

Preservation

Horizons: 2011-2017

Missouri's Comprehensive Statewide Historic
Preservation Plan

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Executive Summary

In the spring of 2008, efforts began to revise and update Missouri's statewide preservation plan, *Preservation Horizons: 2004*. This planning process revealed that Missouri's preservation community has had great success in recent years. There is a growing preservation ethic as communities embrace preservation as a means of economic development, retaining community identity and improving quality of life. At the same time, the preservation challenges identified in previous plans remain relevant today. To face these challenges, the 2011-2017 plan discusses six preservation goals:

Goal 1: Increase understanding, appreciation and support for the value of historic preservation.

Goal 2: Strengthen and enhance historic preservation as an economic development tool.

Goal 3: Accelerate the identification, evaluation and protection of Missouri's historic, cultural and archaeological resources.

Goal 4: Enhance cooperation and partnerships among government entities, institutions and the private sector.

Goal 5: Integrate historic preservation strategies into policy, planning and routine procedures at all levels of Missouri government: local, regional and state.

Goal 6: Improve the delivery of historic preservation services to include innovative technologies and an expanded information network.

The broad goals established in the planning process are joined in this document with a series of objectives and actions that can be taken by private individuals, local preservation groups and government agencies to preserve and increase appreciation for our state's historic properties. The plan recognizes that we share a vision, but each play a different role in preserving the history and historic places of our state and community. No one person, group, or agency can do it all, but we can each do our part to overcome challenges, and move toward our vision of a "state that progresses and prospers while preserving and respecting its unique heritage."

Vision for Historic Preservation in Missouri

Missouri will be a state that progresses and prospers while preserving and respecting its unique heritage. Citizens of all ages will appreciate the unique and fragile nature of Missouri's historic places and archaeological resources. Preservation will be widely recognized as a major contributor to tourism, economic development and quality of life. Government officials at all levels, legislators and private-sector leaders will include preservation concerns as they make decisions about Missouri's future. Missouri's diverse constituencies will work together as partners in a statewide preservation movement, creating an effective and vocal constituency. A high level of services will be provided to assist members of the preservation community in accomplishing preservation goals throughout Missouri.

Overview of State History and Historic Resources

Missouri has a dynamic past that stretches over 13,000 years of human occupation. In its cultural landscape and built environment, we can envision early hunters stalking mastodons across icy plains, immigrants creating farms and homes out of untouched wilderness, or entrepreneurs building cities and factories. These places tell the "story of us"-- how our ancestors arrived, lived, built communities, and became a nation.

Prehistory

Missouri's moderate climate, topographic diversity, and rich natural resources have attracted settlers for more than 13,000 years. Evidence of human occupation can be found in the state's archaeological sites, landscapes and its built environment. There is much to learn about the state's prehistoric and historic cultural resources, but with each year the catalog of Missouri's historic places inventoried or listed in the National Register of Historic Places grows.

Missouri's pre-historic archaeological record provides evidence that the state's earliest human inhabitants arrived at the end of the last ice age. In 1979 archaeologists found Clovis culture spear points in direct connection with mastodon bones in the Kimmswick Bone Bed, part of Mastodon State Historic Site in Jefferson County. Later Paleoindian Period (12,000-8,000 BCE) sites can be found across the state, indicating a growing population throughout the period. The National Register listed Rodgers Shelter (Benton County), for example, provides evidence that these Early Hunter tradition cultures lived largely on wild game and fish in the region. Missouri's Big Eddy site in Cedar County, may be one of the most revealing Paleoindian sites yet found in the state. The site contains deposits from more than 10,000 years of periodic habitation, but may be most significant for its well stratified Paleoindian deposits. These deposits provide rare insight into the early occupation of the Midwest.

Big Eddy and sites such as National Historic Landmark Graham Cave in Montgomery County also add to our knowledge of the Dalton Period (8,000-7,000 BCE), a transitional time between the Paleoindian and Archaic periods. Marked by changes in climate, flora and fauna, this era includes cultures of the Hunter-Forager tradition. Archaeological remains from this period indicate the making of clothes using bone needles, food processing using mortars and grinders, and technological advances in spear points and wood working tools, notably serrated Dalton points.

The next period, the Archaic, covers roughly 6000 years of human history and is divided into three broad eras: Early Archaic (7,000-5,000 BCE), Middle Archaic (5,000-3,000 BCE), and Late Archaic (3,000-1,000 BCE). This period is marked by a growing dependence on foraging, with cultures depending on the hunting and trapping of small animals and gathering edible wild plants. Forager groups developed differently, based on their varying dependence on animals or plants in their diet. Variety in diet and a more settled lifestyle sparked a greater diversity in tools and other resources found in the archaeological record. It is in the later part of the archaeological period that evidence of permanent or semi-permanent settlement sites are found, as well as evidence of the agriculture and pottery making. The Late Archaic Period is also marked by an increasing ritualization of burial practices, as evidenced by bundled bones and burial goods found at the Cuivre River Ceremonial Complex in Lincoln County.

The Woodland Period (1,000 BCE to 900 CE) is the next identified archaeological period and is also divided into an early, middle, and late period. The Early Woodland Period (1000-500 BCE) is marked by the development and use of fired clay. While cultures during the period continued to rely on modified bones, stones and shells for tools and utensils, objects manufactured from fired clay are more common. The Middle Woodland Period is evidenced by sites of well organized permanent or semi-permanent settlement and well manufactured clay fired goods. The Middle Woodland Period is often viewed as the cultural and social height of the period, with a “cultural decline” during the Late Woodland phase. However, the later period saw continued technological advances in tools and other artifacts and continued use of fortifications and mounds. The Gay Archaeological Site in Cole County (National Register listed in 1971) contains examples of these Late Woodland mound and fortification groupings. Recent archaeological investigations on Fort Leonard Wood in Pulaski County have also found complexes of burial and habitation sites with Late Woodland ceramics and projectiles.

The Mississippian Period extends from 900 to 1700 CE and is marked by the emergence of a Village-Farmer culture. Mississippian period cultures developed large permanent village and city sites that relied upon cultivation of corn and other crops for their diet. Settlements of fortified towns and villages allowed for a period of innovation in manufacturing, trade, and the development of a ranked society with complex religious and social mores. Large religious and commercial centers and satellite communities, such as the one found at Cahokia, IL, developed during this period. Present day St. Louis was one such center, historically marked by large mound complexes, all of which have been destroyed by historic period urban development except for a portion of Sugar Loaf Mound (listed in the National Register in 1984). During the later part of the period new populations immigrated to Missouri bringing distinctive pottery and stone tool traditions with them. The Oneoto culture prospered in Missouri beginning in the 14th Century, leaving a significant record of their culture at the National Historic Landmark Utz site in Saline County. This same site, later occupied by the Missouri tribe, was noted by European explorers traveling the Missouri River in the 17th Century.

Exploration and Settlement

Early European explorers entering Missouri seem to have left more in the written record than the archaeological one. Hernando De Soto reached and crossed the Mississippi River in 1541, exploring the Arkansas Ozarks and claiming the Mississippi Valley for Spain. His band of conquistadors cut a brutal swath through the southern states but did not quite reach what is now Missouri. It wasn't until Marquette and Joliet made their epic voyage down the Mississippi in 1673 that we see the first written accounts of Missouri's topography and peoples. The explorers described a large Illinois tribe village in what is now Clark County that included 300 lodges and approximately 8000 inhabitants. Archaeological excavations at the site, now Illiniwick Village State Historic Site, confirm Marquette and Joliet's written account. Their description of the confluence of the Missouri River, as “so great was the agitation that the water was very muddy, and could not become clear” continues to be an apt description of the “Big Muddy.”

Marquette and Joliet's expedition opened the way for a series of French explorers, traders and missionaries who claimed the Mississippi River and its tributaries for France. Although Rene Robert Cavalier's (Sieur de la Salle) dream to create a French empire in the Mississippi River valley never came to full fruition, his claim on the river and naming of the Louisiana territory in 1682 strengthened France's claim to and influence on the Midwest.

The French missionaries and traders that explored Missouri also built its first settlements. The earliest settlements in the state, such as Father Gabriel Marest's mission near the mouth of the River Des Peres and Etienne de Bourgmond's Fort Orleans (Carroll County) were short lived,

both lasting approximately 3 years. More permanent French settlement and involvement in the state may be linked in part to the discovery of lead in southeast Missouri by Antoine de la Motte Cadillac in 1715. This discovery sparked an industry that would be central to the area's economy for more than 200 years. Cadillac's Mine de la Motte became the center of a small settlement that still exists in Madison County.

The French founded several historically significant communities in Missouri, notably along the Missouri and Mississippi Rivers. In most of these towns, little remains from the earliest settlement period, but in Ste. Genevieve we see a glimpse of French colonial life, buildings, and landscape. The Mississippi River town claims 1735 as its founding date and in its heyday was the principal seat of the Spanish rule of the western Louisiana Territory. The town retains one of the largest collections in the country of French Creole buildings from the late 18th and early 19th Century and has retained several early buildings from the growing American population in the first two decades of the 1800s. The town's oldest buildings are recognized as National Historic Landmarks.

Although seemingly remote, the political turmoil in Europe and the eastern North American colonies had a profound effect on the development and disposition of land in the Louisiana Territory. During the Seven Year's War France ceded Louisiana to Spain. Though Spain ruled over the territory beginning in 1700, governors relied heavily on local French residents to manage the territory and maintain peaceful relations with aboriginal tribes. After the American Revolution, forays made by George Rogers Clark into the Illinois territory helped push the boarder of the US to the Mississippi River, opening the door for Americans to enter and settle in the Louisiana Territory.

One of the earliest American arrivals in Spain-controlled Missouri was George Morgan who founded New Madrid in 1789. Soon afterward Spain allowed non-Catholic migrants into the territory providing generous land grants to encourage settlement and development. Most early settlement stayed near the Missouri and Mississippi Rivers that provided convenient transportation and access to the Gulf of Mexico. The Louisiana Territory, secretly returned to French control in 1800, was an increasing burden to its European controllers notably in light of ongoing wars with England and the Haitian revolution. So, when France offered to sell the entire Louisiana Territory to the US for \$15 million, President Thomas Jefferson agreed. The US assumed control of Lower Louisiana in December 1803, and the upper portion of the territory (including Missouri) on March 10, 1804.

Jefferson soon planned one of the most celebrated expeditions of exploration in American history. The Lewis and Clark voyage of discovery left St. Louis in May 1804, returning from their 7,700 mile journey in September of 1806. The explorers spent 3 months of the two year trip exploring and describing Missouri. Today, their trail through Missouri is marked and interpreted through the Lewis and Clark Across Missouri website (lewisclark.geog.missouri.edu) and at state parks and historic sites such as Lewis and Clark State Park and Clark's Hill/Norton State Historic Site.

Missouri continued to be a starting point for western exploration and settlement, and a major player in the fur trade throughout its early settlement and statehood period. Forts such as Fort Osage (1808) in what is now Jackson County, sought to provide political stability in the new territory through trade and alliances with Native Americans in the area. The site of Fort Osage now includes a replication based on original plans and archaeological research. It is now a county run interpretive site and is designated a National Historic Landmark.

The State of Missouri

Missouri wrote a constitution in 1820 and became a state on August 10, 1821. Despite its growing population (roughly 70,000 in 1820) and the organization of a state government, most of the state was still a frontier. The state drew new settlers from around the world, but especially from southern and southeastern states of Kentucky, Tennessee, Virginia, and North Carolina. These settlers may have found the state attractive not only for its natural resources and agricultural potential, but also because it allowed slavery. New settlers established several communities along the Missouri River in central and western Missouri including Franklin (1817) and Boonville (1819). These two communities, directly across the river from one another, were important riverboat ports and outfitters for the Santa Fe Trail. When floods destroyed Franklin in 1826, many inhabitants and businesses moved across the river to Boonville. Examples of heavy timber frame houses and brick homes dating from the 1820-30s can still be found in Boonville and other historic river towns.

Some of Missouri's earliest efforts to recognize significant historic places are linked to its position as a gateway to the west. The Missouri Chapter of the Daughters of the American Revolution (DAR) lobbied the General Assembly to purchase the "Old Tavern" in Arrow Rock in 1923. The DAR supervised the restoration of the tavern and opened it to the public. The tavern later became Missouri's first state-owned historic site. Arrow Rock, a significant ferry crossing in the 1820s, became a trail head for the Santa Fe trail, with the Old Tavern as one of its landmarks. Changes to the path of the Missouri River destroyed the town's economy, leaving it miles from the river's bank. Though the town's population and economic base declined, many of the historic buildings remained. The historic character of the community and its link to western settlement and transportation caused the entire town to be designated a National Historic Landmark in 1963.

