

## Professional Management Comes To Family-run Fort Ticonderoga



Photography courtesy of Fort Ticonderoga Association

**R**emote as it now is from major centers of population, Fort Ticonderoga, looming over the lower end of New York's Lake Champlain, guards a place once critical to the North American political and military landscape. Soldiers fought there for France, Britain, the United States, and several of the First Nations. In 1758, the British and their provincial allies tried to take the fort in a fierce battle against the French, and bungled the effort despite overwhelming superiority of numbers. In 1775, Ethan Allen and a band of American colonials surprised the British commander in his bed and captured his token force without firing a shot. The Fort's valuable artillery, hastily carried east, helped to drive the British out of Boston. Then, in 1777, British General Burgoyne snatched Ticonderoga back by outflanking the undermanned Continental force. But Burgoyne's success so stretched his supply lines that he surrendered soon after at Saratoga, giving a decisive boost to the Continental cause. The six decisive battles that raged over the Fort permanently settled the boundaries of eastern North America, ironically rendering the Fort itself obsolete.

The Fort would exist today only in ruins, were it not for the intervention of private philanthropy,

beginning with William Ferris Pell, who purchased the property in 1820. Through the turn of the 20th century, the crumbling ramparts attracted tourists, including a huge crowd brought by steamboat in 1875 to celebrate the centennial of Ethan Allen's successful raid. In 1908, philanthropists Stephen and Sarah Pell took on the job of restoring and preserving the Fort. Their legacy, a careful reconstruction of

the British-era Fort (circa 1759), is supported by a private not-for-profit organization that provides interpretation, exhibits, programs, and publications, all designed to educate the general public about the important role Fort Ticonderoga played in the formation of modern North America.

Descendants of Stephen and Sarah Pell continue to shepherd the fortunes of the Fort to the present day, hiring the site's first professional director in the late 1980s. Stirred by new energy, in the last few years the Fort Ticonderoga Association has undertaken several landmark initiatives, activities which might offer a model for other sites. Many institutions struggle to make a successful transition from family/volunteer leadership to professional leadership. Fort Ticonderoga is weathering this change well, helped by a gradual process of bringing in new board members. At the dangerous leadership transition, the board agreed informally to make the head of its long-range planning committee the implicit successor to the board president. With that choice, the board assured itself a succession of visionary leaders, since the person leading the planning process

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## EXPLORING THE MID@LANTIC

### [www.fort-ticonderoga.org/](http://www.fort-ticonderoga.org/)

This is the homepage for the Fort Ticonderoga National Historic Landmark. Explore here for events, membership, and contact information. There is a special information section for 18<sup>th</sup>-century re-enactors interested in participating in the Grand Encampment. People interested in historic gardens will find exceptionally rich and exciting information about garden research, archaeology, and restoration efforts, including with Native agriculture, British gardens and historic trees.

### [www.nps.gov/sara/pphtml/activities.html](http://www.nps.gov/sara/pphtml/activities.html)

National Park Service site for the Saratoga National Historical Park. The site provides relatively little narrative about the battle, but provides a good guide to the sites, hours, services, and activities, especially useful to visitors.

### [www.historiclakes.org/Ticonderoga/Ticonderoga.html](http://www.historiclakes.org/Ticonderoga/Ticonderoga.html)

America's Historic Lakes site offers gorgeous aerial and other photography of Fort Ticonderoga, along with capsule histories of the battles fought there, from its origin as France's Fort Carillon. Particularly interesting images of the Fort in ruins in the early 20<sup>th</sup> century are linked at the bottom of the page.

### [www.britishbattles.com/battle\\_of\\_Ticonderoga.htm](http://www.britishbattles.com/battle_of_Ticonderoga.htm)

Three battles at Ticonderoga (1758, 1775, and 1777) from a British perspective, including all the regiments involved, the various losses, particularly of the famous 42<sup>nd</sup> Highlanders (The Black Watch) in 1758, and other details. Good maps of the battlefields are included. These narratives could be very helpful teaching resources.

