPNHA contains resources and extant supportive organizations to successfully advance the goals of PL 111-11, Section 8004 that established the NPNHA. Public organizations, private entities, service groups, city park districts, and nonprofit historic and archeological research groups have already participated in carrying forward heritage area programming. The NPHF will continue coordinating with these organizations, as well as others, to leverage match funds that will elevate the local historic themes national stage.

Through 2024, the principal activity of the NPHF will be continued coordination with local, county, statewide, and federal organizations; and nonprofit heritage institutions, to encourage and improve the work of and within the NPNHA. This includes the annual grant rounds, cooperative agreements, and

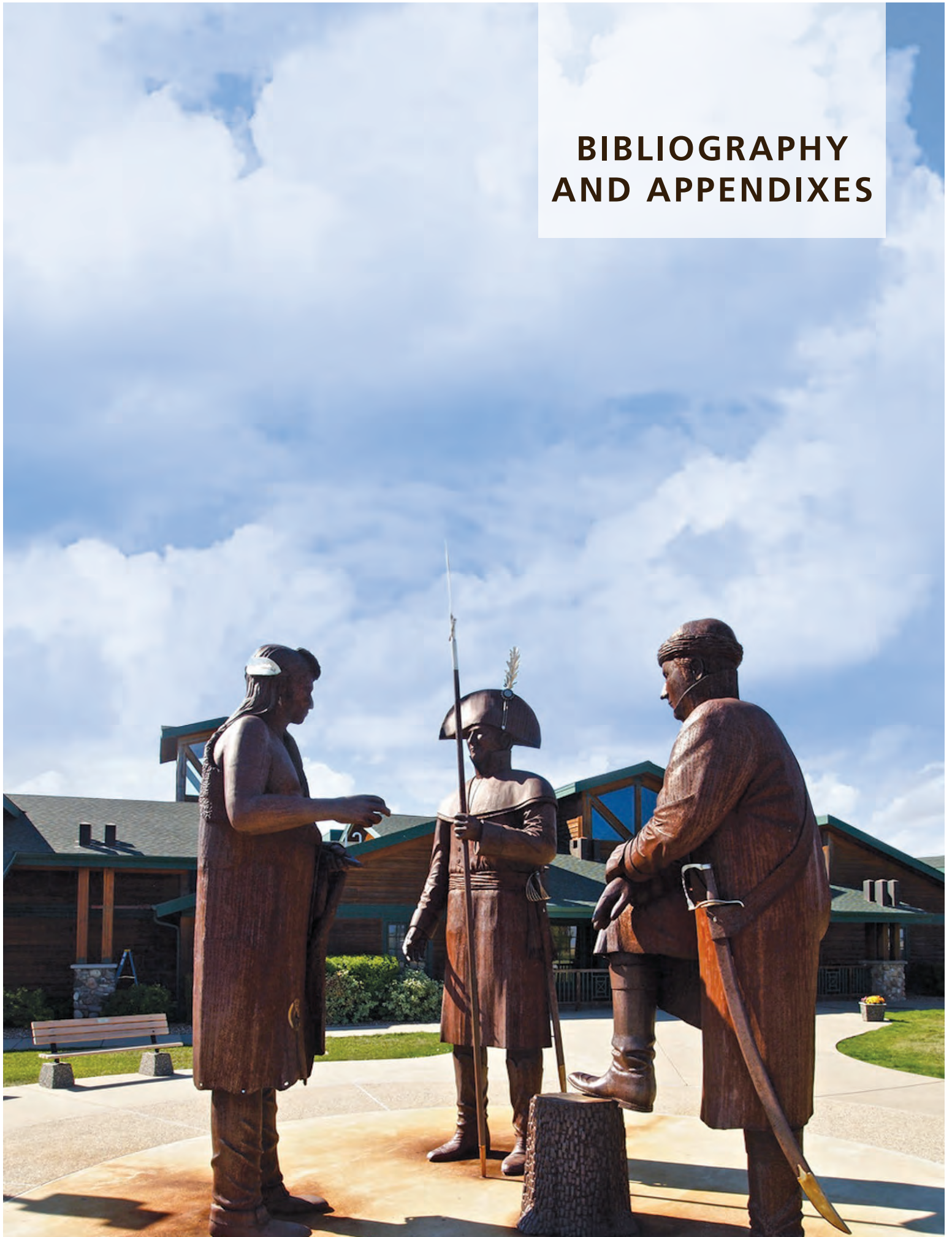
public input meetings. The goal of the NPHF is to be sustained by local support, but also remain a partner of the National Park Service-National Heritage Area. It is hoped that in the years following 2024, this management plan can be amended with future, expanded goals, and that the NPS partnership and the health of the NPHA will continue. It is through this partnership that the nationally important stories of the NPNHA reach a larger audience, and residents within and visitors beyond the NPNHA can understand the value of heritage, and the heritage tourism that results from it.

The NPHF will continue subgranting federal funds to leverage local efforts in meeting the goals of the NPNHA. The NPHF will grow its information on parallel federal programs, state grant programs, and nonprofit programs that support heritage education and preservation and development of interpretive sites and projects within the NPNHA.

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**APPENDIX A. SEC. 8004 OF THE OMNIBUS PUBLIC LAND MANAGEMENT  
ACT OF 2009. –THE ESTABLISHMENT OF THE NORTHERN PLAINS  
NATIONAL HERITAGE AREA.**

**SEC. 8004. NORTHERN PLAINS NATIONAL HERITAGE AREA, NORTH DAKOTA.**

• **DEFINITIONS.**—In this section:

PUBLIC LAW 111–11—MAR. 30, 2009 123 STAT. 1241

(1) HERITAGE AREA.—The term “Heritage Area” means the Northern Plains National Heritage Area established by subsection (b)(1).

(2) LOCAL COORDINATING ENTITY.—The term “local coordinating entity” means the Northern Plains Heritage Foundation, the local coordinating entity for the Heritage Area designated by subsection (c)(1).

(3) MANAGEMENT PLAN.—The term “management plan” means the management plan for the Heritage Area required under subsection (d).

(4) SECRETARY.—The term “Secretary” means the Secretary of the Interior.

(5) STATE.—The term “State” means the State of North Dakota.

**(b) ESTABLISHMENT.**—

(1) IN GENERAL.—There is established the Northern Plains National Heritage Area in the State of North Dakota.

(2) BOUNDARIES.—The Heritage Area shall consist of—

(A) a core area of resources in Burleigh, McLean, Mercer, Morton, and Oliver Counties in the State; and

(B) any sites, buildings, and districts within the core area recommended by the management plan for inclusion in the Heritage Area.

(3) MAP.—A map of the Heritage Area shall be—

(A) included in the management plan; and

(B) on file and available for public inspection in the appropriate offices of the local coordinating entity and the National Park Service.

**(c) LOCAL COORDINATING ENTITY.**—

(1) IN GENERAL.—The local coordinating entity for the Heritage Area shall be the Northern Plains Heritage Foundation, a non-profit corporation established under the laws of the State.

(2) DUTIES.—To further the purposes of the Heritage Area, the Northern Plains Heritage Foundation, as the local coordinating entity, shall—

(A) prepare a management plan for the Heritage Area, Management and submit the management plan to the Secretary, in accordance with this section;

(B) submit an annual report to the Secretary for each fiscal year for which the local coordinating entity receives Federal funds under this section, specifying—

- (i) the specific performance goals and accomplishments of the local coordinating entity;
  - (ii) the expenses and income of the local coordinating entity;
  - (iii) the amounts and sources of matching funds;
  - (iv) the amounts leveraged with Federal funds and sources of the leveraged funds; and
  - (v) grants made to any other entities during the fiscal year;
- (C) make available for audit for each fiscal year for which the local coordinating entity receives Federal funds under this section, all information pertaining to the expenditure of the funds and any matching funds; and
- (D) encourage economic viability and sustainability that is consistent with the purposes of the Heritage Area.
- (3) **AUTHORITIES.**—For the purposes of preparing and implementing the approved management plan for the Heritage Area, the local coordinating entity may use Federal funds made available under this section to—
- (A) make grants to political jurisdictions, non-profit organizations, and other parties within the Heritage Area;
  - (B) enter into cooperative agreements with or provide technical assistance to political jurisdictions, non-profit organizations, Federal agencies, and other interested parties;
  - (C) hire and compensate staff, including individuals with expertise in—
    - (i) natural, historical, cultural, educational, scenic, and recreational resource conservation;
    - (ii) economic and community development; and
    - (iii) heritage planning;
  - (D) obtain funds or services from any source, including other Federal programs;
  - (E) contract for goods or services; and
  - (F) support activities of partners and any other activities that further the purposes of the Heritage Area and are consistent with the approved management plan.
- (4) **PROHIBITION ON ACQUISITION OF REAL PROPERTY.**—The local coordinating entity may not use Federal funds authorized to be appropriated under this section to acquire any interest in real property.
- (5) **OTHER SOURCES.**—Nothing in this section precludes the local coordinating entity from using Federal funds from other sources for authorized purposes.

**(d) MANAGEMENT PLAN.—**

- (1) **IN GENERAL.**—Not later than 3 years after the date of enactment of this Act, the local coordinating entity shall submit to the Secretary for approval a proposed management plan for the Heritage Area.
- (2) **REQUIREMENTS.**—The management plan for the Heritage Area shall—
- (A) describe comprehensive policies, goals, strategies, and recommendations for telling the story of the heritage of the area covered by the Heritage Area and encouraging longterm resource protection, enhancement, interpretation, funding, management, and development of the Heritage Area;



(B) include a description of actions and commitments that Federal, State, tribal, and local governments, private organizations, and citizens will take to protect, enhance, interpret, fund, manage, and develop the natural, historical, cultural, educational, scenic, and recreational resources of the Heritage Area;

(C) specify existing and potential sources of funding or economic development strategies to protect, enhance, interpret, fund, manage, and develop the Heritage Area;

(D) include an inventory of the natural, historical, cultural, educational, scenic, and recreational resources of the Heritage Area relating to the national importance and themes of the Heritage Area that should be protected, enhanced, interpreted, managed, funded, and developed;

(E) recommend policies and strategies for resource management, including the development of intergovernmental and interagency agreements to protect, enhance, interpret, fund, manage, and develop the natural, historical, cultural, educational, scenic, and recreational resources of the Heritage Area;

(F) describe a program for implementation for the management plan, including—

(i) performance goals;

(ii) plans for resource protection, enhancement, interpretation, funding, management, and development; and

(iii) specific commitments for implementation that have been made by the local coordinating entity or any Federal, State, tribal, or local government agency, organization, business, or individual;

(G) include an analysis of, and recommendations for, means by which Federal, State, tribal, and local programs may best be coordinated (including the role of the National Park Service and other Federal agencies associated with the Heritage Area) to further the purposes of this section; and

(H) include a business plan that—

(i) describes the role, operation, financing, and functions of the local coordinating entity and of each of the major activities described in the management plan; and

(ii) provides adequate assurances that the local coordinating entity has the partnerships and financial and other resources necessary to implement the management plan for the Heritage Area.

### (3) DEADLINE.—

(A) IN GENERAL.—Not later than 3 years after the date on which funds are first made available to develop the management plan after designation of the Heritage Area, the local coordinating entity shall submit the management plan to the Secretary for approval.

(B) TERMINATION OF FUNDING.—If the management plan is not submitted to the Secretary in accordance with subparagraph (A), the local coordinating entity shall not qualify for any additional financial assistance under this section until such time as the management plan is submitted to and approved by the Secretary.

### (4) APPROVAL OF MANAGEMENT PLAN.—

(A) REVIEW.—Not later than 180 days after receiving Deadline. the plan, the Secretary shall review and approve or disapprove the management plan for the Heritage Area on the basis of the criteria established under subparagraph

(B) CRITERIA FOR APPROVAL.—In determining whether to approve a management plan for the Heritage Area, the Secretary shall consider whether—

- (i) the local coordinating entity represents the diverse interests of the Heritage Area, including Federal, State, tribal, and local governments, natural, and historic resource protection organizations, educational institutions, businesses, recreational organizations, community residents, and private property owners;
- (ii) the local coordinating entity—
  - (I) has afforded adequate opportunity for public and Federal, State, tribal, and local governmental involvement (including through workshops and hearings) in the preparation of the management plan; and
  - (II) provides for at least semiannual public meetings to ensure adequate implementation of the management plan;
- (iii) the resource protection, enhancement, interpretation, funding, management, and development strategies described in the management plan, if implemented, would adequately protect, enhance, interpret, fund, manage, and develop the natural, historic, cultural, educational, scenic, and recreational resources of the Heritage Area;
- (iv) the management plan would not adversely affect any activities authorized on Federal land under public land laws or land use plans;
- (v) the local coordinating entity has demonstrated the financial capability, in partnership with others, to carry out the plan; (vi) the Secretary has received adequate assurances from the appropriate State, tribal, and local officials whose support is needed to ensure the effective implementation of the State, tribal, and local elements of the management plan; and
- (vii) the management plan demonstrates partnerships among the local coordinating entity, Federal, State, tribal, and local governments, regional planning organizations, non-profit organizations, or private sector parties for implementation of the management plan.