Missouri's link to Western trade and immigration extends well beyond Arrow Rock and the effects of these historic trails can be seen in our cities and our landscapes. Despite nearly 200 years of population growth and changing agricultural practices, trail swales and historic camp sites associated with the Santa Fe are still identifiable in portions of Saline, Lafayette and Jackson counties. Several of these trail-related swale sites are listed in the National Register and organizations such as the Santa Fe Trail Association continue to identify and promote historic resources and archeological sites along the trails. As steam ship technology developed, the trailhead for the Santa Fe and later Oregon and California trails moved progressively west. River landings and river towns became increasingly important and sites such as Independence, Westport (inland), Weston and St. Joseph became increasingly important in western trade and outfitting. The constantly changing Missouri River has left some of these important landing and ferry sites either high and dry or inundated with water, but efforts to identify and investigate these sites provide insight into changing patterns of transportation and Missouri's important role in western trade and migration. Historic shipwrecks also dot the Missouri and Mississippi river bottoms providing insight into this treacherous mode of travel and, in those that were not salvaged historically, a better understanding of western trade goods and commerce.

Western trade and emigration is often associated with Americans and Europeans seeking opportunities for better lives in new lands. The same trails and paths that drew new settlers west were also used by Native Americans. Early in the state's historic period, aboriginal groups moved voluntarily to Missouri to avoid increasing European settlement in the East. By the 1830s, however, forced removal of Native Americans from eastern states became the policy of the federal government. Missouri, with its navigable rivers and established trade routes, witnessed the forced removal of several eastern tribes. The state contains sites related to three major routes of the Cherokee Trail of Tears, several of which are listed in the National Register

of Historic Places. The same year of the forced Cherokee immigration from the southeastern states, 1838, the Potawatomi were also evicted from Indiana, traversing the Missouri from the Hannibal area, through Independence and into Kansas. Western migration of aboriginal groups, both voluntary and forced, has left no tribal lands or resident tribes in the state. Several tribes, including the Osage and Sac and Fox, retain a strong interest in Missouri's cultural resources. In addition to prehistoric and early historic period archeological sites, many of the state's caves and natural features are considered to be important cultural or sacred places.

In addition to its connection to western settlement and trade, Missouri's early statehood period also saw the slow growth of industry. Some of the earliest manufactures supported the western outfitting and agricultural needs such as wagon and saddle making and metal works. The earliest large scale industries centered in the state's largest city, St. Louis. By 1850, Missouri ranked 14th among states in industrial production. A decade later, 60% of the state's industrial production came from St. Louis's manufacturing plants, though several iron smelters developed near the source of ore in Crawford, Madison, Phelps, and Washington counties. Properties such as the Scotia Iron Furnace in Crawford County and the Ozark Iron Furnace Stack in Phelps County combine above ground stone structures and below-ground historic archeological remains to tell the story of early industrial production in the state.

Despite industrialization and growing urban areas, prior to the Civil War agriculture was the state's largest economic occupation. The state's rich soil and varied topography attracted new immigrants. Two of the most notable groups were Americans from the southern states (many from Kentucky and Tennessee), and Germans. Both groups initially settled near major rivers, before moving deeper into the state's interior. Settlers from the southern states brought enslaved blacks and crops such as tobacco and hemp that heavily relied on slave labor. Southern immigrants had a significant impact on the state's society, politics and built environment. Many of Missouri's large antebellum farm homes have close ties to southern culture and slavery. Examples of these include National Register-listed properties such as the Greek Revival style George A. Murrell House and outbuildings in Saline County, and Oakwood in Howard County.

Between 1810 and 1860, Missouri's enslaved population grew from 3,011 to 114,509. Though most enslaved blacks in Missouri worked in agriculture, they also held positions in the mining industry, on riverboats and docks, and as skilled builders and laborers. Missouri also had a small population of free blacks, just over 3,500 in 1860. The majority of free blacks lived in St. Louis where, despite societal limitations that restricted their economic and educational opportunities, there grew a small wealthy aristocracy. Both the free and enslaved population played a key role in the economy and society of Missouri before and after the Civil War. Several court cases involving those enslaved in the state also impacted the national debate on slavery in the United States. The 1846 ruling of St. Louis Circuit Court judge John Krum that denied the claim that blacks were citizens of the United States, was later adopted by the Supreme Court when they rejected Dred Scott's (a slave living in Missouri) petition for equal protection under the law.

The state's growing German-born population also made a lasting impact on the state's culture and built environment. The United States experienced a large wave of German immigration between c. 1820 and 1860. Many were drawn to Missouri by the publication of Gottfried Duden's *Report on a Journey to the Western States of North America* in 1829. German settlement in the state concentrated along the Missouri River valley between St. Louis and Cole Counties and south along the Mississippi River. Today, communities such as Augusta (St. Charles County), Washington (Franklin County), and Hermann (Gasconade County) retain historic buildings and neighborhoods built by and for German immigrants. These areas are also

the center of a revival in winemaking, an industry historically associated with the state's German population.

Improved transportation spurred economic and population growth in the state with the Missouri and Mississippi Rivers serving as the original highways. Commercial Navigation on the Missouri and Mississippi Rivers began long before the steamboat and probably started with dugout canoes carved from a single log that could reach about 35 feet in length and carry a few tons of trade goods. Later vessels such as keelboats or Mackinaws could carry about 15 or more tons of goods and flatboats could handle up to 150 tons, but were somewhat unwieldy and could not travel upstream, against the current. The Mississippi River saw its first steamboat traffic begin in about 1811 and the Missouri River waited until about 1819. The steamboat was a revolution almost akin to the invention of gunpowder as transportation was revolutionized and the towns along the rivers flourished from steamboat traffic. Most steamboats were originally of a twin side-wheeled designs that eventually gave way to stern wheel designs that only needed one paddle wheel. As population along the Mississippi and Missouri River corridors increased, economic development in Missouri grew to be more and more dependent on river travel. Transportation, information, commerce, and freight were entirely dependent on the riverboat, and for many, it was the only link to the outside world.

Navigating the Mississippi and Missouri Rivers with a steamboat was a dangerous and difficult business due to a variety of factors. The main obstacle was the danger of a hull being pierced by the trunk of a fallen tree. These "snags" as they were called, crippled and sank hundreds of steamboats and were the primary reason why the average life of a steamboat was just five to seven years. Many ships sank because of boiler explosions or catching on fire. Others ran aground on rocks, toppled over from high winds, collided with other boats, or were crushed by ice. There were also points along the river such as constantly changing river bends that were dangerous for steamboats to navigate. In some of the most dangerous bends, up to ten boats or more may have come to watery graves. For the full length of the Mississippi and Missouri Rivers in Missouri, the number of steamboat shipwrecks numbers well into the hundreds, and the remains of these unique and historic ships are an important archaeological resource.

By the 1850s, river transportation was being supplemented and replaced to an extent by the railroad. The first trans-state railroad, the Hannibal and St. Joseph, was completed by 1859. The Civil War retarded construction of the Pacific Railroad, and it was not until 1865 that the line connected St. Louis and Kansas City. Rail construction, though an iffy proposition with speculation rampant, burgeoned after the Civil War, creating new towns, opportunities for business growth and development, and pushing agriculture from largely subsistence to a profit making enterprise.

Population growth and the expanding economic base encouraged the development of religious, educational and social institutions across the state. Prior to 1804, Catholicism was the only recognized religion in the state and the Missouri territory was enriched religiously, socially and educationally by Catholic missionaries and orders. The Louisiana Purchase opened the doors to religious freedom, ushering in a wealth of religious thought and practice—much of which was influenced by the Great Awakening. The state's fiercely independent pioneers embraced Protestant beliefs, notably those of Baptist, Methodist and Disciples of Christ, all organizations that eschewed strict hierarchy in organization. Religious bodies had a significant impact on the state's cultural and social activity, and on the built environment and landscape. Hundreds of small brick, stone and frame churches, many with associated cemeteries, dot the rural landscape. In urban areas, complexes of churches, schools, and other associated buildings provide rich architectural character to cities and are often the focal point of neighborhoods.

Early education in Missouri was private and/or parochial rather than public. By the 1850s, the state began appropriating more adequate funding and regulations for public schools, but higher education was largely in the hands of religious organizations. St. Louis University, chartered in 1832, was the first institution of higher learning west of the Mississippi. William Jewell College's Jewell Hall (1849) represents early efforts at higher education in Western Missouri. In central Missouri, Westminster College (1851) in Fulton and Central Methodist (1855) in Fayette, continue to provide college and graduate studies today.

Missourians in the 1850s supported education, but also addressed other issues of social improvement. Private and religious organizations, such as the Sisters of Charity in St. Louis, took the lead in pioneering healthcare and other charitable institutions. State government also made an effort to address social welfare, opening a state penitentiary in 1836. The original site of the penitentiary was in continuous use until inmates were transferred to a new facility in 2004. The reuse and interpretation of the old penitentiary site is an ongoing preservation issue addressed by a partnership of state agencies and private citizens and organizations. Additional charitable institutions were considered by the General Assembly in the 1850s. During this decade, the assembly appropriated public funds for a state mental asylum and school for the deaf in Fulton (1851) and school for the blind in St. Louis (1855). All of these remain important institutions in Missouri, many of which contain significant late 19th century architectural and archaeological resources.

The debate over slavery, though a hot topic since the settlement period of Missouri, also heated up during the 1850s. The Kansas-Nebraska Act of 1854 sparked pro-slavery Missourians to take action to insure that Kansas would be open to slavery. Armed conflict between Free-Staters and Border Ruffians (pro-slavery) broke out on the Missouri and Kansas border in 1854, continuing intermittently for the next several years. The border wars set the stage for later conflict during the Civil War.

Despite the strong pro-southern feeling in much of the state, Missourians took a surprisingly moderate stance to issues of secession. When Governor Claiborne Jackson, a southern sympathizer, called a convention to consider secession in early 1861, Missourians did not elect a single secessionist delegate to the convention. Though Missouri did not secede from the Union, its citizens took arms on both sides of the conflict. During the war, more than 1000 skirmishes, fights, and battles took place on Missouri soil, more conflicts than any state except Virginia and Tennessee. Missouri's historic places tell stories of all aspects of the war, its brutality, impact on society, and its triumphs. The significance of Missouri in Civil War has been recognized by both the state and the federal government through the purchase and interpretation of the Wilson's Creek Battlefield by the National Park Service and at several state historic sites such as Fort Davidson and Battle of Lexington. The National Register of Historic Places also includes several Civil War related properties including the Marion County Jail, site of the Palmyra Massacre, and Fort Benton, an earthwork fort, in Wayne County.

Missouri after the Civil War took both a progressive and retributive stance politically and socially. Missouri became the first slave state to free its enslaved population on January 11, 1865. The 1865 constitutional convention also promoted public education for all and supported industrial growth. Led by Charles Drake, the convention also passed an "Ousting Ordinance" that dismissed all state officials and disfranchised anyone who had taken arms against or supported those who engaged in hostility against the United States. This "Ironclad Oath," abolished by state referendum a few years later, was but one example of continuing division in the state after the Civil War. In southwest Missouri the Baldknobbers (pro-Union) organized to mete out vigilante justice. Their activities soon escalated into gang violence, sparking some southern sympathizers to form the Anti-Baldknobbers. The violence meted out by both groups

continued into the late 1880s. The atrocities of war also gave rise to some of the state's folk heroes, Jesse James and the James-Younger Gang. Jesse rode with pro-south guerillas during the war, and banded together with some of his compatriots as an outlaw gang after the war.

The last three decades of the 19th century were times of booms and busts in the state. New railroad companies and expanding lines sparked the platting of new communities and provided transportation for the state's manufactured and agricultural goods. Towns such as La Plata in Macon County grew from small settlements platted in 1854 to important regional trade centers thanks to the construction of the North Missouri Railroad through town in 1867. New towns organized along the state's rail lines often had distinctive landscape features such as public squares or large lots adjacent to the freight depot to hold livestock for shipment to market. These historic landscape features remain despite the loss of historic depots, and in some cases, original railroad tracks. Railroads also impacted existing towns, notably Kansas City. Due to the conjunction of several rail lines, a railroad bridge (constructed 1869) and the efforts of community boosters, the town grew from a small river settlement to the second largest city in Missouri in just two decades.

The agricultural economy of the state transformed with the transportation revolution. Hemp, a major product before the Civil War, disappeared as an agricultural product while livestock production (hogs, cattle, horses, mules, etc) increased across the state. Mechanization, improved transportation, and expanding markets pushed advancements in farm output. The growing market economy responded more readily to changes in the overall economy, so depressions and recessions such as the one that struck in 1873, hit farmers hard. The evolving agricultural economy, pushed many farmers to unite to have a stronger voice in the economy, to learn about improved farming techniques, and to seek more competitive freight rates and buying power. The Grange held its first national convention in St. Louis in 1873, and similar organizations of farmers proliferated throughout the state. Greater interest in agricultural education and scientific farming methods was also boosted by the creation of the College of Agriculture and Mechanical Arts at the University of Missouri in Columbia in 1870. The opening of the University's first agricultural experiment station in 1888 furthered scientific farming practices in the state and nation.

Changing agricultural patterns continue to mark the State's landscape. The relatively recent development of corporate farming has obliterated historic field patterns in some areas, but Missouri's rolling prairies in the north and rocky hills in the south still show distinctive patterns of historic and evolving agriculture. Historic field sizes and fence rows show early agricultural development patterns as Missouri's farmers grew from largely subsistence based to commercial enterprises. Efforts to conserve the state's soil to reduce erosion and increase yield mark fields across the state. Scientific farming practices promoted by the state's universities and agricultural experiment stations are evident in historic field terracing, check dams, and New-Deal era ponds and reservoirs. Recent development of a farmstead survey form has increased attention not just to the state's agricultural buildings but the larger rural cultural landscape.