### [www.ethanallenhomestead.org/](http://www.ethanallenhomestead.org/)

The Ethan Allen homestead in Vermont interprets the history of Allen and his Green Mountain Boys. Allen, according to legend, roused the British commander of Fort Ticonderoga from his sleep in 1775, then demanded and got the surrender of the fort. The other exploits of Vermont's Green Mountain Boys made them, and Ethan Allen, important regional heroes.

### [www.benedictarnold.org/](http://www.benedictarnold.org/)

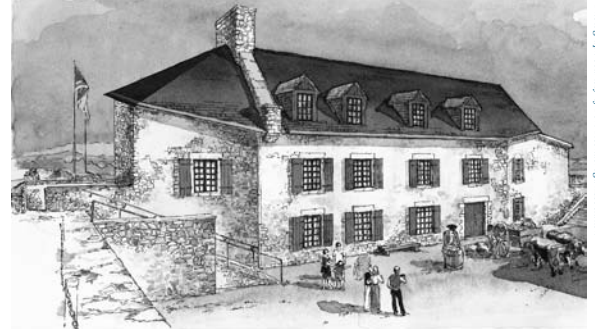
Major General Benedict Arnold is best known for his treason in attempting to deliver the crucial fortress at West Point to the British army during the American Revolution. Before his treason, however, he had a

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would become responsible for implementing it. These strategies offer some clear and helpful lessons both for organizations making similar leadership transitions and organizations that have endured, and perhaps been weakened by, too many changes of direction.

The Association's mission focuses simultaneously on landscape and history. Led by executive director Nicholas Westbrook, Fort Ticonderoga has been willing to postpone priorities of acknowledged importance in order to make highly time-sensitive investments that protected the landscape around the Fort from development. By collaborating with local environmental and recreation groups to purchase and create easements throughout the viewshed of the Fort, Westbrook has secured an authentic landscape for the reconstructed Fort. Visitors can now be treated to experiences not just of the Fort itself but also of the lake, river, and shorelines largely as they appeared to the commanders and fighters who encountered them more than two centuries ago.

With the landscape secured, the Association has recently undertaken the reconstruction of the entire east flank of the Fort: the curtain wall, two bastions and—at the heart—the *magasin du Roi*, a secure warehouse the French built within the walls and then destroyed in 1759 to keep it out of British hands. Rebuilding the carefully researched structure required extensive archaeology as well as careful mitigation, both considerable “extra” expenses. The Association prepared for the project by markedly improving the effectiveness of its fundraising over several years, while holding operating and fundraising expenses stable, thereby building up a considerable cushion. This operating surplus, plus major gifts—including some from new board members—



Drawing of rebuilt French *magasin*

supports the research and professional care essential to doing such a high-quality reconstruction.

The rebuilt *magasin*, in the French style, will look sharply different from the British-era reconstruction of the rest of the site, helping to draw visitors' attention to the French history of the site. Beginning in 2008, the *magasin du Roi* will house the Mars Education Center, the Fort's first year-round modern exhibit and education facility. The ability to run programs and host visitors right through the winter offers a range of new and exciting program opportunities.

Attacked six times in two wars over twenty years, Fort Ticonderoga held three times and fell three times. In the 18th century, the Fort failed for lack of external support; it held through inspired leadership. The same challenge to “hold the fort” remains today – recruiting excellent officers and motivated leadership as well as assuring sustained external support. Under the continued, dedicated stewardship of the Pell family and the new leadership they have welcomed onto the staff and the board, Fort Ticonderoga looks poised for a very successful “peacetime campaign.” The national landmark is building an international base of friends and donors, turning the founding family's commitment to private philanthropy into a springboard for the site's second century. An historic fourth re-accreditation by the American Association of Museums in December 2005 has helped keep the momentum firmly on the side of the Fort's defenders. ❖

MARCH thanks Brian Thompson, and Nick and Virginia Westbrook for contributing to this article.