(C) DISAPPROVAL.—

- (i) IN GENERAL.—If the Secretary disapproves the management plan, the Secretary—
  - (I) shall advise the local coordinating entity in writing of the reasons for the disapproval; and
  - (II) may make recommendations to the local coordinating entity for revisions to the management plan.
- (ii) DEADLINE.—Not later than 180 days after receiving a revised management plan, the Secretary shall approve or disapprove the revised management plan.

(D) AMENDMENTS.—

- (i) IN GENERAL.—An amendment to the management plan that substantially alters the purposes of the Heritage Area shall be reviewed by the Secretary and approved or disapproved in the same manner as the original management plan.
- (ii) IMPLEMENTATION.—The local coordinating entity shall not use federal funds authorized to be appropriated by this section to implement an amendment to the management plan until the Secretary approves the amendment.

(E) AUTHORITIES.—The Secretary may—

- (i) provide technical assistance under this section for the development and implementation of the management plan; and
- (ii) enter into cooperative agreements with interested parties to carry out this section.

**(e) RELATIONSHIP TO OTHER FEDERAL AGENCIES.—**

(1) IN GENERAL.—Nothing in this section affects the authority of a Federal agency to provide technical or financial assistance under any other law.

(2) TECHNICAL AND FINANCIAL ASSISTANCE.—

(A) IN GENERAL.—On the request of the local coordinating entity, the Secretary may provide financial assistance and, on a reimbursable or nonreimbursable basis, technical assistance to the local coordinating entity to develop and implement the management plan.

(B) COOPERATIVE AGREEMENTS.—The Secretary may enter into cooperative agreements with the local coordinating entity and other public or private entities to provide technical or financial assistance under subparagraph (A).

(C) PRIORITY.—In assisting the Heritage Area, the Secretary shall give priority to actions that assist in—

- (i) conserving the significant natural, historic, cultural, and scenic resources of the Heritage Area; and
- (ii) providing educational, interpretive, and recreational opportunities consistent with the purposes of the Heritage Area.

(3) CONSULTATION AND COORDINATION.—To the maximum extent practicable, the head of any Federal agency planning to conduct activities that may have an impact on the Heritage Area is encouraged to consult and coordinate the activities with the Secretary and the local coordinating entity.

(4) OTHER FEDERAL AGENCIES.—Nothing in this section—

(A) modifies or alters any laws (including regulations) authorizing a Federal agency to manage Federal land under the jurisdiction of the Federal agency;

(B) limits the discretion of a Federal land manager to implement an approved land use plan within the boundaries of the Heritage Area; or

(C) modifies, alters, or amends any authorized use of Federal land under the jurisdiction of a Federal agency.

**(f) PRIVATE PROPERTY AND REGULATORY PROTECTIONS.—**

Nothing in this section—

(1) abridges the rights of any owner of public or private property, including the right to refrain from participating in any plan, project, program, or activity conducted within the Heritage Area;

(2) requires any property owner to—

(A) permit public access (including access by Federal, State, or local agencies) to the property of the property owner; or

(B) modify public access to, or use of, the property of the property owner under any other Federal, State, or local law;

- (3) alters any duly adopted land use regulation, approved land use plan, or other regulatory authority of any Federal, State, tribal, or local agency;
- (4) conveys any land use or other regulatory authority to the local coordinating entity;
- (5) authorizes or implies the reservation or appropriation of water or water rights;
- (6) diminishes the authority of the State to manage fish and wildlife, including the regulation of fishing and hunting within the Heritage Area; or
- (7) creates any liability, or affects any liability under any other law, of any private property owner with respect to any person injured on the private property.

**(g) EVALUATION; REPORT.—**

(1) IN GENERAL.—Not later than 3 years before the date on which authority for Federal funding terminates for the Heritage Area under subsection (i), the Secretary shall—

- (A) conduct an evaluation of the accomplishments of the Heritage Area; and
- (B) prepare a report in accordance with paragraph (3).

(2) EVALUATION.—An evaluation conducted under paragraph (1)(A) shall—

- (A) assess the progress of the local coordinating entity with respect to—
  - (i) accomplishing the purposes of this section for the Heritage Area; and
  - (ii) achieving the goals and objectives of the approved management plan for the Heritage Area;
- (B) analyze the Federal, State, local, and private investments in the Heritage Area to determine the leverage and impact of the investments; and
- (C) review the management structure, partnership relationships, and funding of the Heritage Area for purposes of identifying the critical components for sustainability of the Heritage Area.

(3) REPORT.—

(A) IN GENERAL.—Based on the evaluation conducted under paragraph (1)(A), the Secretary shall prepare a report that includes recommendations for the future role of the National Park Service, if any, with respect to the Heritage Area.

(B) REQUIRED ANALYSIS.—If the report prepared under subparagraph (A) recommends that Federal funding for the Heritage Area be reauthorized, the report shall include an analysis of—

- (i) ways in which Federal funding for the Heritage Area may be reduced or eliminated; and
- (ii) the appropriate time period necessary to achieve the recommended reduction or elimination.

(C) SUBMISSION TO CONGRESS.—On completion of the report, the Secretary shall submit the report to—

- (i) the Committee on Energy and Natural Resources of the Senate; and
- (ii) the Committee on Natural Resources of the House of Representatives.

**(h) AUTHORIZATION OF APPROPRIATIONS.—**

(1) IN GENERAL.—There is authorized to be appropriated to carry out this section \$10,000,000, of which not more than \$1,000,000 may be made available for any fiscal year.

(2) COST-SHARING REQUIREMENT.—

(A) IN GENERAL.—The Federal share of the total cost of any activity under this section shall be not more than 50 percent.

(B) FORM.—The non-Federal contribution may be in the form of in-kind contributions of goods or services fairly valued.

(i) TERMINATION OF AUTHORITY.—The authority of the Secretary to provide assistance under this section terminates on the date that is 15 years after the date of enactment of this Act.

## **Northern Plains Heritage Area, Amendment**

Sec. 120 of P.L. 111-88

Sec. 120, Section 8004 of the Omnibus Public Land Management Act of 2009 (Public Law 111-11; 123 Stat. 1240) is amended –

### **(g) REQUIREMENTS FOR INCLUSION AND REMOVAL OF PROPERTY IN HERITAGE AREA.—**

(1) PRIVATE PROPERTY INCLUSION.—No privately owned property shall be included in the Heritage Area unless the owner of the private property provides to the management entity a written request for the inclusion.

(2) PROPERTY REMOVAL.—

(A) PRIVATE PROPERTY.—At the request of an owner of private property included in the Heritage Area pursuant to paragraph (1), the private property shall be immediately withdrawn from the Heritage Area if the owner of the property provides to the management entity a written notice requesting removal.

(B) PUBLIC PROPERTY.—On written notice from the appropriate State or local government entity, public property included in the Heritage Area shall be immediately withdrawn from the Heritage Area.”

### **NATIONAL HERITAGE AREA, OPT OUT PROVISION**

SEC. 127. Any owner of private property within an existing or new National Heritage Area may opt out of participating in any plan, project, program, or activity conducted within the National Heritage Area if the property owner provides written notice to the local coordinating entity.

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## **APPENDIX B. NPNHF BY-LAWS**

### **Northern Plains Heritage Foundation By-Laws As of January 18, 2012**

#### Mission

The mission of the Northern Plains Heritage Foundation (NPHF) is to preserve, promote and develop the cultural, natural and scenic resources of the Northern Plains region of central North Dakota along the Missouri River.

#### Methods of Operation

The NPHF is organized as a non-profit corporation licensed in the State of North Dakota. The NPHF shall conduct fund raising solicitations and seek to marshal support from federal, state, county and municipal governments to secure financial resources with which to carry out its mission. It may also own and/or operate businesses and services either to provide financial support for NPHF or directly in support of its mission.

The NPHF may grant or re-grant funds in support of its mission to other non-profit organizations.

#### Board of Directors

The Board of Directors (Board) is the governing board of the NPHF and may consist of between seven and twenty-one voting Members of the Board (Member). Terms on the Board are for three years (though in the initial organization of the Board some terms will be for one or 2 two years). There is no limit on the number of terms a Member may serve.

*Proxy Voting:* A member of the Board of Directors may appoint a temporary proxy to act on the member's behalf, including but not limited to the right to vote on issues before the Board of Directors.

- Appointment of a proxy by a member may be by written instrument or by timely notification by email or personal communication by the member to an officer of the Board of Directors or to the administrative offices of the Foundation. Such notification is to indicate the duration of the appointment of the proxy.

New Members may join the Board upon nomination by the President of NPHF agreed to by a majority vote of Members present at a regular or special meeting of the Board. Members may be removed from the Board during a term of service by resignation, or by a vote of Members requiring a two-thirds majority of Members present at a regular or special meeting of the Board.

Initial organization of the board is the responsibility of the six incorporators who will elect officers on December 22, 2004.

Ex –officio Members of the Board (ex-officio) are non-voting positions. The Mayors of Bismarck, Mandan, and Washburn; the Superintendent of the Knife River Indian Villages National Historic Site; the Director of the State Historical Society of North Dakota; the Director of the North Dakota Parks and Recreation Department; the Director of the North Dakota Tourism Division of the North Dakota Department of Commerce; and the Director of the ND Indian Affairs Commission; or their representatives, are Ex-officio Members.

The Board shall meet quarterly in regular meetings. Special meetings may be called by the President of the Board or three other Officers.

The Board shall approve, at its Winter Quarter meeting, an annual budget for revenue and expense for NPHF, employ and supervise an Executive Director, approve accounting and auditing procedures and establish general corporate policies.

### Officers

The Members shall elect annually from their numbers, at the Winter Quarter meeting, a President, Vice-President, Secretary and Treasurer. The immediate Past President of the NPHF is also an officer and voting Member of the Board of Directors.

### Executive Committee

The Executive Committee is made up of the Officers of NPHF. The Executive Committee may be called into meeting by the president or any three other Officers, to deal with issues between regular meetings or in lieu of special meeting of the Board.

### Executive Director

The Board shall employ an Executive Director who will be responsible to the Board for implementing the mission of the NPHF and the policies of the Board. The Executive Director may employ other staff as required.

### By-Laws

By-laws, with one exception, may be amended by a two-thirds vote of the Members attending a regularly scheduled quarterly meeting of the Board. A vote on an amendment to the By-laws may take place only after the amendment has been submitted, discussed and approved for submission for final passage at a previous regular meeting of the Board. Under no circumstance may the Dissolution section of these By-laws be amended.

### Quorum

Those attending a duly called meeting of the NPHF constitute a quorum.

### Conflict of Interest Policy

*Purpose:* The purpose of the conflict of interest policy is to protect the integrity of the NPHF, its staff, Board of Directors (Board) and supporters from even the appearance of a conflict of interest in its financial transactions, contracts and arrangements. This policy is intended to supplement but not replace any applicable state or federal laws governing the conflict of interest in non-profit organizations.

#### *Procedures:*

- *Duty to disclose.* Board members involved in decisions, whether of a committee or of the Board, which might have an impact on their own financial situation are required to disclose the existence of the potential conflict of interest as soon as they are aware of the potential conflict. Any staff member faced with a potential conflict of interest in regard to NPHF contracts, arrangements or other financial decisions must alert the President of the Board about the existence of the potential conflict, prior to committing the NPHF to the decision.
- *Determining if a conflict exists.* After disclosure of potential conflict of interest, the Board shall immediately review the matter and determine by majority vote of the members not facing a conflict of interest, whether or not a conflict does exist which should preclude the disclosing member from voting or otherwise participating in the decision-making which could involve the conflict of interest. In the case of staff having potential conflicts of interest, the President will make the determination, subject to subsequent review by the Board.
- *Addressing a Conflict of Interest.* If a conflict of interest is determined to exist, the conflicted party must abstain from participation in decisions affecting the conflict.
- *Violations of the Conflict of Interest Policy.* Failure to disclose conflict of interest is cause for dismissal from Board or from employment with the NPHF.

### Dissolution

Should the NPHF dissolve or for any reason cease to exist as an organization, all assets must be distributed for an exempt purpose recognized under section 501(c) (3) of the Internal Revenue Service code, or to the federal government or government of North Dakota for a public purpose.