Agriculture may have had the most wide-spread impact on the state's cultural landscape, but the state's mining history—predominately lead, coal and barite (tiff) have influenced population patterns, community development, and alterations to the landscape for 250 years. Historic towns and transportation routes grew out of the state's mining industry, the earliest sites of which are centered in St. Francois and Washington counties. The Palmer Mining District, a National Register listed property on the Mark Twain National Forest in Washington County, shows the evolution of two centuries of mining techniques including hand dug pits, underground mines, and mechanically excavated trenches. The site also includes archeological remnants of two historic company towns developed to support the mines and their employees. Industrialized

lead and zinc extraction is also evidenced in facilities in east central and southwest Missouri. These complexes include swaths of land containing extraction and processing facilities, mines, tailings (waste) piles and the transportation networks that connected mines with the commercial and manufacturing centers built to support the mines and utilize the state's natural resources.

Advances in agriculture and industry are evidence of the ingenuity of the state's citizens, but Missourians also liked to play. During the last quarter of the 19th Century, opera houses attracting speakers and traveling troupes of entertainers proliferated across the state. A few of these early houses, such as the Greenfield Opera House (Dade County) and the Lohman Opera House (Cole County) were some of the most elaborate buildings in the city's streetscape. Sports teams and activities also proliferated during the era. The St. Louis Browns began playing in St. Louis in 1876 joined by the Cardinals in 1899. Schools organized basketball and football teams, and many communities supported town baseball teams. Historic ball fields, county fair grounds, and playgrounds can be found across the state. Clemens Field, a National Register-listed property in Marion County, was home to home-grown and professional farm teams. Rebuilt by the WPA in the 1930s, the property includes multiple ball fields and a grandstand constructed of native stone. Missourians also took pleasure in more passive pursuits, developing parks and gardens for the study of botany or providing green space urbanites. Parks such as the National Historic Landmark Tower Grove in St. Louis or Riverside Park in Hannibal (Marion County), included pathways for driving and walking, arboretums, and decorative gardens for passive enjoyment and edification of visitors.

Missouri's culture was also represented in literature with the publication of Mark Twain's *Tom Sawyer* and *Huckleberry Finn* and Harold Bell Wright's *Shepherd of the Hills*. Missouri's African-American citizens also added to the rich culture of the state and nation. Musicians such as John "Blind" Boone toured the nation playing both ragtime and classical music, and composer Scott Joplin wrote the *Maple Leaf Rag* in honor of the Maple Leaf Club in Sedalia (Pettis County). Homes of both Boone and Joplin are listed in the National Register of Historic Places, and the Scott Joplin house in St. Louis is a state historic site. The homes of these cultural icons are important, but understanding of them and their larger neighborhoods have not been ignored. Archeological investigations around the Scott Joplin State Historic Site, in the neighborhoods' yards and alleyways, have provided insight into the daily lives of the largely African-American population of the area.

By the turn of the century, concerns over political corruption resulted in Progressive Era reforms. These reforms affected how the state and city governments operated but also had a profound effect on the built environment. Progressives sought to reform more than politics, they also looked at the condition of the poor and blighted urban areas. Influenced by the 1893 Chicago World's Fair, the progressive City Beautiful Movement sought social reform and civic virtue through city beautification and urban planning. Planning for the 1904 Louisiana Purchase Exposition brought City Beautiful ideas to St. Louis, transforming open land in the western part of the city into a large urban park and fairgrounds. The City Beautiful had a profound effect on Kansas City, transforming it from a boomtown to a modern urban center. By 1920, Kansas City had implemented all of George E. Kessler's 1893 plan for a parks and boulevard system in the city, and had plans to expand the roadway system and park lands. In 1920, the city had 90 miles of improved boulevards and park drives, and over 2500 acres of parks and parkways. Kessler also planned St. Joseph's parks and boulevard system, much of which is listed in the National Register of Historic Places.

Mobilization for World War I shelved many reform efforts. Increased food production during the war helped Missouri's agricultural economy and its citizens and native sons assisted the war effort. Missouri born General John J. Pershing was Commander-in-Chief of the American

Expeditionary Force in Europe, a career and life represented by the Pershing Boyhood Home State Historic Site in Laclede. Other Missourians played a less public, but equally vital role, notably the Missouri Mule. The US shipped over 200,000 mules to Europe during the war, many of them from Missouri's farms and stables. The war helped Missouri's economy, but had a dark side. There were more than 11,000 casualties of war from Missouri. On the home front, Missourians of German descent faced prejudice and discrimination from overzealous patriots. Following the war, Missourians continued to show support for its WWI veterans, constructing large war memorials in Kansas City, Columbia, and St. Louis. Kansas City's Liberty Memorial is now a National Historic Landmark.

Like most of the country, Missouri's citizens experienced the rise and fall of fortunes during and just after WWI. Economically, Missouri did not recover quickly from the post war recession. Missouri's agriculturally based economy was beset by troubles and manufacturing grew very slowly. One major Missouri industry, brewing, was devastated by the 18th Amendment and very few of the state's brewers survived Prohibition. Likewise, Missouri's grape growing and wine making industry, centered in the state's historic German communities such as Hermann, suffered during Prohibition. Anti-German sentiment during and after WWI combined with the loss of the wine industry had a profound effect on Missouri's German communities—often involving the loss of important cultural festivals and the end to bilingual German-English education in private and public schools in these communities. While the economy of the country as a whole boomed by the mid-1920s, Missouri's fortunes, in an economic and social sense, were mixed, leading the historian Richard S. Kirkendall to label 1920s Missouri as "Boom Times—For Some."

Throughout the 1920s, Missouri could boast of being in the country's "top ten" in several areas. Its population was ranked 9th in the country, and St. Louis was one of the ten largest cities in the United States. Missouri's mines led the country in lead production, and were ranked high in marble, lime and clay. The draining of millions of acres of swamp through the efforts of the Little River drainage system that still criss-cross the Bootheel, opened arable land making the region a national leader in cotton production. Despite the high rankings, Missouri's economy was experiencing a leveling off period. Manufacturing and agricultural segments grew, but growth was below the national average. Statistically, Missouri's population tended to be poorer than that of neighboring states, and many areas experienced a loss in jobs and population. Even some of the advances the state made in the 1920s, namely the growth of the cotton farming in the Bootheel, would eventually lead to problems, as the southeastern section of Missouri became one of the hardest hit by the effects of the depression.

Numbers cannot tell the social and psychological impact of the Depression on Missouri's citizens, but statistics can help us understand the swift and damaging effects to the state's economy. Between 1929 and 1933, Missouri's economy suffered a significant downturn in manufacturing and agricultural and business sectors. In four years, the value of manufacturing products to the state's economy fell 51% from \$777 million to \$383 million and unemployment increased from 16% in 1930 to 38% in 1932 and 1933. Missouri's banks also suffered as more than 300 closed in the early 1930s. Farmers were especially hard hit throughout the 1930s, both by the general economy and by the weather. The value of gross product of crops in Missouri fell from \$309,601,000 in 1929 to just \$82,360,000 in 1932, and livestock had a similar, though not as drastic, decline. The value of farmland also dropped from an average of \$53 to \$31 per acre. Droughts in 1930, 1934 and 1936 exacerbated the problems.

Missouri's response to the Great Depression between 1929 and early 1933 paralleled that of the Federal government. At both the state and federal level there was a general reluctance for direct government intervention in relief activities. The election of President Franklin D.

Roosevelt marked a change in the federal approach to the Depression, as did the election of Governor Guy B. Parks in Missouri. The economic impact of New Programs varied, but federal relief efforts changed the face of Missouri's rural and urban areas. More than 41 Civilian Conservation Corp camps worked in Missouri, developing state and local parks, and creating the Mark Twain National Forest. The efforts of these CCC workers can be seen in numerous Missouri State Parks, and their impacts on the built environment and landscapes are recognized in part by the National Register of Historic Places Multiple Resource Nomination "Emergency Conservation Work in Missouri State Parks." The Civil Works Administration, Public Works Administration and the Works Progress (Projects) Administration (WPA) built roads, schools, courthouses, and recreational venues. Writers and artisans hired by the WPA also documented some of the state's historic resources, and published a travel guide that provides an overview of Missouri in the 1930s.

New Deal programs benefited the citizens of Missouri, but it was mobilization for World War II that brought the state and country out of the depression. Missouri's workforce and industrial plants supplied the war effort, and its men and women stepped up to fight and work. St. Louis plants provided ordinance, Kansas City built B-25 Mitchell Bombers, and 450,000 Missourians joined the armed services. Missouri also became a training ground for inductees into the military with the creation of Fort Leonard Wood and Camp Crowder. Both of these training camps also housed German and Italian prisoners of war (POWs). Relics of POW work can be seen on both sites in retaining walls, sidewalks and other landscaping features. The state also saw a demographic shift as rural populations moved to the cities to find work in war-time factories.

Missouri's Harry S Truman also rose to prominence, when he became president at the death of Franklin Roosevelt. The former Jackson County politician and US Senator guided the nation through the end of WWII and into the postwar years. Truman's life is well illustrated by historic resources in the state, including the National Park Service maintained Truman Home in Independence, the National Historic Landmark Truman Historic District, and the Truman Birthplace State Historic Site in Lamar, Barton County.

Missouri's Recent Past

Traditionally, the Depression and World War II have marked the end of the study of the historic built environment. Widespread economic depression and limited availability of building materials during the war dramatically slowed the construction of new residential and commercial buildings. While it is easy to recognize the significance of the post WWII building boom, the sheer number and variety of building types and modern design movements have not been extensively studied. As the traditional "50 year" guide for evaluating historic significance moves into the late 1950s and 1960s, historians and preservationists in the state are slowly growing to appreciate the state's "Mid-Century Modern" resources. To date, three post-war Ranch house districts have been listed in the National Register. These districts display both the significant house types associated with suburbanization after World War II, but also the landscape patterns and subdivision layouts that typified these developments.

The preservation of Mid-Century design in urban areas is also gaining support. Several of the state's 1960s era high rises have been listed in the National Register, including Pet Plaza in St. Louis and the BMA Tower in Kansas City, as important local representations of Brutalism (Pet) and Miesian design. Landscape was an important characteristic of the design of the Kansas City's BMA Tower and the retention of its concrete plaza and large open lot are considered significant design elements. Attempts to revitalize aging commercial areas in the Post-WWII era are also in the spotlight. Springfield's Public Square, redesigned in 1970 by landscape architect

Lawrence Halprin, is listed in the National Register as part of a larger commercial historic district. The public square includes signature Halprin design features including a rusticated fountain, modern sculpture and a mix of plantings and hardscaping elements. Halprin's square and similar attempts to modernize commercial centers through the introduction of landscaping and public plazas are important examples of Mid-Century urban planning.

Despite successful nominations of Mid-Century buildings and landscapes to the National Register, understanding and evaluating the state's Mid-Century Modern resources may be one of the state's biggest preservation challenges. To effectively preserve modern resources, preservationists need to develop consistent nomenclature, fund surveys to identify the state's significant modern architecture, and overcome apathy over the loss of these increasingly fragile properties.

Ironically, it was developments arising in the 1950s and 1960s that provided a grassroots preservation movement. Federally funded urban renewal and interstate highway projects ravaged many historic rural and urban areas, destroying archaeological sites, residential neighborhoods and historic commercial districts. A groundswell of protest and grassroots organization pushed the 89th Congress to pass the National Historic Preservation Act of 1966. The act recognized that "historical and cultural foundations of the Nation should be preserved as a living part of our community life and development in order to give a sense of orientation to the American people."

The 1966 law also set up a framework of funding and supporting state historic preservation offices throughout the country and encouraged states to establish ongoing programs to foster identification, evaluation, registration and protection of cultural resources of national, state and local significance. Missouri was one of the first states in the nation to take advantage of this program, receiving federal approval for the formation of a State Historic Preservation Office (SHPO) in 1968.

The State Historic Preservation Office was created to facilitate local preservation efforts. The National Historic Preservation Act provided a tool box of programs such as the National Register of Historic Places, the Certified Local Government program and financial incentives to empower organizations, local governments and individuals to strengthen and shape the statewide preservation movement. The success of the state's partners in preservation is evidence by the following statistics:

- 370,000 historic and archaeological resources surveyed and photographed
- 2,053 historic places, representing over 35,000 resources, listed in the National Register of Historic Places
- \$5,407,163,481.00 total investment in 1,895 projects utilizing the Missouri historic rehabilitation tax credits since 1998.

It is important to recognize that preservation in the State of Missouri is not the responsibility of any one entity or organization. The network of individuals, governmental and private sector partners working together and cooperatively is what makes for effective preservation of Missouri's irreplaceable heritage.

Preservation Partners

The people and agencies that shape the historic preservation movement in Missouri come from a varied background. For many, involvement in local and state preservation activities springs from a love and passion for the state's history and historic places. For many local, state and federal governmental agencies, involvement is prescribed by legislation or ordinances. Below is a description of some of the stakeholders in the state's preservation movement.