## FEATURED RESOURCE **STATE HISTORY VIA THE WEB**

ExplorePaHistory.com offers excellent guidance to the history of the commonwealth for many different users. Developed by WITF (Harrisburg) and the Pennsylvania Historical and Museum Commission, in collaboration with scholars from across the state, ExplorePaHistory.com serves as a model for online historical resources. The site divides Pennsylvania into eight geographic zones. Clicking in a zone of the site's state map reveals a capsule history of that region, highlighting existing historical markers and heritage sites. Particular stories, like the 1850 Christiana riot along the Maryland border or the Avondale Mine disaster in the northeastern anthracite mines, are developed in depth using a rich cache of audio and visual material. There are also links to related downloadable lesson plans, which can be used alone or in association

with the textbook *Pennsylvania: a History of the Commonwealth* (Pennsylvania State University Press, 2002), edited by Randall M. Miller and William Pencak.

ExplorePaHistory.com regularly highlights a story of particular interest using video and audio files which can be downloaded or played directly from the site. Recent features included the accidental reunion of Philadelphia abolitionist William Still and his brother Peter, escaping via the Underground Railroad, and a soldier's experience during the battle of Gettysburg (1863). Teachers are guided to related historical markers, lesson plans, bibliography, a timeline related to the feature, and links to the complete text of relevant original documents.

Site directors also select a featured attraction. Recently, that honor went to

the Drake Well Museum in northwestern Pennsylvania, the site of the first commercially successful oil well (1859) in the United States. Helpful directions to the site appear alongside suggestions about nearby motels and a link to the Drake Well's own website for more information.

West Chester University's Dr. Charles Hardy, the site's supervising historian, marshals content from a statewide team of notable scholars. The project attracted public and private sponsorship, including support from federal highway funds, federal and state education departments, state community development funds, state historical organizations, public media outlets, and local and national foundations. Sponsors are listed on the site. ✕

**ExplorePAhistory.com**

## MARCH HAPPENINGS

MARCH director Howard Gillette received the Rutgers College Class of '62 Presidential Public Service Award in recognition for having extended the public reach of his research through the regional center and related activities. The University of Pennsylvania Press reissued his book *Between Justice and Beauty: Race, Planning, and the Failure of Urban Policy in Washington, D.C.* in a new



Camillo Vergara in Camden

paperback edition. His essay "Survival in a Declining Post-industrial City: The Case of Camden, N.J." appeared with a portfolio of photographs by MARCH regional fellow Camilo José Vergara in the Spring/Summer issue of *Harvard Design Magazine*. Vergara's new book, *How the Other Half Worships* (Rutgers University Press, 2005) has attracted considerable attention, including essays in *The Chronicle of Higher Education* and a number of major metropolitan newspapers. This June, the University College Dublin's Clinton Institute for American Studies features an exhibit and conference built around Vergara's Camden photographs.

MARCH sponsors two teacher workshops this summer in cooperation with the New Jersey Council for the Humanities, a New Jersey literature course with MARCH associate director Tyler Hoffman, and a Delaware Valley history course led by Andrew Shankman, new this year to the Rutgers-Camden history department.

Both involve visits to area cultural sites. Details and online registration at <http://summer.camden.rutgers.edu>.

In 2005, MARCH joined the Delaware and Lehigh Heritage Corridor and Historic Bethlehem Partnership in supporting a community fellowship at Lehigh University for Bethlehem activist Amey Senape, co-founder with her husband, Mike Kramer, of Save Our Steel. MARCH participated in order to strengthen local heritage development through historical scholarship. In April, Ms. Senape received the Vice Provost's Award for Service, Lehigh's most prestigious form of volunteer recognition, for her "exceptional, unparalleled service to promote transformation and change." The Alumni Association Graduate Merit Award also honored her as a graduate student who "by exemplary character, personality, scholarship and participation in extra-curricular activities, represents the highest traditions of Lehigh University." ✕

## PROJECTS TO WATCH

The mayor's office and Independence National Historical Park announced the selection of finalists for the design competition at the **President's House** site at 6<sup>th</sup> and Market Streets in Philadelphia. MARCH has been involved in this effort for several years. With funding secured to build a commemorative installation interpreting the coexistence of slavery and freedom on this long-neglected site, project leaders have commissioned six design teams:

Amaze Design, Inc. (Boston, MA);

Davis Buckley Architects & Planning Consultants (Washington, D. C.);

dommertphillips pc, Wells Appel Land Strategies, and Nason Construction, Inc. (Philadelphia, PA);

Ewing Cole (Philadelphia, PA);

Howard + Revis Design (Washington, D.C.); and

Kelly/Maiello, Architects & Planners, Inc. (Philadelphia, PA).