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## APPENDIX C. LETTERS OF SUPPORT



IN REPLY REFER TO:

DK-5000  
ENV-3.0

### United States Department of the Interior

BUREAU OF RECLAMATION  
Great Plains Region  
Dakotas Area Office  
P.O. Box 1017  
Bismarck, ND 58502-1017

APR 27 2016

Mr. Aaron L. Barth  
Northern Plains Heritage Foundation  
401 West Main Street  
Mandan, ND 58554

Subject: Potential for Future Partnership between the Northern Plains National Heritage Foundation and the Bureau of Reclamation, Dakotas Area Office

Please accept this letter as an acknowledgement from the Bureau of Reclamation Dakotas Area Office of the mission of the Northern Plains National Heritage Foundation (NPNHA) and the potential to partner and collaborate with them on projects that would aid in the development and enhancement of the natural, historical, cultural, educational, scenic and recreational resources within the NPNHA. As you know, the Bureau of Reclamation Dakotas Area Office oversees public sites within the Northern Plains National Heritage Area (NPNHA) including the Fort Clark Unit of the Pick-Sloan Missouri Basin Program in Mercer County, North Dakota; the Garrison Diversion Unit near the community of Turtle Lake, McLean County, North Dakota; and the Western Heart River Irrigation Unit in Morton County, North Dakota.

The Bureau of Reclamation Dakotas Area Office oversees the Fort Clark Unit of the Pick-Sloan Missouri Basin Program which covers approximately 6-miles of the western bank of the Missouri River. It includes easements and the physical Bureau of Reclamation irrigation pumping plant. Two heritage sites are associated with the Fort Clark Unit. The first is Fort Clark, from which the irrigation system takes its namesake, and the second is Boller Village, a Mandan village site that was part of the larger confederation of Mandan villages in the NPNHA.

Fort Clark was established as a fur trading post in 1820, and a Federal fort was constructed here in 1831. The forts themselves carried the namesake of Lt. William Clark who, decades prior, led the Corps of Discovery from St. Louis, Missouri up the Missouri River and overland to the Pacific Ocean per President Thomas Jefferson's orders. Today the State Historical Society of North Dakota oversees the Fort Clark State Historic Site which is listed on the National Register of Historic Places.

The Boller Village site is named after Henry Boller who, from 1858-1866, documented and published *Among the Indians: Eight Years in the Far West*, within the NPNHA. The Fort Clark site is central to the 19<sup>th</sup> century fur trade, that period of time after Lewis & Clark and before the outbreak of the U.S.-Dakota Wars in and beyond the NPNHA from 1863-1865.

The Fort Clark Unit irrigation system and the Garrison Diversion Unit, today, are a part of the larger story of the NPNHA, and how and why water from the Missouri River remains a central part of the NPNHA's fur trade, steamboat, irrigation, farming, and ranching heritage.

The Western Heart River Irrigation Unit carries the namesake of Elizabeth Fenn's 2015 Pulitzer Prize-winning history of the Mandan people, *Encounters at the Heart of the World: A History of the Mandan People*. The Heart River was central to the Mandan people and their worldview. We look forward to considering ways to enhance this historic sense of place for residents and visitors, and point them toward the interconnected sites and locations of the larger Mandan confederacy in the NPNHA.

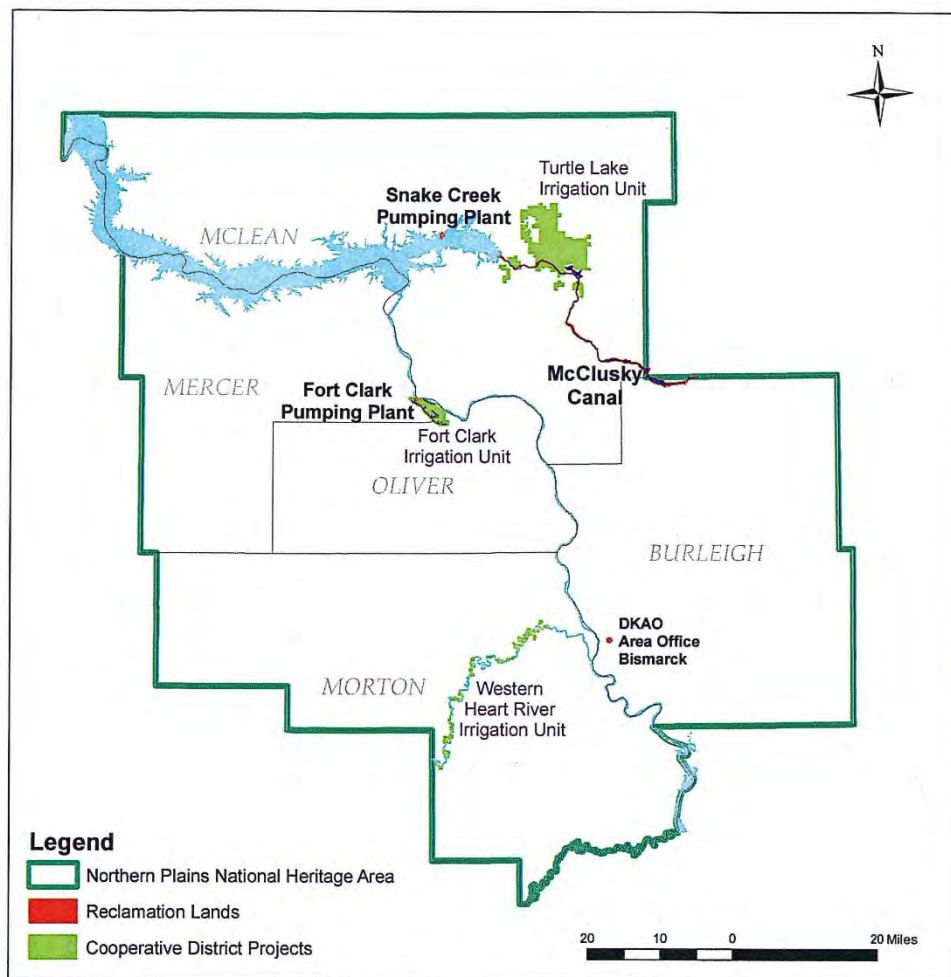
Please accept this formal letter as a commitment to consider collaboration and partnership with the NPNHA, as outlined in United States Public Law 111-11, on pertinent projects within the Heritage Area. This law, verbatim, requires the actions and commitments that Federal, State, tribal, and local governments, private organizations, and citizens will take to protect, enhance, interpret, fund, manage, and develop the natural, historical, cultural, educational, scenic, and recreational resources of the Heritage Area. We look forward to moving heritage education and heritage tourism forward with the Northern Plains Heritage Foundation.

Sincerely,

A handwritten signature in blue ink, reading "David Rosenkrance". The signature is fluid and cursive, with the first name "David" and last name "Rosenkrance" clearly distinguishable.

David Rosenkrance  
Area Manager

cc: DK-1000 (Rosenkrance, Freitag), DK-5000 (JHall)







9299 Hwy 24  
Fort Yates, ND 58538

(701) 854-8000

Fax:  
(701) 854-3403

[www.sittingbull.edu](http://www.sittingbull.edu)

April 27, 2016

Attn: Aaron L. Barth  
Northern Plains Heritage Foundation  
401 West Main Street  
Mandan, North Dakota 58554  
Ph. 701-663-4758  
[www.northernplainsheritage.org](http://www.northernplainsheritage.org)

Hello Mr. Barth,

I am writing on behalf of the Sitting Bull College Library, Standing Rock Reservation, North Dakota. Please accept this letter as a commitment, both now and in the future, for Sitting Bull College Library to collaborate with the Northern Plains Heritage Foundation to cultivate and deepen the historic sense of place for residents and visitors at public parks, sites and locations within and immediate to the Northern Plains National Heritage Area (NPNHA).

As you know, the NPNHA was shaped early on by the Očeti Šakówiŋ the Seven Council Fires, or what in the 19<sup>th</sup> century was known as the Sioux. The northern Plains tribes controlled, held influence over, and traded with one another for centuries and millennia. By the 18<sup>th</sup> century, the Lakota tribes rose to prominence and power with the increasing use of the horse and the gun. Standing Rock's ancestral tribes became so renowned that, upon Lewis & Clark and the Corps of Discovery's approach and arrival, Captain Meriwether Lewis described the Lakota as "the vilest miscreants of the savage race" and "the pirates of the Missouri." Of course, Sitting Bull College Library wants to revise Captain Lewis's monolithic impression. And more.

Throughout the interim decades, between the arrival of the Corps of Discovery and the outbreak of the U.S. Dakota Wars in the 1860s, fur trade relations remained relatively peaceful on the northern Plains. The Očeti Šakówiŋ interacted with notable and mythical figures in northern Plains history, including Hugh Glass, Karl Bodmer, George Catlin, Henry Boller, and others. As European and Euro-American colonizers arrived to these traditional lands in the first half of the 19<sup>th</sup> century, the colonizers increasingly had to navigate and define the reasons for their trespass. The Očeti Šakówiŋ ensured that each steamboat, each explorer, and any fur trader and frontiersman, was well aware of the understandable dangers they faced and the diplomacy required for trespassing on traditional lands.

While the stories have often emphasized these European and Euro-American colonizers, we want to commit time and, as they become available, resources to bringing more Native and Očeti Šakówiŋ voices into the NPNHA heritage stories. In 1857, for example, Red Cloud noted that he and his band encamped within the NPNHA at the confluence of the Heart River and Missouri River. Documented in his autobiography, Red Cloud said that in the summer of 1857, "when the grass became strong enough to impart strength" among his band's horses, they "moved north and camped among the



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numerous small tributaries of a considerable sized creek – since known as Heart Creek – that puts into the Missouri at old Fort Abraham Lincoln. In this locality where game was abundant” we “recuperated and fattened” our “horses and spent the summer of 1857.” This, today, is immediate to Fort Abraham Lincoln State Park, and the conservation easement owned by the Fort Abraham Lincoln Foundation. There is indeed interpretive and heritage potential for future collaboration at these locations.

By August 1862, though, eastern tribes of the Očeti Šakówiŋ, such as the Santee Dakota, finally had enough of the Federal government’s starvation tactics and broken treaties. This led to the outbreak of the U.S. Dakota Wars, stretching up and down the Minnesota River Valley, from Fort Abercrombie in present day North Dakota to the siege and battle of New Ulm, Minnesota, with various skirmishes in between.

In 1863, the U.S. Dakota Wars pushed into the NPNHA, and is now being studied by the National Park Service-American Battlefield Protection Program. These engagements, from 1863 to 1865, permanently disrupted the fur trade to a point of no return. There are several U.S. Dakota War sites and locations within the NPNHA today that are in serious need of traditional indigenous knowledge. These sites include, but are not limited to, Sibley Park (Bismarck Parks & Recreation District), Fort Rice (Morton County), Painted Woods and Painted Woods Creek (McLean County), and beyond.

It is important to note that Lt. Colonel George Custer’s 1873 arrival to the NPNHA was an outgrowth of the Federal government’s earlier hostilities toward the Očeti Šakówiŋ. The year 1873 marked the 8 year observance of the end of the U.S. Dakota Wars. Major players within those wars included Sitting Bull, Gall, Rain-in-the-Face, Inkpaduta, Crazy Horse, and more. These spiritual and military leaders would contest the United States Military in and beyond the borders of the NPNHA for decades, and they brought about the demise of Custer and his column at Greasy Grass/Little Bighorn in June of 1876. While we know much about the heritage and memory from the non-Native side, there is great room for additional heritage projects, programs, and collaboration that would explore the indigenous perspectives of Custer’s downfall.

Again, these are just a few examples. Sitting Bull College Library looks forward to more collaboration and cooperation with the Northern Plains Heritage Foundation and various Federal, State, Tribal and local governments, private and public organizations within and beyond the Northern Plains National Heritage Area.

Sincerely,

Mark Holman  
Library Director  
Sitting Bull College Library  
9299 Highway 24  
Fort Yates, ND 58538  
(701) 854-8024  
[mark.holman@sittingbull.edu](mailto:mark.holman@sittingbull.edu)



210 2nd Avenue NW • Mandan, North Dakota 58554 • 667-3363

May 6, 2016

Attn: Aaron Barth  
Northern Plains Heritage Foundation  
401 West Main Street  
Mandan, North Dakota 58554  
Ph. 701-663-4758  
[www.northernplainsheritage.org](http://www.northernplainsheritage.org)

RE: Morton County Parks and Heritage Area Future Collaboration and Commitment

The Morton County Parks & Recreation District's board of directors thanks the Northern Plains Heritage Foundation for the March 22, 2016 update to the NPHF's management plan revision process. We indeed looking forward to future collaboration.