Governmental Agencies: Federal

The federal government has a major presence in Missouri. Federal agencies own land, operate facilities, administer programs and issue permits and licenses. All of these activities have the potential to affect historic properties and are subject to the provisions of Sections 106 and 110 of the National Historic Preservation Act.

The **U.S. Forest Service** (USFS) is a major landowner, holding title to the Mark Twain National Forest that covers over 2 million acres in the state. The **National Park Service** (NPS) manages six sites in Missouri; George Washington Carver National Monument, Harry S Truman National Historic Site, Jefferson National Expansion Memorial, Ozark National Scenic Riverways, Ulysses S. Grant National Historic Site, and Wilson's Creek National Battlefield. The NPS is also a partner in the administration of the National Register of Historic Places and federal preservation grants. The **Department of the Defense** (DOD) operates a number of facilities in Missouri, such as Fort Leonard Wood (Army), Whitman Air Force Base and Jefferson Barracks (Air Force).

The **U.S. Army Corps of Engineers** (COE) manages major lakes in Missouri, including Truman, Stockton, Pomme de Terre, Long Branch, Mark Twain, Bull Shoals, Taneycomo, Table Rock, and Clearwater. The Corps is also responsible for issuing permits for waterway and wetland development. The **Natural Resources Conservation Service** (NRCS) provides technical assistance on soil conservation in every county in the state, and also owns the historic Elsberry Plants Materials Center. The **U.S. Department of Housing and Urban Development** (HUD) has a large presence in the state as it administers a number of programs that affect historic properties in rural and urban areas. The **General Service Administration** (GSA) oversees the use and disposition of federally owned buildings in Missouri. The **Federal Emergency Management Agency** (FEMA) oversees disaster recovery efforts, many of which impact historic resources.

Other federal agencies do not own land, but are very active in issuing licenses or permits, or administering funding programs that potentially affect historic resources. The **Federal Communications Commission** (FCC) issues licenses for communication towers, many of which are attached to or constructed near historic properties. The **U.S. Department of Agriculture Rural Development** (RD) and **Rural Utilities Service** (RUS) provide assistance to homeowners, small business and utilities for rehabilitation and development.

Native American Tribes

Missouri has no Indian lands or reservations, due to state law that required the removal of all Native Americans. However, forty-two (42) federally recognized tribes have expressed an interest in Missouri. These tribes range from the Osage, the Peoria and the Quaqaw with a long association of hundreds of years with the state, to tribes including the Shawnee, Delaware, Cherokee and Potawatomie, who were forcibly removed through Missouri and pressured

westward over a period of a few years or decades. These tribes have varying levels of involvement with NAGPRA and Section 106 and an expanding role with the new Missouri State Parks American Indian Cultural Center established at Van Meter State Park.

Governmental Agencies: State

State government is also a major stakeholder. Like the federal government, the state owns land, operates facilities and administers programs. However, there is no state law that provides for review of state actions that might affect cultural resources. State agencies frequently receive federal funding, permits or licenses that then require review and comment under Section 106 of the National Historic Preservation Act.

The **Department of Conservation** (MDC) is a major landowner, managing approximately 750,000 acres throughout the state. MDC has recently devoted resources to the development of an in-house program enabling them to better identify and manage historic properties.

The **Department of Economic Development** (DED) administers several programs that affect historic properties. Federal Community Development Block Grant funds administered by DED are made available to smaller cities, towns and rural communities in the state. Under the state's Neighborhood Assistance Program, DED provides state tax credits for certain community investment activities, which can include historic preservation. In partnership with SHPO, DED administers the State Historic Preservation Tax Credit. DED's Division of Tourism promotes Missouri's tourism destinations and is involved in developing a cultural tourism plan that will highlight Missouri's historic places.

The **Missouri Housing Development Commission** (MHDC) is the state's housing finance agency. The Commission is dedicated to strengthening communities and the lives of Missourians through the financing, development and preservation of affordable housing. MHDC administers state tax credit programs, and funding from the federal U.S. Department of Housing and Urban Development (HUD).

The **Missouri Department of Transportation** (MoDOT) administers programs that have a major impact on cultural resources. Most of MoDOT's activities are supported by federal funding from the Federal Highway Administration and thus subject to review under Section 106 of the National Historic Preservation Act. MoDOT also administers federal funds under a program known as the National Transportation Enhancement Provision grants program designed to assist in the maintenance of structures and sites related to transit activity.

The **Department of Public Safety** houses the Missouri National Guard and operates and maintains a number of historic buildings and armories.

The **Office of Administration** (OA) is responsible for work on state-owned buildings and sites. Among these sites are the historic buildings that make up the Capitol Complex in Jefferson City, as well as such significant buildings as Louis Sullivan's Wainwright Building in St. Louis which now houses state offices. OA is also involved in leasing property for state use, many of which are well-maintained or recently rehabilitated historic buildings.

The **Department of Elementary and Secondary Education** has been a partner with SHPO in the development of a heritage curriculum which may be viewed at their website. While there are many historic schools in Missouri, control is with the local level, not with the State.

The **Department of Natural Resources** (DNR) houses both the State Historic Preservation Office and the Division of State Parks (DSP). DSP plays a major role in cultural resource

stewardship; the division operates 35 historic sites. Many of the 85 parks under its management also contain historic structures and archaeological sites, some of which are listed on the National Register of Historic Places and also include National Historic Landmarks, such as Watkins Mill State Historic Site.

The State Historic Preservation Office

The National Historic Preservation Act of 1966 (16 USC 470 et. seq.) directs each state to designate a state agency or office to carry out the responsibilities of the Act. The Missouri State Historic Preservation Office (SHPO) is located within the Division of State Parks of the Department of Natural Resources. State law (RSMo 253.408) designates the department director as state historic preservation officer and the director of the SHPO as deputy state historic preservation officer. SHPO carries out a broad range of activities to encourage identification, evaluation, registration and protection of Missouri's cultural resources. Activities and programs of the SHPO include the following:

National Register of Historic Places

The National Register of Historic Places is the federal listing of properties throughout the country considered worthy of recognition and protection. In Missouri, nominations are reviewed by SHPO staff and submitted to the Missouri Advisory Council on Historic Preservation for approval. If approved, nominations are forwarded to the Keeper of the National Register in Washington, D.C. for final review and official listing.

The Missouri Cultural Resource Inventory

Information on Missouri's cultural resources is housed in the Missouri Cultural Resources Inventory. The inventory's paper documents are currently being converted to digital file formats for access on-line and an updated Cultural Resource Information System (CRIS) is under development. The first phase of the updated CRIS program is well underway with the introduction of SHPO's *Archaeology Editor* application for entering archaeological data. Currently, most Inventory data is accessible on SHPO's *ArcMap* and *ArcReader* GIS applications available for patron research use. National Register data may also be accessed via an online GIS interface (*Interactive Mapping Service*) available for public viewing. The Inventory is accessible to members of the public and routinely used by state and federal agencies, local governments, private organizations, and private consultants.

Review and Compliance

Section 106 of the National Historic Preservation Act directs federal agencies and their designees to consider the impact of their undertakings on cultural resources. SHPO reviews federally funded or assisted projects and comments on the national register eligibility of cultural resources. Where significant resources are present, the program evaluates the impact of the projects on the eligible resources and recommends alternatives where necessary to protect the resources or negotiate appropriate mitigation

Rehabilitation Tax Incentives

Since 1976, federal law has provided tax incentives for historic preservation. A 20 percent federal investment tax credit is currently available for the approved rehabilitation of certified historic structures for income-producing use. In 1997, the State of Missouri enacted a

companion state rehabilitation tax credit amounting to 25 percent of qualified rehabilitation expenses. The state credit is administered by the Department of Economic Development. It can be used for income-producing property as well as an owner's personal residence. SHPO staff works actively with property owners, developers and architects to verify that properties meet the eligibility criteria of the program and that the work conforms to the Secretary of the Interior's Standards for Rehabilitation.

Public Awareness and Education

SHPO provides a number of products and services designed to better promote public awareness of preservation. Information and news about SHPO activities is regularly presented on the Department's Web pages. SHPO has helped to sponsor and fund public educational activities such as: Missouri Archaeology Month, cosponsored with the Missouri Archaeological Society (MAS), and the annual statewide preservation conference, co-sponsored with the Missouri Preservation.

Historic Preservation Fund Grants

SHPO is required to earmark a minimum of 10% of its Historic Preservation Fund allocation for exclusive use by the Certified Local Governments (CLGs). These funds are distributed through a competitive grant application process. Grants may generally be used for a variety of preservation projects including historic and archaeological surveys, National Register nominations, preservation planning projects, education and outreach projects and, when sufficient funding is available, restoration projects. Grants may also be made to other local governments, organizations and citizens if sufficient funding is available. Grant application forms are made available in June.

Missouri Heritage Properties Program

Funded with monies from the Missouri Historic Preservation Revolving Fund, the grant program was established to assist in the preservation of publicly owned government buildings. Priority has been given to projects that assist in the preservation and continued use of National Register listed or eligible county courthouses.

Unmarked Human Burials

Under the provisions of state law (RSMo 194.400 et seq.) the SHPO responds to requests concerning the discovery of unmarked human burials in the course of archaeological excavations, construction work or other ground-disturbing activities. Office staff works with citizens to resolve potentially conflicting concerns among development, scientific research, and respectful treatment of identified burials.

Certified Local Governments

The Missouri Certified Local Government (CLG) Program came into existence as a result of 1980 Congressional amendments to the National Historic Preservation Act of 1966. The CLG program is designed to expand the historic preservation network of the federal and state governments by creating a mechanism for participation of local governments. To date, more than 50 communities have received approval to participate in the Missouri CLG program. Participation in the Missouri CLG program requires that a community enact a historic preservation ordinance, appoint a preservation commission, conduct an ongoing survey and inventory of historic properties, and conduct public outreach and education activities. The SHPO

is required to set aside 10 percent of its annual Historic Preservation Fund grant allocation for distribution to CLGs.

State Commissions

Two gubernatorial appointed commissions play a key role in advising the SHPO on preservation matters. These commissions are the **Missouri Advisory Council on Historic Preservation** and the **Unmarked Human Burials Consultation Committee**.

The **Missouri Advisory Council on Historic Preservation** reviews the National Register of Historic Places nominations, reviews and provides advice on the state's Historic Preservation Plan, and provides guidance and advice to the State Historic Preservation Officer.

The **Unmarked Human Burial Consultation Committee**, in consultation with the State Historic Preservation Officer, determines proper disposition of human remains; considers requests by professional archaeologists for extensions of research time; and considers requests for scientific dating of human remains.

Governmental Agencies: Local

Local governments play an increasingly important role in preservation activities in Missouri. Unless state or federal funds are involved, the state and the federal government do not regulate private property for historic preservation purposes. Under Missouri law, counties and municipalities can enact local preservation legislation and establish preservation commissions. More than 60 communities have preservation ordinances and/or commissions. At least three counties have enacted some form of preservation legislation. Each local preservation program is different and reflects the level of regulation with which the local community is comfortable. Some communities are struggling to control growth and urban sprawl. Others, particularly in rural areas, are dealing with loss of population and a dwindling economic base resulting in a large percentage of vacant and poorly maintained buildings in their historic commercial and residential districts.

Certified Local Governments have established local historic preservation programs that meet certain standards that make them eligible to be official partners with the SHPO and the National Park Service in the nation's historic preservation program. CLGs regularly take advantage of grants and technical assistance to maintain and promote their local historic preservation programs. They constantly engage the public in the preservation process and conduct outreach to educate citizens, community leaders and local officials about the value of preserving their heritage. They work to integrate preservation of cultural resources into their comprehensive planning process.

Private Organizations

A growing number of private organizations at the national, state and local level are key partners in the preservation movement.

The **National Trust for Historic Preservation** provides leadership, education, advocacy and resources to a national network of people, organizations and local communities committed to saving places, connecting us to our history and collectively shaping the future of America's stories. The Midwest Office, located in Chicago, is responsive to preservation needs in Missouri, providing field services, grants, advocacy assistance, and information.

Founded in 1976 as the Missouri Heritage Trust, **Missouri Preservation**, (formally known as Missouri Alliance for Historic Preservation), is actively working to protect the historic resources of Missouri, through networking, education, advocacy, recognition, technical assistance and public awareness. With a full time professional field service representative offering technical assistance, and public awareness programs such as the Most Endangered Historic Places List and the Annual Statewide Honor Awards Ceremony, the statewide nonprofit works to fulfill its mission to establish a preservation ethic throughout the state. **Missouri Preservation** also offers regional educational and technical workshops and presents annually the Statewide Preservation Conference. **Missouri Preservation** also provides educational information about current public policy issues at the local, state, and federal level that threaten or enhance the preservation community. **Missouri Preservation** keeps its members informed through a list serve, newsletter, and website.