The city has also requested archaeological investigation of the land upon which the commemorative installation will be built and affirmed its commitment to continuing public input throughout the design process. Up-to-date information on the President's House project and the full text of the city's March 28, 2006 press release can be found at [www.ushistory.org](http://www.ushistory.org).



Courtesy of NJ Office of Hist. Preservation



Dr. James Still 1812-1882

Preservation of the Medford property of **Dr. James Still (1812-1882)** was announced in late February by Lisa P. Jackson, Commissioner of New Jersey's Department of Environmental Protection (DEP). Supported by a gift from the Tollinger family, DEP's Green Acres program purchased Dr. Still's one-story frame office building and eight surrounding acres, listed on the New Jersey and National Registers of Historic Places since 1995, to save them from commercial development. Dr. Still, the son of former slaves, was self-taught and used earnings from working in a glue factory to buy books on medical botany. Renowned for botanical remedies of his own devising, Dr. Still's treatments attracted New Jerseyans from miles around. In 1877, Dr. Still published a memoir entitled *Early Recollections and Life of Dr. James Still* that is considered a classic of African American non-fiction. New Jersey DEP will work closely with historic preservation groups, Medford Township, the Still family and others to preserve the structure and develop a plan to make the site a first-class historic destination.

**Friends of the High Line (FHL)** in New York City celebrated the start of construction of a new public park to run along the old High Line track bed. For decades, the elevated railway served markets and warehouses along the West Side, carrying food, goods, and raw materials right into the heart of buildings. Mayor Michael R. Bloomberg welcomed the High Line park as a "one-of-a-kind elevated open space...enhancing the value and the quality of living in these West Side neighborhoods, and creating a unique destination." According to FHL founders

**Robert Hammond** and **Joshua David**, the first section of the 1.5-mile-long elevated park will run from Gansevoort Street to West 20th Street, and is projected to open in Spring 2008. During the groundbreaking ceremony, Mayor Bloomberg announced a \$5 million gift to the project from the Diller-von Furstenberg Family Foundation. The gift marks the start of a major capital and endowment fundraising effort by Friends of the High Line, in cooperation with the City of New York. Friends of the High Line ([www.thehighline.org](http://www.thehighline.org)) began advocating for its preservation and reuse in 1999. FHL built support with politicians, celebrities, local businesses and neighbors, persuaded the city to create the innovative zoning that makes the park possible, and induced CSX Corporation, owner of the unused trackbed, to donate it for public purposes. FHL now intends to refocus its energies on assuring the financial future of Park construction, maintenance and programming.



Photo courtesy James Shanghnessy, 1983

**The Historical Society of Washington DC** will share space in its restored Carnegie Building with the National Music Center, as part of on-going efforts to rebuild and to meet its financial challenges. Eight new board members have joined the organization, bringing necessary expertise, and the Meyer Foundation recently granted funds to support the search for a new executive director. MARCH continues to watch the separate struggle to preserve public records at the District of Columbia archives. ❖

## GOING TO THE WELL BARBARA SILBERMAN

In 1998, the Pew Charitable Trusts funded the Heritage Investment Program (HIP), the first of two new initiatives aimed at historical organizations. Funding for the Philadelphia History Exhibitions Initiative (PHEI) followed in 1999. HIP was charged with promoting preservation at the more than 350 historic house museums in the region while PHEI worked to enhance the effectiveness of the region's history exhibitions. Two years later, the programs were merged to form the Heritage Philadelphia Program (HPP), with grants made available for excellent interpretive programming and historic preservation.