Several of our county campsites lay along the Missouri River, and we also have campsites situated along reservoirs that empty into the Missouri River. In some cases these county campsites are adjacent to state parks, such as Fort Rice. In other cases these public county park sites are natural day parks, such as the Missouri River Natural Area and Trailhead. And in other cases, the county recreation areas are connected with reservoirs that lead to the Missouri River.

Please accept this letter as our present and future commitment to collaborating with the Northern Plains Heritage Foundation to protect, enhance, interpret, fund, manage and develop the natural, historical, cultural, educational, scenic and recreational resources of public sites and locations throughout the Morton County Parks & Recreation District.

Opportunities for collaboration at public sites within Morton County's Parks & Recreation District are listed below. Acreage is listed in most cases when campsites are present. The Morton County Parks & Recreation District oversees approximately 2,852 acres of campsites within the park district, and miles of hiking trails inland from and along the Missouri River.

Graner Park & Sugarloaf Bottoms, 45.3 acres

5231 Graner Park Road, Mandan (Highway 1806 and Graner Park Road, 19 miles south of Mandan just pass mile marker 55). Paved & gravel roads, campground host, 75 camper pads with 50 amp electrical access, primitive camping sites, 3 picnic shelters, children's playground, camper sewage disposal, potable water availability, vault toilets, public boat ramp with Missouri River and Lake Oahe access, 2 public boat docs, fish cleaning station, approved fire pits, security lights, and trash receptacles.

Sweet Briar Lake, 886.2 acres

3722 County Road 84, New Salem (I-94, Exit 134), Interstate 94 Scenic Area, 2 Public boat ramps, 2 boat docks, 6 picnic shelters, 6 earthen fishing piers, 2 floating fishing piers. Paved and gravel roads, numerous primitive camping locations around the lake. Potable water, trash receptacles, vault toilets. Fish within the lake include walleye, yellow perch, crappie, bluegill, northern pike, and largemouth bass.

Little Heart Bottoms & Schmidt Bottoms Boat Ramp

1549 Little Heart Bottoms Park, Mandan (Highway 1806 and Schmidt Bottoms Road, 11 miles south of Mandan). Missouri River and Lake Oahe access. Paved road, public boat ramp, boat dock, parking lot, vault toilet, trash receptacles.

Eckroth Bottoms Day Use Area

(Highway 1806, south of Mandan). Day use area only. Shoreline fishing access to the Missouri River. No services available. Camping is prohibited within this park due to the U.S. Army Corps of Engineers requirements. No campfires allowed. Large gravel parking lot.

Fort Rice Campground, 16.7 acres

830 62 ½ St. Mandan, (approximately 25 miles south of Mandan). 10 camper pads with 50 amp electricity access, Primitive camp sites, Potable water available, Camper sewage disposal, Paved roads, vault toilets, Picnic sites. Access to Fort Rice State Historic Site and trail head to the 1806 ATV trail.

Fort Rice Recreation, 70.5 acres

882 Fort Rice Boat Dock Road, Mandan (Highway 1806 and 63<sup>rd</sup> Street, 28 miles south of Mandan). Missouri River and Lake Oahe access. Paved and gravel roads. Paved parking lot at main public boat ramp. Two public boat ramps. Two public boat docks. Fish cleaning station. Primitive camping sites. Vault toilets. Security lights. Trash receptacles.

Breien Centennial Park

7119 Highway 6, Breien. (Highway 6, approximately 33 miles south of Mandan). Picnic shelter, vault toilet, primitive camping. Camping is well utilized during the hunting season.

Nygren Dam, 19.2 acres

3754 County Road 136, Flasher (6 miles north, 1 mile east, 3 miles north of Flasher). Primitive camping, vault toilet, boat ramp, floating fishing pier. Fishing includes trout, yellow perch, crappie, bluegill, and bass.

Fish Creek Dam, 184.7 acres

4700 37<sup>th</sup> Avenue, New Salem (I-94, Exit 134, 8 miles south, 2 miles east, 1 mile south by Judson). Scenic area. 1 public boat ramps, 1 public boat dock, 2 foot bridges, 4 picnic shelters, vault toilets, primitive camping, fishing pier. Fish includes trout, bass, crappie, and bluegill.

Danzig Dam and Storm Creek, 486.1 acres

5445 36<sup>th</sup> Street, New Salem (I-94, Exit 120, 2 miles north, 1.4 miles west). Public boat ramp, public boat dock, parking lot, primitive camping, small picnic area, vault toilet. Fish include northern pike, yellow perch, crappie, and bluegill.



Crown Butte Dam, 80.5 acres

3022 County Road 139A, Mandan (I-94, Exit 147, approximately 4 miles west of Mandan). Primitive camping, one picnic shelter, two vault toilets, potable water, public boat ramp, public boat dock, fishing pier. Fish include bass, crappie, trout, and bluegill.

Harmon Lake Recreation Area, 1,063.6 acres

3244 Harmon Lake Road, Mandan (Highway 1806 and County Road 140, approximately 8 miles north of Mandan). 43 camper pads with 50 amp electrical service and primitive camping. Dump station and potable water. Campground host, public boat ramp with boat dock, 13.1 mile hiking and mountain bicycle trail with footbridge, 2 public sand beach areas with public swimming. Children's playground, 3 picnic shelters, vault toilets, 2 earthen fishing piers, 1 floating fishing pier. Fish include rainbow trout, northern pike, largemouth bass, crappie, and bluegill.

Gaebe Pond, 3.2 acres

4702 County Road 139, New Salem (1.5 miles west of New Salem on Old Red Trail Scenic Byway also known as "Old Highway 10"). Gaebe Pond is a cooperative area with the Gaebe Family, Central Morton Sportsman's Club, North Dakota Game and Fish Department, and Morton County Park Department. Gaebe Pond has a fishing pier that provides fishing access for the handicapped, youth, and senior citizens. The small picnic area has a shelter.

Heskett Power Plant Public Fishing Stairway

2014 38 Street, Mandan (Highway 1806 and 38<sup>th</sup> Street, Mandan) Located by the Montana Dakota Utilities Heskett Power Plant and Tesoro Refinery, with direct Missouri River access. Shoreline fishing area only. Gravel parking lot. No camping allowed and no services available. Exceptional wildlife viewing area in the Burns Wildlife Area managed by Tesoro Refinery.

Missouri River Natural Area and Trailhead

1472 River Drive NE, Mandan (I-94, Exit 153 in Mandan. Located near the intersection of Division Street NE, Missouri Drive NE, and River Drive NE). This area is locally known as "The Car Bodies." Owned by North Dakota Department of Transportation. Public fishing and Missouri River access. Shoreline fishing only. Gravel parking lot. Pedestrian access only with hiking trails. Cross country skiing and snowshoeing area. No services available. No camping or campfires. No hunting.

**Fishing Loop Trail:** .9 mile hiking trail with shoreline fishing access.

**Dogwood Loop:** 1.9 miles, woodland hiking trail, excellent bird watching trail

**Bridge Loop:** 1 mile trail connection from Dogwood Loop along the Missouri River underneath Interstate 94 to the Bridge Loop. Various deciduous and riparian woodland varieties.

Sincerely,



Timothy R Nilsen  
Morton County Parks Director



Let's Play!

May 19, 2016

Aaron Barth  
Northern Plains Heritage Foundation  
401 West Main Street  
Mandan, North Dakota 58554

Dear Aaron:

Thank you for coming before the Bismarck Parks and Recreation District's (BPRD) Board of Park Commissioners in the spring and summer of 2015 to update us on the archaeological investigation at Chief Looking's Village, a Mandan settlement from the 16<sup>th</sup> century, located on BPRD property. Please accept this letter as commitment from BPRD to continue partnering with the Northern Plains Heritage Foundation and within the Bismarck and Burleigh County parks and recreation facilities that are a part of the Northern Plains National Heritage Area.

A cross sample of future partnership collaboration concerns the conservation and preservation of plant and tree species indigenous to the northern plains within the Bismarck Rotary Arboretum. Other opportunities include extant partnerships between the NPHF and BPRD at Chief Looking's Village, and one of our park campsites, Sibley Park, connected with the U.S.-Dakota Wars of 1863-1865.

As Bismarck Parks and Recreation District also oversees Burleigh County Parks, we have opportunity to develop appropriate, interconnected city and county trail systems and parks that help residents and visitors better enjoy our free-flowing section of the Missouri River.

Included below are two maps that show the physical locations of parks and trails for NPHF partnership opportunities within the Bismarck Parks and Recreation District and Burleigh County Parks.

Sincerely,

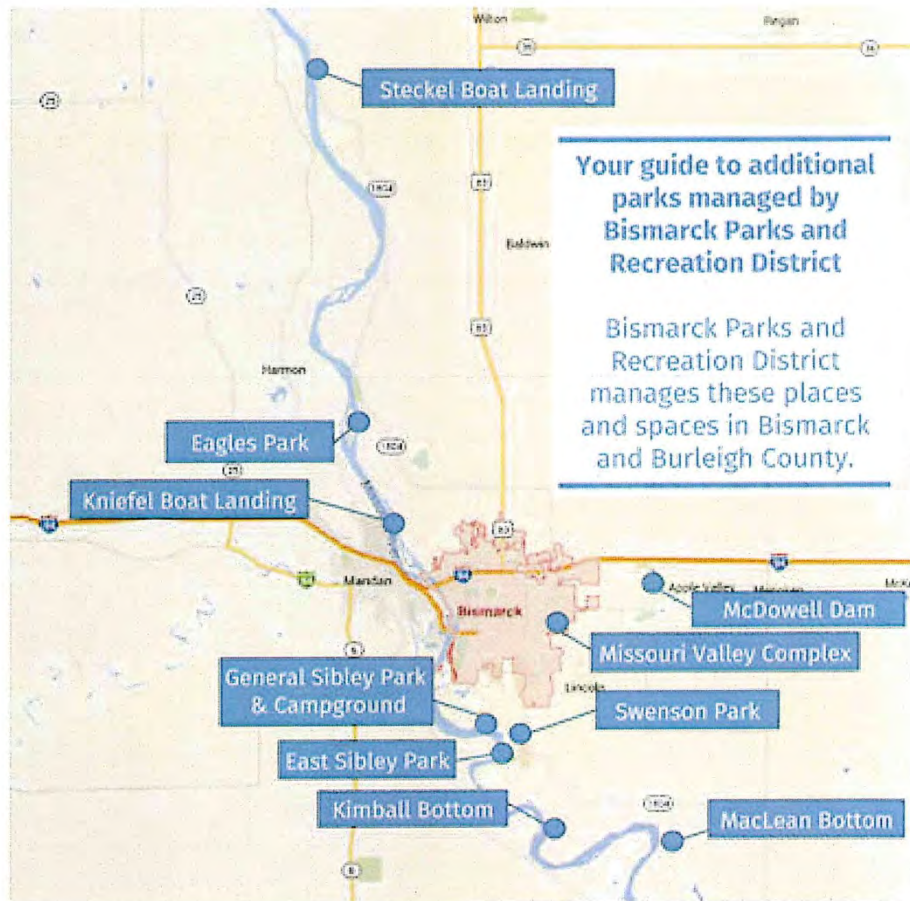
Randy Bina  
Executive Director

*A nationally accredited park and recreation agency.*

400 East Front Avenue | Bismarck, ND 58504 | P: (701) 222-6455 F: (701) 221-6838 | [bisparks@bisparks.org](mailto:bisparks@bisparks.org) | [www.bisparks.org](http://www.bisparks.org)







PARKS/FACILITY	ADDRESS	(reservable shelters - X)													
		Bay View	Chippewa	East Cherry St	Rocky Hill	Swenson Park	Waterside	Waterside	Waterside	Waterside	Waterside	Waterside	Waterside	Waterside	Waterside
Eagles Park	14000 ND 1604	•	•												
East Sibley Park	Dogwood Drive, off of Sibley Drive	•	•												
General Sibley Park & Campground	4001 S. Washington Street	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Kimball Bottom Recreation Area	11300 Desert Road	•	•												
Kniefel Boat Landing	5716 Misty Waters Drive	•	•												
McDowell Dam Recreation Area	1951 82nd Street NE					•	•	•	•	•	•	•	•	•	•
MacLean Bottom Recreation Area	12150 SE 106th Street	•													
Missouri Valley Complex	3805 E. Bismarck Expressway														
Steckel Boat Landing	29200 NW Highway 1804	•	•												
Swenson Park	6000 University Drive														

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## APPENDIX D. MOU BETWEEN THE FORT ABRAHAM LINCOLN FOUNDATION (NOW OPERATING AS THE MISSOURI VALLEY HERITAGE ALLIANCE) AND THE NORTHERN PLAINS HERITAGE FOUNDATION

### Memorandum of Understanding

This Memorandum of Understanding ("MOU") is made and entered into as of the 2 day of August 2017, by and between the Northern Plains Heritage Foundation ("NPHF"), a North Dakota Nonprofit Corporation, with its principal place of business located at 401 W Main Street, Mandan, North Dakota, and the Fort Abraham Lincoln Foundation ("FALF"), a North Dakota Nonprofit Corporation, with its principal place of business located at 401 W Main Street, Mandan, North Dakota.