The **Missouri Archaeological Society** (MAS) was formed in 1934 for the purpose of preservation of antiquities and accumulation of scientific knowledge. The society publishes a newsletter, the Missouri Archaeological Society Quarterly, and a scholarly journal, The Missouri Archaeologist. As part of its mission MAS members assisted in developing and maintaining the Archaeological Survey of Missouri (ASM), now housed at the University of Missouri-Columbia. ASM no longer catalogs new site data, but for 70 years was the primary depository for archaeological site forms. Information on its 36,000 cataloged sites is available to researchers on a limited basis.

Active local preservation organizations flourish throughout the state, in both urban areas and small communities. Longstanding organizations such as the **Landmarks Association of St. Louis** and the **Historic Kansas City Foundation** serve the state's major urban areas. A variety of other private organizations have been formed throughout the state to serve smaller communities.

Historical Societies

Missouri has a large number of active historical societies. The **State Historical Society of Missouri** maintains large reference and newspaper libraries and a manuscript collection, provides a clearinghouse of information on county historical societies and publishes a journal, the Missouri Historical Review. The **Missouri Historical Society** in St. Louis, a major library and archive of information on St. Louis history, promotes appreciation of local history through publications on historic neighborhoods and communities. Its quarterly journal is Gateway Heritage. County historical or genealogical societies exist in most of Missouri's 114 counties.

Universities

Southeast Missouri State University in Cape Girardeau has offered an undergraduate degree in historic preservation since 1980; a graduate degree in history with an emphasis in historic preservation is now also offered. The **University of Missouri-Columbia** offers a number of preservation courses, primarily under the Department of Art and Archaeology. Anthropology and archaeology courses and, in some cases, advanced degrees are offered at **Washington University**, **Missouri State University in Springfield**, the **University of Missouri-Columbia**, the **University of Missouri - St. Louis**, and **Central Methodist College** in Fayette.

The Planning Process

Preservation Horizons 2011-2017 is the result of ongoing historic preservation planning efforts begun not long after the formation of the Missouri State Historic Preservation Office in 1968. Under the guidance of the National Park Service, the Missouri State Historic Preservation Office has continued to work with its preservation partners to implement and update the statewide preservation plan. The statewide preservation plan is a call to action for all Missourians to recognize and plan for the preservation of the state's historic resources. The plan establishes broad goals and outlines actions that can be taken by private individuals, local preservation groups, and government agencies to preserve and increase appreciation for our state's and our community's historic properties.

Previous Planning Efforts

Missouri produced its first statewide preservation plan in 1970, published as *Foundations from the Past* in 1971 with revisions in 1974.

Efforts on the creation of an updated statewide preservation plan got underway in 1995. The initial process was conducted by SHPO under the Missouri Department of Natural Resources (MDNR) with the support of the Missouri Advisory Council on Historic Preservation, the Missouri Alliance for Historic Preservation, the Midwest Regional Office of the National Trust for Historic Preservation and the public. The University of Missouri St. Louis' Nonprofit Management and Leadership Program guided the process, carrying out interviews and surveys, facilitating meetings and providing general advice and assistance. The result of this process was the 1997 edition, *Preservation Horizons*.

In February 2002, the Department of Natural Resources' Outreach and Assistance Center (OAC), SHPO and the Missouri Advisory Council on Historic Preservation agreed that, while many of the specific objectives of the 1997 plan had been met, its broad framework of vision and goals have retained their relevance. Missouri still faced the challenges of increasing awareness and attracting a broader audience, gaining more support from public officials and forming effective partnerships with traditional and non-traditional players. In order to update the 1997 plan and make revisions that would accurately reflect the concerns and recommendations of preservationists in all parts of the state, SHPO staff once again set about collecting data through a multi-layered process of interviews, surveys and public meetings. The result was *Preservation Horizons 2004*.

Accomplishments Since 2004

Since 2004, a number of significant accomplishments have taken place in historic preservation in the State of Missouri. These include:

- Since 2004, there have been **404 new listings** in the National Register of Historic Places representing **13,677** individual resources.
- Since 2004 there have been **1,567 tax credit projects** using Missouri's rehabilitation tax credits. These projects represent a private investment of nearly **\$3.28 billion**.
- There is increased integration of technology through the development of a preservation based GIS layer and the creation of the Archaeology Editor for electronically recording data on newly discovered archaeological sites.

- The majority of Missouri's National Register of Historic Places nominations have been scanned and are available on the SHPO website.
- Electronic versions of Cultural Resource Management (CRM) reports are now available to researchers visiting the SHPO office.
- To assist avocational and professional archaeologists, the SHPO has taken the responsibility for issuing archeological site numbers, and maintaining archaeological site forms and information. Since April 2005 the SHPO has issued site numbers for 3,500 archaeological sites.
- **Twenty-one additional communities entered a preservation partnership with the SHPO and National Park Service through the CLG program.** These communities include: Cuba, Oakland, Hermann, Jefferson City, Moberly, Arrow Rock, Grandview, Augusta, Lone Jack, Saline County, Manchester, Ferguson, Fredricktown, Cottleville, Boonville, Warrensburg, Kirksville, Rocheport, Troy, Webb City and Carthge.
- Missouri launched the **Missouri Heritage Properties Program** to provide grant assistance to important historic buildings in public ownership that cannot utilize the rehabilitation tax credits. Over **\$1.5 million in grants have been awarded in two rounds of grants.** The initial rounds of grants targeted the preservation of historic courthouses. Roughly a third of Missouri's historic courthouses have been assisted through this program
- Missouri Preservation has partnered with the National Trust for Historic Preservation as a participant in the **Trust's Statewide Initiative Program.** The program allows for greater staffing and outreach activities.
- Missouri Preservation, in partnership with public and private agencies and businesses, has hosted **7 statewide preservation conferences in Missouri Certified Local Government communities.** The conferences provide training and networking opportunities and highlight successful preservation of Missouri's historic communities.
- Missouri Preservation continues to host **annual award ceremonies at the Missouri State Capital.** Between 2004 and 2011, Missouri Preservation recognized **99 projects and individuals for their contribution to preserving Missouri's historic places.**
- In 2006 the SHPO received a **NAGPRA grant to increase outreach and communication with tribes with a historic interest in Missouri** through a series of tribal meetings and workshops. The SHPO hosted a consultation meeting in June 2007 and participated in several additional workshops organized by state and federal agencies working in the State.
- Seventeen Missouri towns and cities were designated **Preserve America Communities.**
- Section 106 continues to be a driving force behind the identification of archaeological resources in the state. Today, In addition to numerous paper and electronic forms and cultural resource management reports, the SHPO maps archaeological site information on a Geographic Information System (GIS). GIS layers are shared with partnering state and federal and local governmental agencies and professional archaeologists conducting research and archaeological investigations in the state and has more than 23,000 sites mapped in GIS.

Planning *Preservation Horizons 2011-2017*

The latest revisions of the statewide preservation plan acknowledge that Missouri has made great strides in the identification and preservation of its historic and cultural resources. It also realizes that our job is not done, nor have the state's major preservation goals changed. Missouri's preservation partners continue to strive to identify Missouri's historic and archaeological resources, to raise awareness of their significance to our communities, and to seek to preserve and protect them. While the basic preservation issues remain the same, public meetings and surveys showed a new and growing preservation ethic. Participants in earlier planning efforts declared that "someone" needed to do something about the state's

history and historic places. A growing number of individuals, communities and organizations are now saying that "we" have a responsibility to promote preservation locally and statewide. The recognition that individuals, local governments, and local organizations have impact on the preservation and adaptive reuse of historic places is a significant stride forward in Missouri's preservation efforts.

The initial timeline divided the planning process into five phases: organization, data collection, draft preparation, plan revision, and final plan approval. The projected date of completion was July, 2011. The phases are outlined below.

Organization Phase

The organization phase began in November of 2007 under the supervision of the SHPO director and team leaders. With a goal of seeking the active involvement of a wide range of public, private and professional organizations and interests, this group developed a strategy for garnering public input, developed survey questionnaires, scheduled and organized public meetings.

The planning team focused on publicizing the planning process, developing and implementing a publicity plan that:

- Distributed media releases including information about the planning process, regional public meeting schedule and locations and availability of online questionnaire.
- Distributed flyers for each regional public meeting to the local host organizations and preservation stakeholders in each region via e-mail.
- Posted the schedule of regional public planning meetings on the SHPO website.
- Distributed a flyer containing information on all regional public planning meeting dates and locations.
- Distributed individual media releases one week before each regional public planning meeting.

Data Collection Phase

Public input is a vital part of the preservation planning process. To gather this input, the SHPO worked with statewide agencies and organizations and local preservation partners to set up and publicize regional public preservation planning meetings, stakeholder meetings and to distribute questionnaires. The SHPO issued media releases announcing meetings and outlining the planning process. Newspaper reporters attended many meetings and a local television crew appeared for at least one of the public meetings.

Stakeholder/Public Meetings

The Certified Local Government (CLG) Forum, February 2, 2008, marked the beginning of the data collection phase. As preservation partners active in local government preservation programs, forum attendees were asked and invited to discuss questions that revolved around issues that affect historic resources locally and in the state, strategies for addressing these issues, and the state's preservation strengths. After small group discussions, the groups gathered to compile responses to questions. These responses and ideas were collected, summarized and included in the plan.

A similar, if more general, approach was taken at the six regional public meetings held in March and April 2008 and the stakeholder meetings for SHPO staff and the Missouri Advisory Council

on Historic Preservation (MOACHP). The statewide planning team worked with local, state or federal agencies to host regional meetings at Wilson's Creek National Battlefield in Republic (southwest), Liberty (west), Kirksville (north), Florissant (east), Cape Girardeau (southeast), and Columbia (central). The SHPO staff met to provide input on the plan on June 24, 2008 followed by a MOACHP stakeholder meeting held in conjunction with their quarterly meeting in August 2008. The SHPO issued press releases to all newspapers announcing the planning process and planned dates for regional meetings, followed by a press release to local papers the week preceding a regional meeting. Press releases outlined the preservation planning process and invited the public to these open forums. SHPO staff also made contact with preservation partners in the field, encouraging their attendance and asking them to invite local stakeholders, owners of historic properties, and others.

Each meeting followed the same agenda. After an introduction to the planning process, SHPO staff facilitated discussion, asking attendees to provide examples of preservation assets, challenges to preservation and possible solutions for these challenges. Following input, attendees participated in a consensus building activity that prioritized assets, needs and solutions. Each audience member was called upon to supply responses to the three questions. Responses were recorded on flip charts. Once gathered, audience members prioritized their top three assets, concerns, and solutions. Responses and priorities gathered in each meeting were compiled and used to update goals and actions for the revised statewide plan.

Participants in each meeting raised local and statewide preservation issues, but each region had its own set of topics and concerns. For example, attendees at the southwest regional meeting were concerned about archaeology and the impact of concentrated animal feeding operations (CAFOs) on historic resources. Most of the attendees at the western regional meeting were from the same community, so local issues and concerns dominated the planning discussion. Despite the variety of issues and local concerns raised, major themes emerged in the discussions at all meetings: the success of the tax credit program and need for other financial incentives; the need for heritage education at all levels, especially for policy makers; and the importance of local government support for the preservation movement.

The planning team issued general (statewide and regional press releases) and targeted invitations (mass e-mails to preservation partners) to the public regional planning meetings. Despite efforts to gather a general audience, the majority of attendees were already active in the preservation community or were seeking to learn more about how preservation incentives and programs could benefit them or their communities. Public meeting attendees included citizens interested in historic preservation, heritage tourism, museums, parks and historic sites, economic development, community planning and revitalization, and archaeology. Local elected officials, government staff, consultants and representatives of nonprofit organizations were also present at the regional meetings. Size of regional meetings varied. In total 135 people participated in the six regional meetings.

Questionnaires

SHPO staff reviewed surveys used by other SHPOs for statewide planning purposes and developed a 12 question survey that contained both multiple choice and open questions relating to preservation issues in Missouri. Three questions related to individual involvement in preservation, county of residence and contact information. From March 3, through June 30, 2008, questionnaires were distributed and responses were compiled. Staff distributed questionnaires via e-mail to MOACHP members, consultants, historical societies, preservation contacts at state and federal agencies, and to the Department of Natural Resources at large. The questionnaire was sent to CLGs for dissemination in their communities. It was available to

the public online on the SHPO website and copies were made available at each of the regional planning meetings. All of these questionnaires were due to be returned to the SHPO by mid-April, though several were received and incorporated into the questionnaire summary in May and June 2008.

The SHPO received 140 responses to the questionnaire from individuals residing in 39 of the state's 114 counties and the City of St. Louis. Organizations and interests represented by respondents included historical societies, museums, local and statewide nonprofits, CLGs and historic preservation commissions, colleges and universities, historic business districts, Main Street groups and economic development. SHPO staff tallied responses to the multiple choice questions and transcribed and organized written responses and comments.

Responses to the multiple choice questions show a wide variety of interests and concerns. In most cases, no single issue or response to the questions has been clearly defined as a priority. Most respondents thought preservation to be important because it interprets the state's history and prehistory, provides its character and sense of place, and promotes tourism. However, preservation was also valued for its ability to teach, and revitalize and strengthen communities. A recurring theme in most multiple choice questions was the need for education at all levels. Training and education for public officials was a priority among many of the respondents. For example, when asked to pick three of the state's most pressing preservation challenges, 93 chose the demolition or neglect of historic structures, 65 cited lack of financial incentives, and 49 expressed concern about lack of general information or education. When asked to elaborate, one respondent noted that "Our City thinks only new is good. Anything old is out of code and energy inefficient." Another noted, "Most zoning laws encourage sprawl and discourage in-fill and reuse and mixed use." The two most cited preservation challenges are, in part, products of the third. Lack of education and understanding of the benefits of historic preservation too often leads to the neglect of historic resources and little advocacy to develop or support incentives for preservation.