From the start, the history initiatives looked to raise the bar of best practices in the region. Through various kinds of organizational capacity activities, they assisted boards and staff in developing innovative and creative interpretation and preservation. The goal was to help

participating organizations build support that would sustain them in the future.

In the early years, the program emphasized audience-building, with HPP offering a course in visitor studies for boards and staff. In later years, courses looked to assist staff in developing audience-focused exhibitions, using a team approach that included an audience advocate. Rather than focusing on collections exclusively, course participants were encouraged to use "big ideas" and to test out ideas and exhibition approaches again and again until audiences were fully engaged. To support staff in developing big ideas, the program developed a series of courses on American history. Drawing on scholars from around the country, the courses provided insights into topics ranging from the impact of William Penn and his ideas to nation founding, the Civil War, and civil rights. Project leaders encouraged

course participants to use these ideas and information to expand interpretation at their museums and sites.

Recently, concerned with the ever-increasing number of historic sites and museums, HPP staff has encouraged collaboration among institutions and with non-traditional partners. HPP staff is also working with a number of historic house museums that lack endowment and succession plans, assisting their boards in finding alternative uses for these houses that will ensure their long-term preservation.

Since 1998, HPP has provided more than 150 grants to more than 90 institutions, approximately \$3.5 million in grant funding and \$1 million in funding for technical assistance. For program information, visit [www.heritagephila.org](http://www.heritagephila.org) or contact Laura Koloski at [lkoloski@pcah.us](mailto:lkoloski@pcah.us). ✕

Barbara Silberman is senior program advisor to the Heritage Philadelphia Program of the Pew Charitable Trusts.

## REGIONAL ROUNDUP

**John T. Suau**, executive director of the Mid-Atlantic Association of Museums (MAAM), announced his resignation (effective June 30) in March

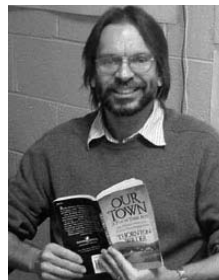


**John Suau**

2006. As executive director, Suau was responsible for a repositioning of MAAM through the creation of new "brand" identity, state-of-the-art Web-based communications, strategic alliances with companies like DiversityInc.com, more inclusive membership categories, and expanded programming, including the new annual "Building Museums" symposium. This program – designed for architects, designers, engineers, and museum leaders from around the world –

has helped to triple membership, doubled the association's operating budget and made the association a leader in the museum service sector. Suau will work with the MAAM board on the leadership transition until July 2006.

**Lincoln Konkle** is the new executive director of the Thornton Wilder Society, which is now based at The College of New Jersey. Dr. Konkle was a founding member of the Society and is a professor of English at The College. He has also just published a new book, Thornton Wilder and the Puritan Narrative Tradition with the University of Missouri Press. The Wilder Society is looking for a Wilder scholar to take up Dr.



**Lincoln Konkle**

Konkle's former duties answering queries through the Society's website. Inquiries should be emailed to [wilder@tcnj.edu](mailto:wilder@tcnj.edu).

**John S. Carter**, president since 1989 of the Independence Seaport Museum in Philadelphia, resigned his post at the end of March 2006. The Museum has been plagued recently by cost overruns and unfavorable publicity, and has partially supported its operations over several years by drawing principal from its endowment. Carter cited health issues to explain his decision and indicated that he felt it was appropriate for the incoming chairman of the Museum's board, business leader Peter McCausland, to have the chance to choose a new executive.

**Jan Seidler Ramirez**, former museum director at the New-York Historical Society, and recently a consultant working

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*Regional Roundup continued from page 5*

on the start-up interpretive planning for the museum at Ground Zero, was appointed chief curator and director of collections for the World Trade Center Memorial Museum. She began her work downtown in mid-April. Jan joined MARCH's regional advisory council in 2003 and has been very active in connecting MARCH's work with the efforts of museum and heritage professionals across New York State.

At the **Upstate History Alliance** annual conference in Saratoga Springs, NY (April 10-12) the following New York organizations won the 2006 Awards for exemplary work.