WHEREAS, FALF was established to preserve, promote and develop heritage tourism sites.

WHEREAS, NPHF was created to preserve, promote and develop resources of the northern plains.

WHEREAS, NPHF is identified in U.S. Public Law 111-11, Section 8004 ("Public Law 111-11"), as the local coordinating entity for the Northern Plains National Heritage Area's Management Plan ("NPNHA Management Plan").

WHEREAS, Public Law 111-11 includes a cost-sharing requirement which limits the federal cost sharing of any activity to 50%, requiring a non-Federal contribution for every Federal dollar (1:1 Federal and non-Federal match). Public Law 111-11 provides a non-federal contribution may include a contribution of in-kind contributions of goods or services fairly valued.

WHEREAS, the parties desire to enter into this Memorandum of Understanding for the purpose of articulating the relationship between the NPHF and FALF, which allows NPHF to carry forward the strategies, policies, goals and objectives of the NPNHA Management Plan.

NOW, THEREFORE, in consideration of the terms and conditions hereafter set forth, the parties agree as follows:

1. **Responsibilities and Understandings of the Parties:** FALF agrees to provide the non-Federal 1:1 match required under U.S. Public Law 111-11 which includes but is not limited to in-kind contributions in the form of administrative staff, office space, heat and air conditioning, internet access, phone service, copy machine services, office supplies, hardware and software. The responsibilities of FALF conform to the policies, strategies and goals of the NPNHA Management Plan.

NPHF agrees to provide the Federal 1:1 match required under U.S. Public Law 111-11.

2. **Administration:** FALF provides the necessary 1:1 in-kind and/or cash match to the NPHF to ensure the NPNHA is administered with staff, including an Executive Director, Administrative Assistant, Project Manager, and Research and Marketing Specialist, to implement the NPNHA management plan and track goals stated therein.

3. **Independent Relationship:** None of the provisions of this Agreement are intended to create any form of partnership, joint venture, or any other relationship by the parties other than that of independent entities agreeing with each other solely for the purposes of affective the provisions of this Agreement.

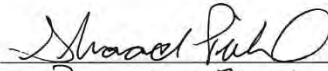
4. **Modification of Agreement:** This agreement contains the entire understanding of the parties and shall not be modified except by an instrument in writing signed by both parties.

5. **Governing Law:** This agreement, together with the rights, obligations, and remedies set forth herein, shall be governed by, construed in accordance with, and enforced under the laws of the State of North Dakota.

6. **Without Cause Termination:** This agreement shall be effective upon the execution by both parties and shall remain in full force and effect until terminated as provided herein. Either party may terminate this Agreement by providing the other party with sixty (60) days advance written notice.

NORTHERN PLAINS HERITAGE  
FOUNDATION

Date: August 3, 2017

By:   
Its: President of Board

FORT ABRAHAM LINCOLN FOUNDATION

Date: 8/3/17

By:   
Its: CURR

APPENDIX E. RESOURCES OF THE NORTHERN PLAINS NATIONAL HERITAGE AREA

The following matrix presents a list of known natural, historical, cultural, educational, scenic and recreational resources of the Northern Plains National Heritage Area. The list is not expected to be comprehensive, nor are the opportunities for involvement of the NPNHA at the individual sites. Each site is identified by its location, current historic designation (if one exists), ownership/management, and whether or not public access and current interpretation of the site exists (typically this includes some sort of physical interpretive wayfinding but may also involve brochures, occasional tours, or internet interpretation. Each site is also assigned to one or more of the NHA’s defined historic themes. These themes include:

- 1. The Mandan and Hidatsa of the Northern Plains created an unprecedented agrarian civilization that continued for centuries along the Upper Missouri River, and whose lifeways can be traced in the landscape and its people today. Total resource count: 14.
- 2. The Missouri River and Northern Plains drew explorers, traders, and artists from across North America and Europe in the 18th and 19th centuries, opening the way for the settlers who would follow and signaling the end of the Heart River phase on the Upper Missouri. Total resource count: 9.
- 3. The arrival of the horse, the steamboat and the railroad to the Upper Missouri changed the social, political and economic dynamics on the Northern Plains for both the people who were there and those who would come later. Total resource count: 20.
- 4. The U.S. Dakota Wars shattered the commerce and relations of the Northern Plains by exacerbating intertribal conflict, by the U.S. government’s use of military force, and by the establishment of military forts expressly to punish and subdue the native population in the region. Total resource count: 14.
- 5. Residents of the Northern Plains today enjoy many of the economic benefits and community traditions taken from the region’s native people and inherited from their European and American forebears. Total resource count: 14.
- 6. The NPNHA is home to several city, county, state, federal, and nonprofit naturalist sites that reflect the abundance of natural game and wildlife still enjoyed throughout and beyond the entire NPNHA by naturalists, hunters, and fishers. Total resource count: 6.

Resource Number	Resource Name	Location	Type of Resource	NHA Themes Embodied	Designation	Public Access	Ownership	Existing Interpretation	Regional Historic Significance	Opportunities for NPNHA involvement
1	Audubon National Wildlife Refuge	Coleharbor, McLean County	Educational, Recreational, Scenic, Natural	Theme 5 Theme 6	National Wildlife Refuge	Yes	USFWS, USACE	None	Prairie Pothole Region = many small wetlands that resemble potholes. Wetlands and surrounding grasslands provide food, shelter, and nesting sites for birds. The wildlife refuge was created as mitigation for the destruction of wildlife habitat associated with the construction of the Garrison Dam.	Archeological surveys. Possible interpretation following identification of historic resources. Interpretation of the historic significance of the Garrison Dam.
2	Belle Mehus Auditorium	Bismarck, Burleigh County	Event Venue	Theme 3	National Register of Historic Places	Yes	City of Bismarck	None	The Belle Mehus City Auditorium greeted its first crowd in January of 1914 and has been an important part of the community ever since.  The building, which is listed in the National Register of Historic Places, was painstakingly renovated in the mid-1990s thanks to the combined efforts of city leaders, arts organizations, citizens, and the private sector.  The Belle was named after Belle Mehus, a piano teacher from Bismarck.	Coordination of heritage events, access for local nonprofit arts organizations.
3	Bill Mills Nature Trail	Bismarck, Burleigh County	Interpretive nature trail, scenic overlooks	Theme 6	None	Yes	City of Bismarck, Parks and Recreation	Yes (aged)	A recreational connector to important historic sites.	Connective trail to other NPNHA resources, including Chief Looking’s Village and the future Missouri River Landing Warehouse facility.
4	Bismarck Rotary Arboretum	Bismarck, Burleigh County	Recreation	Theme 5	None	Yes (via golf course)	City of Bismarck, Parks and Recreation	Yes	The Arboretum is an example of historic beatification efforts in the community.	Rebuild the boardwalk, shore up the walkway; consider more accessible trail surfacing.

Resource Number	Resource Name	Location	Type of Resource	NHA Themes Embodied	Designation	Public Access	Ownership	Existing Interpretation	Regional Historic Significance	Opportunities for NPNHA involvement
5	Bismarck-Deadwood Stage Trail	Morton County	Educational	Theme 3	None	Yes	State of North Dakota / State Historical Society	Limited. Historic / educational marker on a small state-owned parcel.	For three years, from 1877 to 1880, a thriving stagecoach and supply line ran between Bismarck, the western terminus of the Northern Pacific Railroad, and the Black Hills gold town of Deadwood in Dakota Territory. The Bismarck-Deadwood Stage Trail Historic Marker is found by a roadside stop on the north side of Highway 21, half a mile east of Flasher. The marker located at the stop explains the history of the trail and commemorates the brief economic boom associated with the trail.	Archeological and historic documentation of the trail, interpreting the trail at other existing locations, connecting the public to the trail history through recreation.
6	Bismarck Mandan Community Cooperative	Burleigh and Morton Counties	Cultural	Theme 3 Theme 5	None	Yes	Cooperative Ownership	None	Cooperatives were established in the 1880s by immigrants who came to farm in the region. At this modern example of a food coop; its organization mission, and the space it provides for community activities provide a living history of the region's cooperative farming heritage and an important regional economic activity.	Interpretation / educational opportunities. Public art murals of cooperative heritage then and today.
7	Camp Hancock State Historic Site	Bismarck, Burleigh County	Historic	Theme 3 Theme 4	National Register of Historic Places	Yes	State of North Dakota / State Historical Society	Yes	Policies of the government, including westward expansion. The site served as a U.S. military post established along the Northern Pacific Railway. The purpose of the post was to protect supplies, equipment, and engineering crews of the Northern Pacific Railroad, as well as the citizens of Edwinton, which was renamed Bismarck in July of 1873. By 1883 the post had an added duty to serve as a storage station for the quartermaster's supplies, which were shipped by rail, wagon, or steamboat to posts up and down the river and points farther west.	Building restoration is needed; maintenance and repairs to signage, officers' quarters, fencing, railroad locomotive shelter; reprinting of site cards; exhibit enhancements and updates; bench replacements as needed; and interpretive programming.
8	Cathedral Area Historic District	Bismarck, Burleigh County	Historic	Theme 3	National Register of Historic Places	Yes	Private & City of Bismarck, Forestry Department	Limited. Occasional tours	1900s residential development, early North Dakota leaders. Historic structures and a boulevard of trees.	Interpretation for the visitor and local resident. Replacement of lost trees as an ongoing need.
9	Chief Looking's Village (aka the Ward Site)	Bismarck, Burleigh County	Historic, Recreational, Educational	Theme 1 Theme 2	National Register of Historic Places	Yes	City of Bismarck, Parks and Recreation	Yes	The Mandans who lived here built a walled village with a lookout tower and earth lodges for homes and community rituals. The locations of some lodges are still visible as depressions in the earth.	Provide more information about the Mandan inhabitants. Provide local activities and additional interpretation that is mobile and / or interactive. NPNHA funds have been used here (2016) for updated brochures and interpretive waysides. Future partnership activities could be extensive once the NPNHA HQ and visitor center is established at the nearby Missouri River Landing Warehouse site.



Resource Number	Resource Name	Location	Type of Resource	NHA Themes Embodied	Designation	Public Access	Ownership	Existing Interpretation	Regional Historic Significance	Opportunities for NPNHA involvement
10	Cross Ranch Preserve / Cross Ranch Archeological District / Cross Ranch State Park	Oliver County	Historic, Natural, Recreation, Education	Theme 1 Theme 2 Theme 3	National Register of Historic Places  State Historic Site	Yes	Nature Conservancy, North Dakota Parks and Recreation	Yes	<p>A national archeological district. Mandan village sites have been found within the park and preserve, ranging from villages of rectilinear lodges the Mandan are thought to have built in the 12th century, to the round earth lodges Lewis and Clark noted on their journey upriver in 1804.</p> <p>By the late 1700s, the fortified Mandan villages were major trading centers. Several hundred people occupied each. A stable lifestyle and abundant resources allowed the Mandan to develop a rich and intricate culture until the late 1700s and early 1800s when a series of smallpox epidemics decimated the population.</p> <p>In October of 1804, the Lewis and Clark Expedition camped across the river from the park. Meriwether Lewis wrote of the “handsome height prairie” just a few miles upstream. The natural diversity noted in the expedition's journals can still be found in the thousands of acres on the preserve and in the state park.</p> <p>In 1879, A.D. Gaines, a professor of classical literature, came to the area as a land agent for the Northern Pacific Railroad, eventually purchasing over 11,000 acres. During his time at the ranch, Gaines, a Teddy Roosevelt enthusiast, acquired the Maltese cross brand. The nearby town of Sanger was also established during that time. Once a thriving town with a railroad depot and steamboat service, the town was short-lived. After the Great Depression several businesses closed. Due to improved roadways and automobiles, people traveled farther for their goods and the town slowly died. The post office was the last business to close. All that remains today are a handful of abandoned buildings.</p>	Archeological survey and inventories, Improved interpretation and connectivity to other areas of the NPNHA.
11	Crowley Flint Quarry State Historic Site	Mercer County	Historic / Cultural	Theme 1	State Historic Site	No	State of North Dakota / State Historical Society	None	The Knife River Flint (KRF) quarries are located in the center of North America. The primary source area is in west-central North Dakota, near the Knife River and Spring Creek in Dunn and Mercer counties. For thousands of years people traveled to the quarries to procure high-quality lithic material for tool-making and trade.	Eventually interpretive signs could be developed for the site. An improved easement would make the site more accessible. Archeological research.