Though broader in scope and having more questions, the questionnaire followed the same basic pattern as the regional planning meeting. The survey challenged respondents to look at preservation assets, challenges and possible solutions. Funding and financial incentives topped the chart in both the "need" and potential "solutions" categories as did the need for education to create awareness of historic resources and the benefits of historic preservation. The survey also asked respondents to identify threatened resource types in the state to help guide future architectural/historic survey efforts. Sixty-five chose "downtown/main street" as one of their top three most threatened resources, followed by rural/agricultural properties (40) and cemeteries (34). However, respondents expressed concern for all 17 categories of resources provided on the form and noted 8 additional threatened resource types (some, like "barns," were related to types provided).

Since the 2004 plan was enacted, the SHPO and other state and federal agencies working in Missouri have been working closely with Native American tribes, none of which are resident in the state. Workshops and consultation meetings have been hosted in the state to identify areas and resource types of interest to these non-resident tribes and to develop methods of dealing sensitively with Native American areas of concern, most importantly burials, which have been identified as sacred by tribes, and also cultural landscapes and traditional cultural places, such as the confluence of the Osage River and the Missouri River. Based on the results of these meetings and workshops, a slightly revised questionnaire was prepared for Native American tribes concerned with cultural, historic and archaeological resources in Missouri. The revised questionnaire for the tribes reflected concerns with burials and sacred places that had been expressed by the tribes. There were no meetings specifically scheduled, as logistics are very challenging from tribes not resident in the state. Responses to this questionnaire were due May

30, 2008. As with the input gathered at public meetings, responses to the questionnaire have been used to prioritize and amend goals and establish tasks for the revised statewide preservation plan.

Draft Preparation and Plan Revision

The core of the preservation plan for 2011-2017 is *Preservation Horizons 2004*. Many of the goals and objectives from the earlier plan remain relevant to today's preservation movement. Revisions to the goals, objectives and action plans are based on input gathered during regional meetings and through planning questionnaires. SHPO staff have compiled and tabulated responses from the public planning process, noting priorities, issues and themes that arose in both the meetings and questionnaires. Though each region and individual had their own concerns and specific issues within the preservation movement, the general themes were remarkably similar to previous statewide preservation planning results. Planning participants identified the need for heritage education and training, financial incentives, and the need for better communication and networking. These themes are highlighted in the plan's broad goals, objectives and action plans. Lists of the findings summarized from the meetings and questionnaires are on file with the SHPO.

SHPO staff drafted a revised plan, making initial revisions to goals, objectives, and action plans as a staff. Additional revisions were made by the staff planning committee made up of the director and section team leaders. Drafts of the completed redrafted plan were presented to the Missouri Advisory Council at the November, 2008 Council meeting and comments solicited. A copy of the revised plan was also submitted to the National Park Service for review and comment.

Final Plan Approval

Additional revisions to the plan were made to address comments and suggestions provided by the National Park Service. A redrafted copy of the plan was posted on the SHPO website for public review and comment and press release and e-mail notification were sent out soliciting comment from preservation partners and stakeholders. Revisions to the draft plan were presented to the Missouri Advisory Council at their May 2011 meeting and to local government stakeholders at the June, 2011 Certified Local Governments Forum. The final draft of the new plan was approved by the Department of Natural Resources Director in June, 2011. The final Department-approved plan, was submitted to NPS for final approval in July, 2011.

Critical Preservation Issues

The majority of those responding to the 2008 statewide preservation questionnaire stated that the greatest value of historic preservation came from its ability to interpret history and prehistory and provide opportunities for learning, its economic development and tourism opportunities, and as a means of improving quality of life. Participants in regional meetings listed preservation assets in their communities, often citing strong local preservation ethic and active preservation organizations. The long lists of other assets included historic buildings and districts, financial incentives, and cooperative partnerships between local governments and private individuals and organizations. Missourians have created a loosely woven, but strong network of preservation advocates. These groups and individuals create a strong foundation for the state's preservation movement and activities. While the possibilities are great, tools are still needed to facilitate the identification and preservation of the state's cultural resources. Participants in the planning process identified several critical issues still facing preservation in the state.

Public Awareness and Education

Lack of awareness of the value of historic and archaeological resources is Missouri's most critical preservation issue. Missouri's history and surviving historic resources span approximately 15,000 years of human occupation, yet the public does not fully appreciate the importance or value of these resources. Efforts to include basic preservation education in Missouri schools have begun but need additional emphasis and support. Technical training is needed to guide craftspersons and owners of historic properties on appropriate preservation techniques. Participants in the statewide planning process stressed the need to train and educate public officials at the local, state and national level about the benefits of preservation.

Economic Development

Statistics on economic benefit of historic preservation need to be expanded and distributed to key decision makers, preservation advocates and the general public. Even though tourism is a major industry within the state, there has been little formal effort to capitalize on heritage tourism. Communication between state agencies dealing with economic development and historic preservation needs to be improved. Decision makers who have a major impact on preservation (e.g. bankers, realtors, community development officials) need to be educated about the benefits of preservation in their communities. The ongoing success of the Missouri rehabilitation tax credits used in conjunction with the federal credits has created a powerful tool for economic revitalization. Successful projects throughout the state have helped educate the public and decision makers on the powerful linkage between economic development and historic preservation.

Incentives and Funding

Financial incentives often make the difference between an economically feasible rehabilitation project and demolition or new construction. In 1998, Missouri instituted one of the most effective incentives for rehabilitation in the nation, the State Historic Preservation Tax Credit. It helps homeowners preserve their properties and encourages the rehabilitation of derelict historic structures. Aggressive advocacy is needed to ensure that it remains in effect and properly promoted to people interested in rehabilitating historic properties with information on how to obtain financing, estimate costs, and determine economic feasibility.

Participants in the planning process recognized the significant positive impact that the tax credits have made in Missouri, but noted the severe need for funding and incentives for preserving resources not eligible for the tax credit program: buildings owned by the public or not-for-profit organizations, religious buildings, historic bridges, and cemeteries, among others.

Funding for the State Historic Preservation Office and its services varies as economic conditions change. With the possibility of reduced federal funding and cut backs in the state budget, alternative sources for SHPO funding must be identified. Additionally, alternative funding sources and partnerships with other state or federal agencies to better serve the state's historic properties are needed.

Identification, Evaluation and Protection of Historic Resources

Nationwide, preservation has broadened from a focus on individual landmarks to preserving entire districts and saving landscapes. Missouri needs to significantly increase the scope of its inventory of surveyed historic resources, especially in areas of rural and scenic landscapes, cemeteries, archaeological sites and historic transportation corridors. These resources were identified as some of the most threatened historic properties during the planning process, and are resources on which little survey has been conducted in the state to date. Buildings constructed in mid-20th century, neighborhood districts and places that are significant to all ethnic and socioeconomic groups need to be recognized. Of special concern is the identification and protection of archaeological resources and documented historic places pressured by new development and corporate farming enterprises.

Partnerships and Cooperation

Formal and informal avenues of interaction between local, state and federal agencies and the private sector must continue to be developed. Public and private partnerships should maximize opportunities identified by the common goals of historic preservation and economic development. Additional support and assistance must be provided to local governments, and stronger and more effective relationships with members of the Missouri preservation network must continue to be developed. The preservation movement must continue to expand its constituency, develop effective leadership and strive to speak with a unified voice.

Preservation in Policies and Planning

With the SHPO located in the Department of Natural Resources, it is particularly important to reinforce the link between historic preservation and environmentally sound policies. Advocacy at the local level is needed to change inflexible building codes that often hinder or prevent the preservation of historic buildings and to ensure that preservation is a component in local economic development and housing programs. Efforts to protect identified historic and cultural resources must be encouraged and supported at all levels. The preservation and protection of historic sites and buildings should be a central part of community strategic planning processes and recognized for its contributions to quality of life and building sustainable communities.

Delivery of Service

Given the limited funds available for historic preservation in Missouri, preservation services must be delivered in the most effective manner possible. The rapidly changing face of technology is creating new challenges and opening new opportunities for service delivery. To meet increasing demands, preservationists must take advantage of technology to improve its effectiveness and efficiency and to capitalize on widespread partnerships. Non-profit

preservation organizations should expand their outreach, enhance their communication networks and increase the number and types of preservation services they can make available to Missouri's small towns and rural communities.

Preservation Horizons: 2011-2017

Missouri's Statewide Preservation Plan

Outlined below is a set of goals, objectives and recommendations intended to guide preservation efforts in Missouri over the next seven years. This is not an exhaustive list of steps, but a broad framework for action. It is incumbent on the partners in Missouri's preservation community to use this framework as a guideline in developing individual work plans. No one agency or organization can accomplish this impressive agenda unilaterally. But working together, we have a chance to direct the course of preservation in Missouri toward our common goals.

GOAL 1: Increase understanding, appreciation and support for the value of historic preservation.

Introduction:

Participants in the planning process consistently cited education as a priority need and potential solution for preservation issues in regional preservation planning meetings and in responses to questionnaires. An awareness and appreciation for the state's history and historic places is the foundation for the preservation movement. Heritage education is the key that both awakens awareness and creates broad support for historic preservation.

In previous preservation planning processes, constituents cited the need to develop heritage education programs in elementary and secondary schools. Instilling a preservation ethic and interest in state and local history in children is still a significant need. However, participants in recent regional planning meetings noted that current community leaders and policy makers have a profound effect on the historic resources and character of communities. Educating planners and city officials on the economic, social and environmental benefits of historic preservation is a critical need in the state.

Cultivating a love of history and historic places and an awareness of the benefits of preserving the historic and cultural resources of the state can have immediate and long term positive impact on the historic preservation movement. While awareness and appreciation brings broad support for the movement, training on "how to make preservation happen" is also necessary. Technical training in the building and restoration trades, curation and interpretation, and in preservation policy and planning are needed to address this goal.

Objective A: Develop educational and information materials and programs highlighting the rich diversity of Missouri's historic and cultural resources.

ACTION PLAN

1. Provide preservation information in a range of formats, including books, publications, and electronic media.
2. Develop targeted information for schools, planners and public officials.
3. Create a speakers bureau consisting of knowledgeable preservationists.
4. Support an annual statewide preservation conference appealing to a broad range of interests.
5. Include preservation topics in statewide conferences that address issues such as economic development, downtown revitalization and environmental concerns.
6. Participate in local events, distribute preservation information and offer interactive activities.
7. Showcase highly visible preservation demonstration projects.

8. Present workshops on the significance and preservation of resources from the recent past.
9. Develop partnerships and programs targeted at preserving historic rural and agricultural resources.
10. Highlight cultural landscapes and historic resources along historic trails and scenic byway systems.

Objective B: Assist grass roots preservation planning and activities.

ACTION PLAN

1. Gather and disseminate information on current preservation resources; available services, funding and incentives; case studies that illustrate “best practices,” road blocks and success stories.
2. Publicize local resources through photos, publications, newspaper articles, public service announcements, and websites.
3. Identify local preservation goals and partners.
4. Develop tools to assist the promotion of local preservation activities.
5. Publish a directory of crafts people who have skills related to the repair and maintenance of older structures.
6. Publicize SHPO services and link to information available on the SHPO Web site.
7. Provide grant application training with an emphasis on assisting first-time applicants and new staff.
8. Train local volunteers to conduct architectural and historic surveys of historic resources.

Objective C: Publicize local preservation activities and needs.

ACTION PLAN

1. Celebrate Missouri’s successful preservation projects through highly visible statewide and local award ceremonies, local press coverage and Web site information.
2. Publish statewide and local “most endangered” lists that identify threatened resources.
3. Develop an archive of "before and after" photographs and develop case studies that show alternatives for rehabilitating and reusing historic resources.

Objective D: Inform the public about the importance of and need to protect archaeological resources.

ACTION PLAN

1. Support public awareness activities such as Missouri Archaeology Month and the Archaeology Quest educational competition.
2. Publish appropriate educational material and publicize the importance of archaeology through programs in elementary and secondary schools.
3. Provide opportunities to the public to participate in professionally supervised archaeological projects.

Objective E: Integrate historic preservation into the curriculum of elementary and secondary schools.

ACTION PLAN

1. Develop "teaching with historic places" curricula.
2. Require students to research and write about local historic places and publish their work.
3. Maximize student participation in preservation activities by using historic preservation curricula.
4. Provide instruction in preservation techniques in high school industrial arts and/or vocational training programs.
5. Use local survey information in classroom activities in local schools.

Objective F: Provide preservation training to professionals, government officials and the general public.