Awards of Merit went to: **The Akwesasne Cultural Center & Museum** for the exhibit and program series, "Gathering Knowledge." A team of young people and adults jointly created "We are from Akwesasne," an exhibition exploring the role of traditions in contemporary life, which begins touring this spring.



**The Slate Valley Museum** for exploring major themes of culture, economics and education, in "From Pack Peddlers to Professionals: Jewish Life in Slate Valley, New York and Vermont, 1840-Present."

**The Walter Elwood Museum of the Mohawk Valley** for the exhibition, "A Complicated Weave" which looks at how factory life influenced the community. The exhibit represents the first step in the museum's reinvention.

**Mary Messere**, in recognition of her effort and dedication to the Fall Festival History Weekend. The festival is designed to bring attention to the small historical societies and sites of central New York, and to make these institutions available to low-income families.

**The History Center in Tompkins County** for its successful discussion series responding to the urgent need for information and perspective on the devastation wrought by Hurricane Katrina.



Certificates of Commendation went to: **Columbia County Historical Society** for their widely acclaimed and highly anticipated publication "Columbia County History and Heritage," created by a team of volunteers.

**Dory Brown**, volunteer of the Greater Oneonta Historical Society, for essential work as an officer and board member resulting in the successful opening of the Society's new History Center.

**The Farmers Museum in Cooperstown** for developing "Harvest of History," an online interactive fourth grade curriculum dedicated to agriculture and rural life in New York.

Congratulations to all the winners, and to the Upstate History Alliance for stimulating excellence by recognizing these important projects. ❖

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brilliant military career, including accompanying Ethan Allen into Fort Ticonderoga and then playing decisive roles in the attack on Québec and at the Continental Army's great victory at Saratoga. This capsule biography is nicely balanced, allowing for mild sympathy for Arnold, based on undeserved slights that he received and the remorse of his later years.

[www.fordham.edu/halsall/mod/modsbook12.html](http://www.fordham.edu/halsall/mod/modsbook12.html)

This rich resource supported by the Fordham University website offers innumerable full texts of interesting and pivotal historical documents from the whole sweep of American history. Browsing among the colonial and Revolutionary-era materials, students can explore everyday life, political issues, economic proposals and decisions, and the development of American labor systems, including slavery, discerning for themselves from the documents what impact different aspects of North American life had on shaping the Revolution.

[www.hsp.org/default.aspx?id=620](http://www.hsp.org/default.aspx?id=620)

This issue of Pennsylvania Legacies, an illustrated newsmagazine published by The Historical Society of Pennsylvania, opens up innovative and very current views on the French and Indian War, or the Seven Years War as it is also known. This is the best scholarship presented in a form quite accessible to general readers, and illustrated with items from the Society's remarkable collection.

[www.doublegv.com/ggv/NJrev.html](http://www.doublegv.com/ggv/NJrev.html)

This site explores the New Jersey battlefields of the Revolutionary war, including the battles of Trenton, Princeton, Monmouth, the famous crossing of the Delaware, and engagements much less famous.

[www.ushistory.org/march/philadelphia/index.htm](http://www.ushistory.org/march/philadelphia/index.htm)

An excellent site packed with information for visitors and teachers. This particular portion of the site focuses on the long British campaign for Philadelphia, which began with a landing in Head of Elk, Maryland in 1777 and culminated months later when the Continental Congress evacuated to York, Pennsylvania and the Continental Army settled in for the winter at Valley Forge.

[www.hsp.org/default.aspx?id=481](http://www.hsp.org/default.aspx?id=481)

This links to another issue of Pennsylvania Legacies, one that explores the experiences of the Continental Congress during its exile in York during the British occupation of Philadelphia. ❖

## FAMOUS LAST WORDS DAVID MOLTKE-HANSEN

### National Heritage Areas: Preserving AND Revitalizing Communities



A century ago New York's Teddy Roosevelt and Pennsylvania's Gifford Pinchot led in the movement to set aside some of America's most spectacular landscapes as national parks and forests. More recently, Pennsylvanians again lead in the movement to expand and link small historic preservation districts into national and state heritage areas.