Resource Number	Resource Name	Location	Type of Resource	NHA Themes Embodied	Designation	Public Access	Ownership	Existing Interpretation	Regional Historic Significance	Opportunities for NPNHA involvement
12	Custer Park	Bismarck, Burleigh County	Historic, Cultural, Recreational	Theme 3 Theme 4	N / A	Yes	City of Bismarck, Parks and Recreation	None	After the demise of Lt. Col. George Custer in 1876, George's widow, Elizabeth Custer, took up residence in the City of Bismarck, Dakota Territory, across from where she and her husband were quartered at Fort Abraham Lincoln. Elizabeth, or "Libby," lived for decades in Bismarck, and her relationships with the community strengthened. Just after the turn of the 19th century, Custer Park was formed.	Custer Park is located on the western side of Bismarck's historic core, and is in need of historic interpretation, and possible tree and indigenous grass plantings. Historically, H.A. Thompson donated the labor and materials for some of the original infrastructure for Custer Park. H.A. Thompson and Sons is, today, a thriving business in the City of Bismarck. Potential partner branding is definitely a possibility.
13	Double Ditch Village / Double Ditch Earth Lodge Village Site / Double Ditch State Historic Site	Burleigh County	Historic, Recreation, Educational	Theme 1	National Register of Historic Places  State Historic Site	Yes	State of North Dakota / State Historical Society	Yes	The location of a Mandan earth lodge village from approximately AD 1490 to AD 1785 It was abandoned after the North American smallpox epidemic. After the epidemic, the Mandan tribe banded together with other tribes to create the Like-A-Fishhook Village (now under Lake Sakakawea).	Site maintenance, including bank stabilization; expanded public infrastructure and interpretation (assisting with replacing interpretive signs, replace sign frames, re-fencing, repairs to the WPA structure when needed, reprinting of site cards and brochures, regular maintenance of the two entry points / roads, bench replacements, development of a small visitor center just south of the site proper that would be staffed during the summer). Develop internship program with the Mandan, Hidatsa, and Arikara Nation to staff the site when a visitor center is constructed, and develop yearly programming at the site during the summer months in coordination with the Mandan, Hidatsa, and Arikara Nation. Also, coordination of the preparation of a National Historic Landmark designation.
14	Downtown Bismarck Historic District	Bismarck, Burleigh County	Historic	Theme 3 Theme 5	National Register of Historic Places	Yes	Private, City of Bismarck	None	Warehouse and transportation buildings along the North Pacific Railway cover a broad continuum of Bismarck and North Dakota's past.	Community enhancement project. Private partnerships.
15	Fall Suppers of the Northern Plains	Throughout	Cultural	Theme 5	N / A	Yes	N / A	NA	Fall Suppers are in the fall cultural events that reflect bountiful harvests. They often take place in churches and community halls.	Opportunity for the NPNHA to pull together all the locations of the suppers, advertise, promotion.

Resource Number	Resource Name	Location	Type of Resource	NHA Themes Embodied	Designation	Public Access	Ownership	Existing Interpretation	Regional Historic Significance	Opportunities for NPNHA involvement
16	Five Nations Arts / Mandan Depot	Mandan, Morton County	Cultural, Educational	Theme 1 Theme 3 Theme 5	NA	Yes	Fort Abraham Lincoln Foundation	None	Business connects native tribes of North Dakota through art.	Greater interpretation; Connect with more indigenous artists on the Northern Plains and beyond.
17	Former Governor's Mansion State Historic Site	Bismarck, Burleigh County	Historic, Educational	Theme 4	National Register of Historic Places  State Historic Site	Yes	State of North Dakota / State Historical Society	Yes	Government and politics and how they serve the community and state. House as home—the governor's house as a home; changes in transportation over time.	Site maintenance: replacing signs, re-fencing, sprinkler system upgrades, repairs to the house as needed, reprinting of site cards, exhibit enhancements or updates, bench replacements as needed. Interpretive programming.
18	Fort Abraham Lincoln State Park / Fort Abraham Lincoln and Fort McKeen Infantry Post / On-A-Slant Indian Village	Mandan, Morton County	Historic, Recreation, Educational	Theme 1 Theme 2 Theme 3 Theme 4	National Register of Historic Places  State Historic Sites	Yes	State of North Dakota / ND Parks and Rec.	Yes	Mandan and early Native American policy and military history. It was from this fort that Lt. Col. George Armstrong Custer and the 7th Cavalry rode out on their ill-fated expedition against the Sioux at the Little Big Horn. On-A-Slant Indian Village includes reconstructed earth lodges depicting the lifestyle of the Mandan Indians, who occupied this site from about 1575-1781.	Need a plan to identify ways in which the resource could be better protected, enhanced, interpreted, managed, funded, and developed.
19	Fort Clark Trading Post State Historic Site	Mercer County	Historic, Educational	Theme 1 Theme 2 Theme 3 Theme 4	National Register of Historic Places	Yes	State of North Dakota / State Historical Society	Yes	Meeting of two cultures—the interaction between the fur trade forts and the village. More than 150 years ago, it was the scene of devastating smallpox and cholera epidemics that decimated the inhabitants of a Mandan and later an Arikara Indian village. One of the most important archeological sites in the state.	Repair and replacement (interpretive signs, re-fencing, repairs to the WPA shelter, entrance structure, and corner markers when needed, resurfacing the parking lot). Repairs or replacements to the observation decks, restroom, and maintenance shop. Reprinting of site cards and / or the highways to prehistory brochure. Bench and picnic table replacements as needed. Hosting of yearly events at the site. Support of archeological and historic research. Support for updates to national register nominations or preparation of a National Historic Landmark designation.

Resource Number	Resource Name	Location	Type of Resource	NHA Themes Embodied	Designation	Public Access	Ownership	Existing Interpretation	Regional Historic Significance	Opportunities for NPNHA involvement
20	Lewis & Clark Interpretive Center / Fort Mandan State Park / Harmony Park	Washburn, McLean County	Educational, Recreational	Theme 2	N / A	Yes	McLean County Historical Society (managed by North Dakota Parks and Recreation with Lewis & Clark Fort Mandan Foundation)	Yes. Replica fort, Lewis & Clark Visitors Center.	<p>Replica of Fort Mandan, the fort in which the Lewis and Clark Expedition overwintered in 1804–1805. The fort was where the Lewis and Clark Expedition spent more time than anywhere else on their journey and it is the place where the relationship between U.S. and the tribes of the Upper Great Plains begins. Fort Mandan is the key example of the crossroads of culture and commerce interpreted at the world-class Lewis &amp; Clark Interpretive Center.</p> <p>History of cultural exchange. As Mandan and Hidatsa people bought and sold goods, they also traded ideas and technologies with other tribes. When European fur traders joined, they added yet new technologies and beliefs to the mix. Explorers like Lewis and Clark shared the Enlightenment ideals of men like Thomas Jefferson, even as they brought home reports of the unique lifeways of the Mandans and Hidatsas.</p>	<p>Assistance maintaining the cottonwood replica fort and the river bottom forest from being overtaken by invasive species.</p> <p>Many opportunities for collaborations on art exhibits, interpretive programs, volunteer coordination, public lectures, and possibly even merchandise sales at the Lewis &amp; Clark Interpretive Center.</p> <p>Assisting partners with the challenge of operating a world-class interpretive center with tens of thousands of visitors a year in a town of 1,300 people. Museums in larger cities have a larger potential audience to become donors, repeat visitors, and advocates.</p>
21	Fort Mandan Overlook State Historic Site	Washburn, McLean County	Historic, Educational	Theme 2	State Historic Site	Yes	State of North Dakota / State Historical Society	Limited (site markers)	Site overlooks the area where Lewis and Clark established their headquarters, called Fort Mandan, in the winter of 1804–1805. The original site of Fort Mandan was on a low terrace and is thought to have been destroyed due to erosion.	Visitor amenities needed at site. Develop and fabricate interpretive signs. Support additional archeological research at the site. Maintenance activities: re-fencing when needed, repairs to the WPA marker, repairs to the Mason's marker, access road improvement, add a bench for visitors to rest and enjoy nature and the remoteness of the site. Develop and print a site card or enhance the web page for the site.
22	Fort Rice Campgroup	Morton County	Recreational	Theme 4	None	Yes	Morton County Parks	None	None here, but it is adjacent to Fort Rice.	Opportunity for visitor contact and exposure to Fort Rice history and themes. Capture the visitor where they are.
23	Fort Rice State Historic Site	Morton County	Historic	Theme 4	State Historic Site	Yes	State of North Dakota / State Historical Society	Limited. Site marker.	U.S., Native American and western land policy—Fort Rice was the first of a chain of forts intended to guard Northern Plains transportation routes and encourage settlement and protection for European American settlers. Fort Rice became one of the most important military posts on the Upper Missouri River.	The site is in need of updated interpretive material. The site has severe ongoing damage from prairie dogs. Projects of interest: archeological research is needed at the site (mapping, geophysics, excavation); historical research; development of interpretive signs once archeological research has occurred; develop and print a site card or enhance the web page for the site; add benches for visitors to rest and observe the Oahe Reservoir; re-fencing when needed; repairs to the WPA corner markers; repair or replace building markers; prairie dog removal.

Resource Number	Resource Name	Location	Type of Resource	NHA Themes Embodied	Designation	Public Access	Ownership	Existing Interpretation	Regional Historic Significance	Opportunities for NPNHA involvement
24	Fort Stevenson State Park and Lake Sakakawea (Like-A-Fish-Hook Village, Fort Stevenson under water)	Garrison, McLean County	Recreation, Educational	Theme 1 Theme 4 Theme 5	None	Yes	North Dakota Parks and Recreation and U.S. Army Corps of Engineers	Limited. Replica guard station.	Mandan, Hidatsa, and Arikara village (Like-A-Fishhook Village) inundated by the Garrison Dam, as was Fort Stevenson (once New Fort Berthold). Fort Stevenson was turned over to the Fort Berthold Indian Agency for a school.	Opportunities for education on tribal history and conservation efforts outside the inundation zone. Sections of the Garrison Project are being held in trust for Three Affiliated Tribes (Mandan, Hidatsa, and Arikara). Tribal partnership opportunities.
25	Garrison Dam	Garrison County	Educational Recreational	Theme 6	None	Yes	U.S. Army Corps of Engineers	N / A	The fifth-largest earthen dam in the United States, Garrison was built over seven years from 1947 to 1954. It created the 178-mile-long Lake Sakakawea which contains about 32% of the Pick-Sloan Project on the Missouri River. As part of the project, hundreds of regional native people were forcibly removed to upland areas and their traditional river settlements, including Like-A-Fishhook Village, were drowned under the new lake. Contemporary uses of the dam and reservoir include hydroelectric power, flood control, irrigation, recreation, municipal and industrial water supply, and downstream navigation. Public tours are available.	Participation, interpretation, outreach.
26	General Sibley Campground and Park	Bismarck, Burleigh County	Recreation	Theme 4	None	Yes	City of Bismarck, Parks and Recreation	Limited. Interpretive trail.	General Sibley Park was officially opened in 1967 and today covers approximately 138 acres. It is a campground, recreation, and heritage site. The namesake comes from General Henry Hastings Sibley who engaged with Lakota forces during the U.S.-Dakota Wars on and near this area on July 29, 1863. It is suspected that in the 1830s the steamboat <i>Assiniboine</i> ran aground and caught fire in this area.	Need to fund and finish the interpretive trail. Add resources, both physical and programming.
27	German Days	Bismarck, Burleigh County	Cultural	Theme 5	None	Yes	None, Event	N / A	Annual late-summer event celebrating German heritage.	Participation and outreach. Establishment of booth during festival.
28	Germans from Russia Heritage Society	Bismarck, Burleigh County	Educational	Theme 5	None	Yes	Germans from Russia Heritage Society	None	Research center for the Black Sea Germans from Russia. Their ancestors migrated in great numbers to Dakota Territory beginning in 1873. By the end of the century, they became a predominant ethnic group of this area.	Partnerships, outreach during associated projects within the NHA.
29	Graner Park and Sugarloaf Bottoms	Mandan, Morton County	Recreational	Theme 5	None	Yes	U.S. Army Corps of Engineers (Morton County Parks operates)	None	A Morton County-operated park and campground owned by the U.S. Army Corps of Engineers. The site is well maintained with a variety of visitor amenities for recreation. There is currently no interpretation of its history as a German-Russian settlement area.	Heritage events or interpretation of history of German-Russian settlement in the area.