ACTION PLAN

1. Expand historic preservation programs in Missouri's universities and colleges.
 - a. Advocate for all state universities to offer courses in the preservation of Missouri's historic and cultural resources.
 - b. Establish a consortium of public and private colleges throughout Missouri to offer historic preservation courses to traditional and non-traditional students.
 - c. Provide student internships and opportunities for participation in local preservation projects.
 - d. Increase the number of archaeology field work opportunities at Missouri sites.
 - e. Provide distance learning opportunities in historic preservation.
2. Provide information on the role of preservation in sustainable development and the protection of the environment.

3. Provide introductory workshops that local groups can use to target policy makers, real estate professionals and persons not active in preservation.
4. Provide specialized information and training programs for crafts people and do-it-yourselfers.
5. Use a broad range of professionals and skilled individuals to promote hands-on workshops for those interested in developing preservation skills.
6. Provide preservation internships and apprentice training in preservation-related building crafts.
7. Publicize guidelines on rehabilitation issues dealing with hazardous materials.
8. Structure local building codes to accommodate historic elements in older buildings.
9. Provide cross training opportunities for professions in fields related to historic preservation.

GOAL 2: Strengthen and enhance historic preservation as an economic development tool.

Introduction:

In 1998 Missouri made available a tax credit for the rehabilitation of National Register listed commercial and residential properties. The credit sparked renewed interest in reusing and rehabilitating historic buildings, and provided a significant tool for the revitalization of historic commercial and residential districts. The credit, often combined with the federal investment tax credit for historic buildings, has had a significant positive impact on the state's historic resources. Since passage of the state credit, Missouri has consistently ranked in the top 2 in the number of federal tax credit applications approved, successfully completed, and in the amount of up-front investment in labor and materials in federal tax credit projects. In FY2010, investment in labor and materials in these projects was almost \$482 million dollars. According to an analysis by economist Donovan Rypkema each million dollars spent on rehabilitating historic buildings in Missouri creates 20.2 jobs compared with 13.9 jobs per million dollars in manufacturing production. The tax credit program continues to be a significant preservation and economic development tool.

The economic benefits of historic preservation go beyond tax credit rehabilitation projects. In fact, many historic resources—archaeological sites, properties owned by religious organizations, non-profits, and governments, etc.—cannot benefit from the tax credit program. Historic preservation plays a key role in other economic development tools. Heritage tourism, business incubation, sustainable development, and affordable housing all benefit from the preservation of historic and cultural resources. Tracking and publicizing the benefits of historic preservation may broaden support for historic preservation, and provide opportunities for preserving, reusing, and revitalizing our historic buildings, commercial districts and neighborhoods.

Objective A: Document and publicize the economic benefits of historic preservation.

ACTION PLAN

1. Track, record and update economic data as measures of preservation's impact on jobs, businesses, property values, public revenues and quality of life.
2. Collect and distribute data and case studies that document the dollar savings of redevelopment versus new development, increases in property tax and property values following rehabilitation, and neighborhood improvement.
3. Seek out and participate in statewide and local conferences that present opportunities to describe the economic benefits of preservation and encourage the use of available incentives. Assist in publicizing such conferences to increase attendance; target non-traditional preservation partners.
4. Link preservation to land use and environmental issues documenting the savings to communities through the re-use of existing infrastructure versus new development.

Document the cost of infrastructure expansion required when development spreads into a larger area.

5. Link rehabilitation of historic buildings with sustainable development and “green” building design, promoting rehabilitation as a means of recycling, conserving energy, reducing infrastructure costs, and reducing landfill load.
6. Document the public costs of unused buildings (i.e. loss of tax revenue, crime, perception of blight).
7. Provide information on profit and marketability, tax resources, community benefits, sustainability of businesses, and the economic and social cost of vacant buildings.
8. Market historic buildings and provide information about financial incentives that can aid in the rehabilitation of these properties.
9. Provide information on the economic benefits of preservation, use of tax incentives and heritage tourism to local government officials, planning and economic development staff, developers, businesses and community leaders.
10. Provide information on the opportunities for historic downtown redevelopment.

Objective B: Provide information on the benefits of heritage tourism.

ACTION PLAN

1. Increase sustainable heritage tourism activities in the state.
2. Identify regional heritage tours around common themes.
3. Combine tours of heritage sites with scenic vistas and outdoor recreation opportunities.
4. Highlight and interpret historic resources and landscapes along historic transportation corridors.
5. Train local tour guides to incorporate cultural and historic resources into regional day-trip itineraries.
6. Take advantage of local heritage festivals to promote preservation.
7. Develop and expand statewide and local heritage travel itineraries.
8. Expand development and use of standardized roadside signage highlighting nearby historic and cultural resources.
9. Publicize the economic benefits of local heritage tourism programs and activities.

Objective C: Strengthen cooperation between historic preservation and economic development agencies and the private sector.

ACTION PLAN

1. Enhance cooperation and interaction between SHPO and the Department of Economic Development (DED).
2. Publicize the various community development programs that could aid preservation activities.
3. Increase coordination among preservation entities and the Division of Tourism, Missouri Humanities Council, and the Missouri Arts Council to maximize cultural tourism opportunities.
4. Enhance the partnership with DED's community development staff regarding use of the state historic preservation tax credits.
5. Increase the number of historic preservation and economic development topics in agency-sponsored conferences.
6. Increase cooperation and support for the Main Street approach to downtown revitalization.
7. Use various state and federal programs such as Brownfield cleanup, low income housing and senior services.
8. Expand preservation partnerships with the banking and corporate communities.
9. Expand preservation partnerships with regional planning commissions and councils of government

Objective D: Provide economic incentives and educational programs.

ACTION PLAN

1. Expand throughout the state the use of economic incentives, such as the state preservation tax credit where they effectively promote jobs and protect our heritage.
2. Broaden criteria of existing state programs to include preservation projects.
3. Establish incentives for historic preservation re-investment zones.
4. Expand public-private partnerships with local banks to provide low-interest loans for historic rehabilitation.
5. Develop enabling legislation to allow local governments to freeze or abate property taxes as an incentive for historic preservation.
6. Use incentives such as landscape conservation easements to protect archaeological sites, farms and scenic vistas.
7. Expand "how to" workshops for conducting architectural/historic surveys for preservation planning purposes, National Register writing, and historic preservation tax credit applications.

Objective E: Increase funding for preservation services, grants and loan programs.

ACTION PLAN

1. Provide technical assistance to local government officials and private groups to plan, establish and manage local revolving funds for rehabilitation projects.
2. Increase state funding for historic preservation grants and for increased funding to the SHPO to allow more federal Historic Preservation Fund grants to be passed through as sub-grants to local groups, governments and individuals.
 - a. Advocate full funding appropriations from the Athletes and Entertainers Tax to the SHPO for programs such as the Missouri Heritage Properties Program.
 - b. Seek a dedicated funding source for the SHPO to ensure adequate staffing to carry out programmatic responsibilities.
 - c. Establish funding for a program targeting rural and agricultural resource identification and preservation.
3. Establish innovative funding sources such as a tax on demolitions of historic properties and the dedication of a portion of the hotel/motel bed tax for historic preservation purposes.
4. Expand inter-agency cooperation and staffing arrangements to support historic preservation efforts.
5. Seek new funding sources for technology improvements such as grants from the National Center for Preservation Technology, Transportation Enhancement, Save America's Treasures, Preserve America or other cooperative funding ventures with agencies having common interests.
6. Acquire federal funding to assess brownfields and hazardous materials in historic areas.
7. Expand preservation partnerships with and among private sector foundations, civic associations and other donor institutions.

GOAL 3: Accelerate the identification, evaluation and protection of Missouri's historic, cultural and archaeological resources.

Introduction:

Since 1968 more than 375,000 historic buildings, sites, structures and objects have been identified and catalogued in Missouri. Additionally, over 2,053 Missouri properties, representing more than 35,000 resources, have been listed in the National Register of Historic Places. Yet only a fraction of the state has been surveyed to identify historic and cultural resources and one of Missouri's counties has no National Register listed properties.

Respondents to the preservation planning questionnaire identified threats to the state's historic resources, notably its historic central business districts, rural and agricultural properties, and cemeteries. In many parts of the state, little is known about these or other types of cultural resources so their preservation and appropriate reuse cannot be considered during local or regional planning processes. Identifying and documenting our historic and cultural resources is essential to creating public awareness of state history and historic places, and in planning for their preservation.

Objective A: Increase the number of architectural properties surveyed and evaluated.

ACTION PLAN

1. Increase development of historic contexts for Missouri.
2. Survey areas not yet inventoried and areas with high potential for resource loss.
3. Prioritize survey work for financial assistance.
4. Provide technical assistance to counties and towns interested in comprehensive architectural surveys.
5. Train local groups and volunteers to conduct surveys and record cultural resources in their area.
6. Incorporate local survey data into the state inventory and expand data sharing partnerships.
7. Accelerate survey of the recent past resources including Post-WW II residential subdivisions, and modern commercial facilities like drive-in theaters and restaurants, filling stations, strip malls and motels.

Objective B: Use traditional and innovative methods to protect identified architectural properties.

1. Provide technical assistance on the use of multiple property and district nominations to the National Register of Historic Places.
2. Enact local preservation ordinances and strengthen existing ordinances.
3. Change existing local and state laws, statutes, and policies that lead to demolition or destruction of historic resources.
4. Advocate for a state review and compliance process parallel to Section 106 of the National Historic Preservation Act.
5. Adopt local building codes that facilitate rehabilitation while preserving the unique characteristics of historic structures.
6. Establish and publicize methods that both accommodate the Americans with Disabilities Act and preserve the character of historic buildings.

Objective C: Increase the scope and rate of archaeological identification and evaluation.

ACTION PLAN

1. Establish and fund a position of state archaeologist within SHPO.
2. Ensure that the data related to the archaeological surveys of Missouri are kept current and accessible to all qualified parties, and that artifacts are appropriately cared for in perpetuity.
3. Develop educational materials for avocational archaeologists and the general public including a fact sheet on artifact identification and training opportunities for volunteers.
4. Expand and fund internships and university-led archaeological field schools in Missouri.
5. Increase the number of professionally conducted or supervised archaeological surveys undertaken in Missouri.
6. Develop archaeological contexts and increase the nomination of archaeological sites to the National Register.
7. Conduct archaeological research at culturally diverse sites.

Objective D: Institute new methods for protection of archaeological sites.

ACTION PLAN

1. Publicize state and federal laws protecting shipwrecks, cemeteries and unmarked human burial sites.

2. Develop methods to protect archaeological sites against looting, development, erosion and other threats.
3. Develop proactive outreach programs to inform the public about archaeological basics, participate in educational seminars and conferences.
4. Create a site stewards program and promote protection of archaeological sites on privately owned land.
5. Inform and educate local officials about archaeological sites in their area so that they can make sound decisions on the local level.
6. Enact a state review and compliance process parallel to Section 106 of the National Historic Preservation Act (as amended).
7. Enact legislation that would protect archaeological sites on public land.

Objective E: Increase the identification, evaluation and protection of historic resources associated with the diverse ethnic and cultural groups that have contributed to the history of Missouri.

ACTION PLAN

1. Form working relationships with diverse cultural groups in order to expand recognition of their contributions to Missouri's heritage.
2. Involve people of all ethnic and cultural backgrounds as stewards and partners in preservation activities.
3. Develop programs that recognize and encourage awareness of cultural diversity.
4. Increase the availability of preservation services such as preservation tax incentives and community development programs to preserve culturally diverse communities.
5. Identify and protect places that accurately reflect the contributions of minorities, women and the working classes.

Objective F: Increase the preservation of rural and small town resources.

ACTION PLAN

1. Partner with farmers, ranchers and small town property owners to identify and preserve historic and cultural resources on their property and in their communities.
2. Develop educational materials promoting the significance of rural and small town resources.
3. Create legislation and programs that support the protection and preservation of endangered rural resources.

Objective G: Increase the preservation of significant urban, rural and small town historic landscapes.

ACTION PLAN

1. Develop contexts for urban, rural and small town cultural and historic landscapes.
2. Expand survey of urban, rural and small town historic landscapes.
3. Increase survey and nomination of historic urban and rural landscapes to the National Register of Historic Places.
4. Develop a volunteer cemetery survey and preservation program.
5. Expand the identification, interpretation and preservation of historic trails and transportation corridors and their associated historic buildings and sites.
6. Expand networks of Civil War and military history organizations to promote the preservation of historic battlefields and significant Civil War-related sites.

GOAL 4: Enhance cooperation and partnerships among government entities, institutions and the private sector.

Introduction:

Preservation is a grassroots movement made up of individuals, organizations, government agencies, and professionals with unique talents, skills and roles in preservation. There are established partnerships between local groups and state and national agencies such as the State Historic Preservation Office, Missouri Preservation, and the National Trust for Historic Preservation. Networking among groups is sometimes limited, leaving groups isolated from others that have experience they need to further local preservation efforts, or who might benefit from their successes. Building communication networks among preservation interests at all levels in the state will strengthen the preservation community and further the goals set forth in the statewide preservation plan.

Objective A: Expand communication and interaction with and among state, federal and tribal agencies.