This approach is proto-ecological in nature, guided by an understanding that "history scapes" are shaped by the physical environments in which they are found and also by the roads, canals, industries, and events that have moved and engaged people through space over time. Advocates focus, therefore, not on individual historical assets but on historical environments, asking how to protect, develop, and use them in their integrity and diversity.

Pennsylvania currently has more designated heritage areas than any other state. These are dotted over the commonwealth, from Pittsburgh's Rivers of Steel National Heritage Area to the Schuylkill River National and State Heritage Area in Pottstown. Some heritage areas focus on the histories of coal, steel, or transportation, some on shaping events and forces such as the American Revolution. All look beyond straightforward historic preservation to ask how a community's heritage resources can be leveraged best for civic and economic development.

The heritage area movement has roots in Europe and has led to U.N. recognition of endangered world heritage areas. Champions of the effort believe that coordinated development and management of a region's heritage resources will enable and sustain investment and activity beyond the capacity of individual sites and programs. In the United States this is certainly proving true: public-private partnerships and coordination between historic preservation and economic development have both increased preservation and presentation of heritage assets and generated very substantial multiplier effects in local and regional economies. In response to this enrichment, many communities are valuing their assets much more than in the past, even in places where the historic fabric was once seen as an impediment to, rather than as a building block for, economic progress.

In most cases nationally, heritage areas are pushed by a civic or corporate leader. In the end, however, they are successful to the extent that they harness the cooperative energies of a wide variety of stakeholders. Outsiders cannot make communities identify or take pride in or invest in their heritage assets. Communities

have to believe that these resources provide the foundation for a successful future.

The heritage area movement is now inspiring people in the Philadelphia region to start thinking of and developing the nation's historical center as a heritage area. After all, no other place in the country can match our range and concentration of heritage assets. The colonial and Revolutionary resources are best known, from the collections at Winterthur and the Philadelphia Museum of Art to buildings in Society Hill and Germantown. The 18th century has long seemed to be the apogee of Philadelphia's influence in the nation and the world, and there are more 18<sup>th</sup>-century structures open to the public within fifty miles of Philadelphia than in all of the other major colonial American ports put together.

Yet in many respects Philadelphia was a much bigger player later, as its staggering volume of surviving 19<sup>th</sup>- and early-20<sup>th</sup>-century buildings suggests. In addition to painting the nation's revolutionary struggles and framing, the "history scape" of Philadelphia can tell several additional key stories as well. Philadelphia was crucial to Quaker-inspired reform movements, abolitionism and anti-abolitionism, the Underground Railroad, and the Civil War. Thanks in part to its embrace of inventiveness, Philadelphia achieved extraordinary commercial expansion and industrial growth. The nation's changing diversity, cultural richness, and creativity have roots both in William Penn's founding ideals and in Philadelphia's powerful economy. The area's diverse population and symbolic role as the cradle of democracy position Philadelphia as a continuing player in efforts to make the nation itself, and the world, more democratic.

The very richness of Philadelphia's heritage asset base defies every attempt to focus heritage work on just one or two (sets of) themes. The early push for development of a heritage area here is drawing in a remarkable range of stakeholders rather than depending upon a small cadre of committed leaders. This approach is grounded in the region's overwhelming diversity of historical organizations and destinations—more than one for every 10,000 inhabitants. Recognizing that tourists and residents select destinations that speak to their individual interests, members of the historical and tourism sectors in Philadelphia are creating multiple clusters of linked sites to tell an evolving variety of stories in ways that will engage and inform visitors and enrich the lives of residents. Building a groundswell of support is beyond the capacity of any individual leader, no matter how passionate and powerful. Working together, though, the heritage sector may be able to convert what now seems a poverty of plenty—too few visitors for too many sites—into an engine for continued regional growth **and** historic preservation. ❖

David Moltke-Hansen is president and CEO of The Historical Society of Pennsylvania in Philadelphia.

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