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30	Harmon Lake Recreation Area	Mandan, Morton County	Recreational	Theme 6	None	Yes	Morton County Water Resource Board (Morton County Parks operates)	None	Recreation Area with campgrounds, fishing, biking, hiking, and beach access.	Participation, interpretation, outreach.
31	Huff Indian Village	Morton County	Historic	Theme 1	National Register of Historic Places  State Historic Site	Yes	State of North Dakota / State Historical Society	Yes	A classic prehistoric Mandan settlement. The village is a very large, well-planned community where perhaps 1,000 or more people once lived.	Maintaining of interpretive signs; re-fencing when needed; repairs to the kiosk when needed; reprinting of site cards and / or the Highways to Prehistory brochure; access road improvement; bench replacements as needed. The site is well interpreted with modern waysides, but has no circulation. Also no real parking lot. It has opportunity as a stop on a “rails to trails” route along the old rail bed. There is also potential for additional archeological research, particularly of adjacent properties.
32	Knife River Indian Village National Historic Site	Stanton, Mercer County	Historic, Cultural, Educational, Scenic, Recreational	Theme 1 Theme 2	National Historic Site  National Historic Landmark	Yes	National Park Service	Yes	Hidatsa, Mandan, Arikara pioneered agriculture and their villages were linked to trade routes (primarily trade in Knife River Flint). Lewis and Clark enlisted Sakakawea’s help at Knife River.  Big Hidatsa Village was occupied from about 1740 to 1850. It is the largest of three Hidatsa communities near the mouth of the Knife River. The Corps of Discovery wintered there in 1804.	Coordination of volunteer activities. Internship opportunities. Coordination of public events (ArcheoBlitz as an example). Taking advantage of the existing infrastructure and organization and partner with the NPS to enhance their local staffing and advertising.
33	<i>Lewis &amp; Clark</i> Riverboat	Bismarck, Burleigh County	Recreational, Educational	Theme 3 Theme 4	None	Yes	Fort Abraham Lincoln Foundation	Yes	Steamboat-era riverboat, interpreting history of the Missouri River, including Custer, Capt. Grant Marsh, and more.	Partnerships to improve interpretive content on the tour.
34	Mandan Commercial Historic District	Mandan, Morton County	Historic	Theme 3	National Register of Historic Places	Yes	Private and City of Mandan	None	The City of Mandan was founded in 1881 as the center for western expansion of the iron rail. In 1883, a railroad bridge spanning the Missouri River linked the east and west. The slogan for Mandan: “Where the West Begins”	Bike / pedestrian improvements would assist in becoming a must-see destination. Funding to implement a vision plan, which could include interpretation.



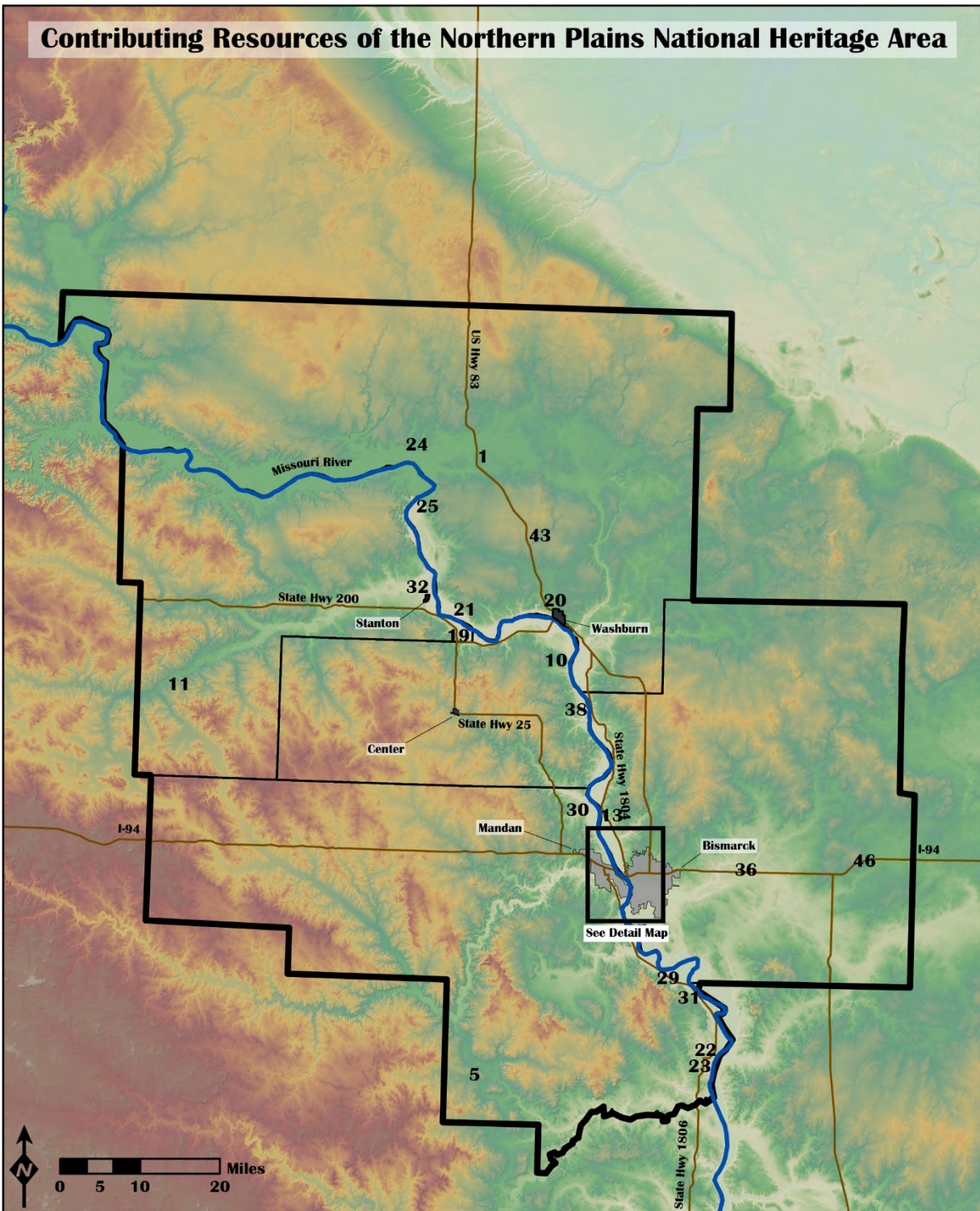
Resource Number	Resource Name	Location	Type of Resource	NHA Themes Embodied	Designation	Public Access	Ownership	Existing Interpretation	Regional Historic Significance	Opportunities for NPNHA involvement
35	Mandan Depot	Mandan, Morton County	Historic	Theme 3	National Register of Historic Places	Yes	City of Mandan lease to the Fort Abraham Lincoln Foundation and Northern Plains Heritage Foundation	None	The Mandan Depot, completed in 1929–1930, served as a major Northern Pacific Railroad junction and Missouri Division headquarters. The original depot and railroad has been in operation since 1884, immediately following completion of the Northern Pacific Railroad Bridge spanning the Missouri River at Bismarck-Mandan. From 1929–30, the Depot continued serving as a north-south branch line connector to the smaller towns throughout Morton County.	Restoration of several components of the Mandan Depot. A full review and assessment is in order, including repainting the cupola and window trim, repairing the neo-classical columns, and spot-repairing wall tile throughout the interior.
36	Menoken Village	Burleigh County	Historic, Educational	Theme 1	National Historic Landmark  State Historic Site	Yes	State of North Dakota / State Historical Society	Yes	<p>Menoken Village was a small community consisting of approximately 30 oval-shaped, earth-covered houses and a prominent fortification system. Once thought to have been a Mandan Village, it has recently been radiocarbon-dated to around AD 1200. Studies indicate that this settlement was built and used by Late Plains Woodland peoples, who were primarily hunters and gatherers rather than farming people. The community may have consisted of 200 individuals.</p> <p>Menoken Village is earlier than any settlement that can be linked with certainty to Mandan, Hidatsa, or Arikara peoples. However, the people who occupied Menoken Village were probably the ancestors of at least some of these historic tribes. Culture change is represented as people are at the cusp of becoming a farming community. Although Menoken Village is not itself an early horticultural community, it contains information critical to the question of origins of horticulture because it is strategically positioned, from geographic, chronological, and cultural perspectives, just in front of a moving frontier that involved change from the Plains Woodland lifeway to the Plains Village lifeway.</p>	Support of archeological research. Assisting with replacing interpretive signs, re-fencing when needed, repairs to the WPA shelter, reprinting of site cards and / or the Highways to Prehistory brochure, access road improvements, bench replacements as needed.
37	Missouri River Natural Area and Trailhead	Mandan, Morton County	Recreational	Theme 6	None	Yes	North Dakota Department of Transportation; Morton County Parks and Recreation	None	<p>Located on the east side of Mandan along the Missouri River this 157-acre preserve is pristine floodplain woodlands. A deciduous forest consisting of cottonwood, green ash, the rare peach leaf willow, and buck brush dominates the area. The riparian woodlands provide habitat to whitetail deer, fox, raccoon, squirrels, wild turkey, bald eagles, Canada geese, owls, woodpeckers, and a variety of songbirds.</p> <p>Popular with walkers, fishermen, and mountain bikers, there are almost 5 miles of singletrack trail. In the winter it is also a great place to cross-country ski and snowshoe. Outdoor enthusiasts, bird watchers and photographers come to enjoy the solitude, abundant wildlife and scenery.</p>	Participation, interpretation, outreach.

Resource Number	Resource Name	Location	Type of Resource	NHA Themes Embodied	Designation	Public Access	Ownership	Existing Interpretation	Regional Historic Significance	Opportunities for NPNHA involvement
38	Molander Indian Village State Historic Site	Oliver County	Historic, Educational	Theme 1 Theme 2	State Historic Site	No	State of North Dakota / State Historical Society	Limited (kiosk)	<p>According to Lewis and Clark, the Awaxawi Hidatsa Indians lived in this village overlooking the Missouri River around 1764. Nearly 40 houses were protected by a fortification ditch. A wooden palisade stood on the inside edge of the ditch. Change and adaptability over time—after the smallpox epidemic the Hidatsa community moved north to the Amahami Village at the mouth of the Knife River.</p> <p>Benefits of community—having a more secure location to move to when needed.</p> <p>Settlement change over time—with the Hidatsa village and later the early European American homestead.</p>	<p>Coordination with local landowners to provide public access to the site, as it is entirely surrounded by private lands and there is no access easement.</p> <p>Repairs needed as soon as possible include: re-fencing; repairs to the WPA corner markers; brush removal.</p> <p>Future research, development, and repairs could include: additional archeological research (mapping, geophysics, excavation); replacement of interpretive sign and development of others once archeological research has occurred; develop and print a site card or enhance the web page for the site; access improvement; add a bench for visitors to rest given the distance from the road to the site.</p>
39	North Dakota Heritage Center and State Museum	Bismarck, Burleigh County	Educational	Theme 1 Theme 2 Theme 3 Theme 4 Theme 5	None	Yes	State of North Dakota / State Historical Society	Yes	The State Museum at the North Dakota Heritage Center tells inspiring stories of North Dakota from its earliest geologic formation to contemporary times. Collections in the four galleries span more than 600 million years. The State Museum aims at sending people out across the state to the places where they can walk the grounds and visit where history happened, traditions continue, and innovations become reality.	Continuing research, publications, programming, exhibits, video production, art, field trips, oral interviews, interpretive sign development / replacement, and printing site cards / brochures.
40	Northern Pacific Railroad / North Dakota State Railroad Museum	All Counties	Historic	Theme 3 Theme 4	National Register of Historic Places	No	Northern Pacific Railroad	None	General Custer and the 7th Cavalry	Interpretive updates at Camp Hancock State Park, the Mandan Depot (owned by the City of Mandan), and coordination with the North State Dakota Railroad Museum in Mandan, North Dakota.