ACTION PLAN

1. Develop interagency memoranda of understanding on cultural resource management, data sharing and training among state, federal and tribal agencies.
2. Expand integration of preservation into established programs and incentives for economic development and environmental protection.
3. Expand the use of newsletters, mailing lists, list serves, Web site links and other shared communication tools.
4. Expand collaboration on continuing education and training programs using the resources of federal and state agencies.
5. Enhance and expand cooperation between the SHPO and other sections of the Division of State Parks to address preservation concerns.
6. Expand cooperation between the SHPO and SOS State Archives.
7. Enhance and expand cooperation and consultation with federally recognized Native American tribes with an interest in Missouri.
8. Increase collaboration in training workshops, conferences and site visits aimed at downtown revitalization.
9. Establish priorities for historic context development, reviewing historic contexts, and seeking funding for research and writing of historic contexts.

Objective B: Strengthen support for preservation activities by local governments and encourage interaction and cooperation among local governments.

ACTION PLAN

1. Provide frequent local public forums to interact with SHPO staff, preservation commissions, city planners, economic development staff and elected officials.
2. Update and distribute a Certified Local Government (CLG) training manual/handbook including such information as model preservation ordinances, information on establishing local revolving funds, developing and using design guidelines and strategies for neighborhood revitalization.
3. Facilitate and expand networking among local preservation commissions.
4. Promote the use of local, state and national Web pages and list serves whereby CLGs can share information about resources, best practices and rehabilitation projects in progress.

Objective C: Enhance relationships among established preservation partners and develop working relationships with new partners in the private sector.

ACTION PLAN

1. Network more effectively with national preservation partners such as the National Trust for Historic Preservation and Preservation Action.
2. Strengthen and increase support of Missouri Preservation, Missouri's statewide not-for-profit preservation organization.
3. Strengthen and increase support for Missouri Archaeological Society, Missouri's statewide not-for-profit archaeological organization.
4. Expand historic preservation programs, increase archaeological research within the state and establish permanent internship programs in partnership with colleges and universities.
5. Establish working relationships with local preservation organizations, neighborhood groups, downtown revitalization groups, and local historical societies.
6. Develop preservation partnerships with regional planning commissions and councils of government.
7. Hold an annual statewide preservation planning meeting.
8. Develop more effective partnerships among and between organizations such as Missouri Preservation, Missouri Folklore Society, Missouri Arts Council, Missouri Archaeological Society, Missouri Humanities Council, Missouri Historical Society, State Historical Society of Missouri and county historical societies.

9. Expand preservation outreach and communication efforts to state associations that have the potential to influence historic preservation efforts including the Missouri Municipal League, Missouri Association of Counties, Missouri Bankers Association and Missouri Association of Realtors.
10. Develop new partnerships with chambers of commerce, local realtors, bankers, public accountants, homebuilders and developers.
11. Include preservation issues in continuing education courses of architects, engineers, realtors and other related professionals.
12. Expand the preservation network to include organizations, agencies, and institutions dealing with environmental and sustainability issues such as AIA and the Green Building Council.
13. Develop partnerships with museums and local history organizations to distribute preservation information and encourage preservation of buildings, neighborhoods, historic sites, cultural resources and archaeological sites.
14. Provide information to landowners and local governments on the protection of cultural landscapes and archaeological sites that reflect the interaction of humans and the land such as parks, farms and ranches, and transportation corridors.

Objective D: Develop effective advocacy mechanisms.

ACTION PLAN

1. Coordinate efforts to identify issues and develop legislative agendas.
2. Use networks to obtain and distribute information on legislative activity that could impact funding, incentives, real estate, zoning or other preservation-related issues.
3. Strengthen historic preservation leadership throughout Missouri.
4. Educate candidates for public office on historic preservation issues.
5. Enhance state level and grass roots advocacy efforts of the public policy committees of the Missouri Advisory Council on Historic Preservation, Missouri Preservation, and Missouri Archaeological Society.

Objective E: Establish preservation services in state agency regional offices.

ACTION PLAN

1. Facilitate delivery of SHPO services and public access to preservation programs through the regional DNR offices.

2. Cooperate with Division of State Parks staff at state historic sites to engage in outreach and participate in preservation activities in their area.

GOAL 5: Integrate historic preservation strategies into policy, planning and routine procedures at all levels of government: local, regional and state.

Introduction:

Grassroots advocacy and activity has always been the driving force behind the preservation movement. The hard work of individuals and private organizations has preserved the vast majority of the historic resources in our state and country, and it is these groups that have pushed for historic preservation issues to be integrated into federal, state and local policy and planning efforts.

It was after a groundswell of public reaction to the destruction of historic neighborhoods and resources during federal urban renewal and highway building projects that the legislature passed the National Historic Preservation Act of 1966 (as amended) and the Archaeological Resources Protection Act. These laws established a federal preservation program and acknowledge that the government has a role in protecting and fostering an appreciation for our national heritage. The National Historic Preservation Act established several programs that have become the foundation of federal preservation activities. The National Register of Historic Places recognizes significant historic sites, buildings, structures, districts and objects significant in American history and culture at the local, state and national levels. Section 106 of the act requires that federal agencies consider the effects of their undertakings on historic resources and allow the Advisory Council on Historic Preservation to weigh in on the effects of those projects. More recent amendments to the Act also established the Certified Local Government program to build preservation partnerships between local and state governments and the National Park Service; and expanded the role of Native American Tribes in the Section 106 process. An amendment to the act established rehabilitation tax credits to provide financial incentives for the rehabilitation of historic buildings.

In addition to responsibilities codified under the Act, some federal agencies have a more direct role in preservation. The Department of Housing and Urban Development offers programs such as the Community Development Block Grants that can provide substantial funding for rehabilitation and redevelopment in historic neighborhoods. The Forest Service identifies and interprets historic and archaeological resources on its land, and the Department of Transportation's enhancement programs have benefited preservation projects across the country. The National Park Service preserves and manages several historic sites of national significance in Missouri and works to facilitate preservation programs at the state and local level.

The National Historic Preservation Act created a federal program, but also established a means for state government preservation programs. Missouri's State Historic Preservation Office (SHPO) was established in 1968, funded in part through a federal Historic Preservation Fund grant. The SHPO is responsible for administering federal preservation programs in the state as well as state preservation-related activities such as the Unmarked Human Burial Law, Shipwreck Act, and review of state rehabilitation tax credit projects. Missouri has shown its dedication to preservation through other programs. The Division of State Parks maintains 36 historic sites and is dedicated to the continued use and preservation of its historic CCC era

resources. The Missouri State Archives maintains priceless historic documents and offers a Local Records Preservation Program to assist county and local governments. The Department of Economic Development administers the State rehabilitation tax credit program and established programs to assist communities in revitalizing historic commercial and residential areas. State enabling legislation was passed in 1991 to allow local Missouri governments to pass preservation ordinances to foster the protection of historic buildings, pre-historic and historic archaeological resources, cultural and historic landscapes and ethnic resources in their jurisdiction. Legislation passed in 1987 assigned responsibility for unmarked human burials, primarily Native American, to the state historic preservation office.

The role of federal and state agencies in preservation is often that of a facilitator of local preservation efforts. Preservation happens locally, and is often the result of citizens concerns to save a particular resource or an effort to revitalize a downtown or neighborhood. The decisions of local governments in spending, land use planning, and development have a profound effect on historic resources and community character. In Missouri, 50 local governments have embraced preservation as a essential part of their local planning processes and have partnered with the SHPO and National Park Service in the Certified Local Government Program. Several more local governments have enacted local preservation ordinances, grant programs or other incentives to encourage preservation and revitalization.

While preservation is embraced at all levels of government, it is by no means universally integrated into the policy and planning decisions. Many historic resources that could be vital parts of the local community and its economy are lost because of lack of knowledge or planning. Linking preservation with economic development, sustainable growth, and environmentally sound policies will facilitate preservation and draw governmental agencies at all levels into a full partnership in Missouri's preservation vision.

Objective A: Strive to make preservation a state government priority linking historic preservation to sustainable growth, environmentally sound policies and economic development.

ACTION PLAN

1. Advocate for a policy directing state agencies to locate in historic downtown properties; ensure that rehabilitations protect the historic character of these resources.
2. Incorporate historic preservation as a priority element in state economic development and community rehabilitation policy. Make historic preservation a priority in redevelopment enterprise zones in areas with significant historic resources.
3. Publicize preservation as part of effective land-use planning and the rehabilitation of existing building stock as a cost-effective alternative to suburban sprawl.
4. Publicize the environmental advantages of preservation and rehabilitation over new construction.
5. Advocate for state legislation to protect National Register listed or eligible properties, historic and prehistoric archaeological sites, ethnic resources and cultural and historic landscapes such as scenic byways and rivers, transportation corridors, heritage areas, farms and parks.

6. Advocate for a state review and compliance process parallel to Section 106 of the National Historic Preservation Act to protect historic buildings, prehistoric and historic archaeological resources, cultural and historic landscapes and ethnic resources that may be impacted by state-funded or licensed undertakings.
7. Develop and promote adoption of a statewide building code and zoning that would protect the integrity and character of historic sites, buildings, and districts.

Objective B: Integrate preservation into local government policy, strengthen support and increase activity at the local level.

ACTION PLAN

1. Support local efforts to identify and protect historic buildings, prehistoric and historic archaeological resources, cultural and historic landscapes and ethnic resources.
2. Adopt and implement local building codes that accommodate the preservation of the character of historic buildings.
3. Create and support local redevelopment teams that assist owners and developers of historic properties in obtaining the necessary permits and approvals and make them aware of incentive programs for historic rehabilitation.
4. Develop local partnerships between preservation groups, Chambers of Commerce, Main Street organizations, realtors, bankers, homebuilders, city managers, planners and economic development staff.
5. Inform local elected officials and government staff about the economic and environmental benefits of preservation.
6. Train preservation commissions to work cooperatively and effectively with local planning and zoning boards.
7. Provide information on local historic buildings, prehistoric and historic archaeological resources, cultural and historic landscapes and ethnic resources to make preservation relevant to the community.
8. Use local preservation awards as incentives to stimulate further preservation efforts.
9. Coordinate efforts of local groups with similar interests advocating for preservation and participating in preservation activities.
10. Support preservation efforts of local governments and designate new Certified Local Governments (CLGs).
11. Form partnerships between government officials and private groups to establish and manage local preservation revolving funds.
12. Adopt local strategic plans that include preservation as a priority.
13. Invest in public infrastructure improvements in historic areas.

14. Form and support local neighborhood organizations that work to revitalize historic areas in cooperation with the local government.

Goal 6: Improve the delivery of historic preservation services to include innovative technologies and an expanded information network.

Introduction:

The internet and Geographic Information Systems (GIS) have become vital tools in the field of preservation. Websites provide valuable information of the state's historic places and local preservation efforts. Since the last plan was adopted, almost all of Missouri's National Register of Historic Places nominations have been digitized and linked to the SHPO website. State and local websites also distribute information on preservation incentives, guidance for restoration and rehabilitation, and opportunities for training. E-mail list serves and forums connect preservationists across the state and country, allowing people who may never meet to exchange ideas. GIS mapping allows us to see at a glance the location of historic and archaeological resources, providing an essential tool for preservation planning and predictive modeling.

Technology has proven to be an effective means of spreading and analyzing information on the state's historic resources. Great strides have been made in making preservation information accessible electronically, but much still needs to be done. Data on thousands of historic resources, often in paper form, has yet to be mapped on GIS or digitized for electronic access. Finding means to effectively utilize technology and make it accessible to the preservation community continues to be a challenge.

Objective A: Use technology to improve public access to historic preservation information.

ACTION PLAN

1. Provide adequate staffing and support to ensure that computerized cultural resource database systems are maintained and updated on a routine basis.
2. In addition to archival storage mediums, use computer formats to record data and disseminate information. These formats should be updated, accessible by the general public and compatible with those used by other agencies and municipalities.
3. Schedule workshops on electronic technology and its potential uses in cultural resource management at the annual statewide preservation conference and other meetings.

Objective B: Expand preservation Web pages to include resources and links for both general public and cultural resource professionals.

ACTION PLAN

1. Provide links to technical resources available from individuals, private organizations and government agencies.
2. Include identification of local preservation resources and information on Web sites of local organizations and governments.
3. Expand efforts to link preservation Web pages to other related sites such as tourism, community development, energy conservation and environmental sustainability.
4. Add historic preservation links to home pages of preservation partners at the national, state, and local levels.
5. Create Web sites listing the various public and private resources that assist in funding preservation activities, including rehabilitation and economic development tax incentives, public and private loan programs and donations of in-kind services.
6. Expand Web sites targeting preservation educational activities for children and youth.

Objective C: Provide historic preservation information and services through the expansion of advanced technologies such as geographic information systems (GIS), interactive computer programs, internet access, etc.

ACTION PLAN

1. Expand development of geographic information systems (GIS), functionality and access, and type and amounts of data.
2. Publicize and expand Web-based access to available preservation layers on the Geographic Information System (GIS).
3. Expand availability of standard Web-based forms for preservation activities such as architectural, historic and archaeological survey and eligibility assessments.
4. Expand data sharing between preservation professionals at the national, state and local levels.
5. Consult regularly with preservation partners to obtain ideas on how to best use available technology for the preservation of cultural resources.

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