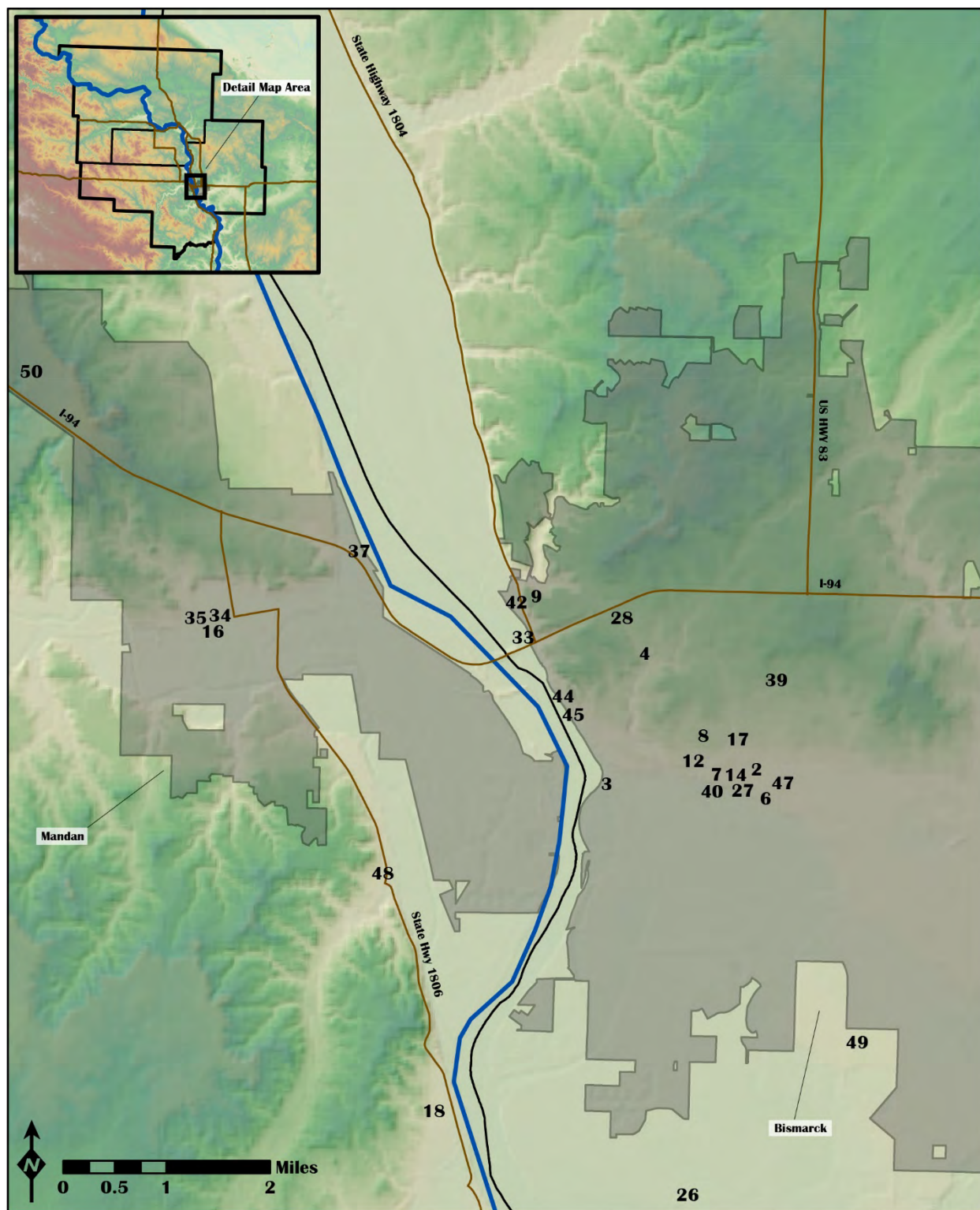
Resource Number	Resource Name	Location	Type of Resource	NHA Themes Embodied	Designation	Public Access	Ownership	Existing Interpretation	Regional Historic Significance	Opportunities for NPNHA involvement
41	Old Railroad Bed –Mandan to Fort Rice	Morton County	Recreational, Historic	Theme 3 Theme 4	None	Yes	Morton County, Department of Transportation, various landowners	None	Connecting a reservation (Standing Rock Sioux Reservation) with the wider world. Elders described it as a connection to the outside world. People traveled to visit family, go to war, and especially before the late advent of the car, it was the only connection with the outside.	Complete “rails to trails” project to allow use by cyclists and hikers (currently sections are used as an ATV trail). Interpretation along the trail to note historic points of interest. Biking events for fundraising.
42	Pioneer Overlook Park	Bismarck, Burleigh County	Recreation	Theme 5 Theme 6	None	Yes	City of Bismarck, Parks and Recreation	None	Public park and garden; scenic overlook of Missouri River.	Pioneer Park was originally gifted to the City of Bismarck by the Ward family. Interpretation of this park about its historical origins is needed. The park today is also immediate to Ducks Unlimited Great Plains Regional Office.
43	Pulver Mounds State Historic Site (within the Coal Lake Wildlife Management Area)	McLean County	Historic	Theme 1	None	No	State of North Dakota, State Historical Society acting as trustee	None	Pulver Mounds State Historic Site preserves two low, conical burial mounds on a small bluff above Coal Lake. Burial mounds such as these were typically constructed during the Woodland period from approximately BC 100 to AD 600.	To ensure preservation of Pulver Mounds, The Falkirk Mining Company donated this significant prehistoric burial site to the State of North Dakota with the State Historical Society acting as trustee. Access to the site is limited until nearby mining operations are completed. At present, there are no interpretive materials at the site. When the time comes, this site will offer opportunities for research, and full development of visitor amenities and interpretive programing.
44	Steamboat Park, Steamboat Plaza, Keelboat Park	Bismarck, Burleigh County	Recreation, Educational	Theme 3	None	Yes	City of Bismarck, Parks and Rec.	Yes. Interpretive signs near the steamboat.	60-foot replica of the steamboat “Yellowstone” on the Lewis and Clark Legacy Trail overlooking the Missouri River. Art installations, recreational areas.	Opportunities for education and programming and interpretive work, particularly once the NPHF visitor center and headquarters are established next door at the Missouri River Landing Warehouse site.
45	Steamboat Warehouse State Historic Site (Historic Marker)	Bismarck, Burleigh County	Historic	Theme 3	None	Yes	State of North Dakota / State Historical Society	Yes. Historic marker only.	The site commemorates the Northern Pacific Railroad warehouse built to store goods in transshipment between steamboats and freight trains. The 300-foot-long stone and frame warehouse was constructed in 1883 and was torn down in 1925.	Opportunities for archeological research and to interpret this story elsewhere.
46	Stony Lake Battlefield Public Wayside	Burleigh County	Historic	Theme 4	None	Yes, via I-94	Department of Transportation / Private	Interpretive wayside	Following the Battle of Dead Buffalo Lake, Brig. Gen. Henry Hastings Sibley continued his march after the retreating Sioux until he reached Stony Lake. On July 28th, 1863, the force had started out in pursuit again when Sibley discovered that a large number of Sioux was moving upon him. He ordered the men to make defensive preparations, which many had already accomplished. In the face of enemy, Sibley now resumed his march. The Sioux searched for weak points in the soldier’s	The site is marked only with an aged wayside. Opportunity for updated and enhanced interpretation.

Resource Number	Resource Name	Location	Type of Resource	NHA Themes Embodied	Designation	Public Access	Ownership	Existing Interpretation	Regional Historic Significance	Opportunities for NPNHA involvement
									position. Finding none, the Sioux rode off at great speed, preventing pursuit. The Sioux had hoped to halt Sibley's advance but were unable to do so. Sibley remarked in his report that Stony Lake was "the greatest conflict between our troops and the Indians, so far as the numbers were concerned."	
47	The Bismarck Depot	Bismarck, Burleigh County	Historic	Theme 3	National Register of Historic Places	No	Private	None	Turn-of-the-century Northern Pacific Railroad depot. Historic events and people often graced the Depot and adjoining green space—in large part because political figures, on national tours, traveled by train and arrived to Bismarck by train.	A master plan and capital campaign has been developed for The Depot to better enhance, interpret, and manage this important heritage resource. Opportunities to participate in planning and outreach.
48	The Post (Frontier Themed Venue)	Mandan, Morton County	Educational Event venue	Theme 5	None	Yes	Fort Abraham Lincoln Foundation	Yes	A frontier themed indoor / outdoor venue with historic buildings that have been relocated to the grounds.	Opportunities for use as a venue. Partnering on historic research and interpretation of the relocated historic structures. Partnering for curatorial services of the materials and buildings.
49	United Tribes Technical College and the United Tribes International Pow Wow	Bismarck	Cultural Educational	Theme 5	N / A	Yes	N / A	N / A	Founded in 1969 by an intertribal organization, the United Tribes of North Dakota Development Corporation, the College is currently owned and operated by the Mandan, Hidatsa, Arikara, Spirit Lake Tribe, Sisseton Wahpeton Sioux, Standing Rock Sioux, and Turtle Mountain Band of Chippewa. The College serves native people of the region who were once traditional enemies, as well as over 88 tribal nations nationally and internationally. It serves as an unofficial "Indian Center." The world's largest outdoor pow-wow is held here every September.	Advertisement of, and participation in Pow Wow. Internships, educational opportunities, lectures.

APPENDIX F. LOCATIONS OF THE CONTRIBUTING RESOURCES OF THE NORTHERN PLAINS NATIONAL HERITAGE AREA (BY RESOURCE NUMBER)









## APPENDIX G. EXCERPT FROM NORTH DAKOTA HOUSE BILL 1019.

Sixty-fifth  
Legislative Assembly

1 must be deposited in the state park operating fund in the state treasury, unless authorized by  
2 the director as follows:

- 3 1. The director may allow other agencies or organizations that have leased state parks,  
4 state recreational areas, reserves, or facilities to retain entrance and special permit  
5 fees collected by the lessee.
- 6 2. The director may exempt all or any part of any state park, state recreational area, or  
7 reserve from the requirement of the motor vehicle permit and fee, for any activity or  
8 period, when in the director's judgment it is desirable to do so; provided, however, that  
9 no further exceptions may be made after state park revenue bonds are issued and  
10 while the bonds are outstanding.

11 **SECTION 13. AMENDMENT.** Section 55-08-07.1 of the North Dakota Century Code is  
12 amended and reenacted as follows:

13 **55-08-07.1. State parks and recreation concession revolving fund.**

14 The director shall maintain a state parks and recreation concession revolving fund to be  
15 used for the following:

- 16 1. Procurement and maintenance of an inventory of food, nonintoxicating beverages, and  
17 other merchandise and supplies of a suitable nature for the operation of concession  
18 stands, including payment of costs and travel expenses necessarily incurred to obtain  
19 or sell such items.
- 20 2. Repair, replacement, construction, and maintenance of concession buildings, facilities,  
21 and properties contained therein.

22 ~~The sum of fifty thousand dollars is hereby established in the state parks and recreation~~  
23 ~~concession revolving fund for the purpose provided in this section as a limit on the fund balance~~  
24 ~~after accrued liabilities on June thirtieth of each year. Any surplus in this fund in excess of fifty~~  
25 ~~thousand dollars on June thirtieth of each year must be transferred to the state park operating~~  
26 ~~fund.~~

27 **SECTION 14. NORTHERN PLAINS NATIONAL HERITAGE AREA GRANTS.** The parks  
28 and recreation department may apply for northern plains heritage grants during the biennium  
29 beginning July 1, 2017, and ending June 30, 2019.

30 **SECTION 15. TRANSFER OF DAKOTA INSTITUTE INVENTORY.** The parks and  
31 recreation department shall transfer the name Dakota institute and all rights, title, interests, and

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## **APPENDIX H. LIST OF PREPARERS**

### **Northern Plains Heritage Foundation:**

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- Shadd Piehl, President
- Annette Willis, Vice President
- Calvin Grinnell, Board Member
- Paul Trauger, Board Member
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- Keith Ulmer, Board Member
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### **State Historical Society of North Dakota**

- Claudia Berg, Director
- Amy Bleier, Research Archeologist

### **North Dakota Department of Tourism**

- Dean Ihla, Tourism Development Manager

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As the nation's principal conservation agency, the Department of the Interior has responsibility for most of our nationally owned public lands and natural resources. This includes fostering sound use of our land and water resources; protecting our fish, wildlife, and biological diversity; preserving the environmental and cultural values of our national parks and historic places; and providing for the enjoyment of life through outdoor recreation. The department assesses our energy and mineral resources and works to ensure that their development is in the best interests of all our people by encouraging stewardship and citizen participation in their care. The department also has a major responsibility for American Indian reservation communities and for people who live in island territories under US administration.



NATIONAL PARK SERVICE | U.S. DEPARTMENT OF THE INTERIOR

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NORTHERN PLAINS NATIONAL HERITAGE AREA | MANAGEMENT PLAN

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DRAFT JANUARY 2018

