“To accomplish great things we must not only act, but also dream, not only plan, but also believe.”
Anatole France (1844–1924) French writer.

NAHA: DEFINITION, VISION AND MISSION

Just over a century ago, a dream took flight…and opened the skies to possibilities not even imagined by previous generations.

The development of flight not only has transformed the world at large, but also has had tremendous impact on our nation’s economy, society, culture—our national development as a whole.

Aviation found its wings in southwest Ohio. The National Aviation Heritage Area (NAHA) encompasses the region where aviation and aerospace technology was born…serving as the launching pad for the 20th century to be an American Century.

Vision
The National Aviation Heritage Area will be recognized as the global center of aviation heritage, sustaining the legacy of the Wright brothers.

Mission
The National Aviation Heritage Area is dedicated to leveraging and enhancing the resources of the Aviation Heritage Area and fostering collaboration among its partners to promote aviation heritage tourism and educate and inspire current and future generations.

Definition
The NAHA Region, an affiliate of the National Park Service, includes eight counties, fourteen founding partner organizations, and hundreds of sites listed on the National Register of Historic Places…including fourteen aviation-related sites, and six aviation-oriented National Historic Landmarks.
Aeronautics was neither an industry nor a science. It was a miracle.


THE CREATION OF THE NAHA

The creation of the National Aviation Heritage Area can trace its roots back to 16 October 1992. On that date, Congress established the Dayton Aviation Heritage National Historical Park, all with the vision of preserving the legacies and helping citizens understand the importance of three exceptional Americans—Wilbur and Orville Wright, and Paul Laurence Dunbar—and their work in Ohio’s Dayton region.

This National Historical Park emerged out of a successful grass roots effort in Dayton, led by two organizations: Aviation Trail, Inc., and The 2003 Committee.

The 2003 Committee—originally established to commemorate the centennial of the Wright brothers’ first flight—guided the effort to preserve important resources in the region through the creation of the new national park.

Legislation

With the backing of the community, The 2003 Committee helped to draft proposed legislation, and gained bipartisan support of political leaders which was instrumental in the passage of the Dayton Aviation Heritage Preservation Act of 1992 (PL. 102-419). This legislation consists of two parts:

• Title I describes four non contiguous sites in the park.
• Title II establishes the Dayton Aviation Heritage Commission (DAHC), whose primary responsibility was for the preservation and interpretive activities outside the boundaries of a very small national park system unit.

The DAHC launched the NAHA Concept Study, which led to the introduction of additional legislation to create the National Aviation Heritage Area in 2002. In the meantime, in August 2002 the Aviation Heritage Foundation, Inc. (AHF) was incorporated to serve as the successor to the DAHC, which, by provisions in the 1992 legislation, had been scheduled for sunset in December 2003.

On 8 December 2004, President George W. Bush signed P.L. 108-447, creating the National Aviation Heritage Area, designating the (AHF, Inc.), as the management entity responsible for NAHA.

“When Columbus discovered America, he did not know what the outcome would be…In a like manner, these two brothers have probably not even a faint glimpse of what their discovery is going to bring to the children of men.”

Amos Ives Root, on witnessing flights of the Wright brothers at Huffman Prairie Flying Field. As quoted in his journal “Gleanings in Bee Culture,” 1 January 1905.
WHAT IS A NATIONAL HERITAGE AREA?

National Heritage Areas—including the National Aviation Heritage Area in Ohio—are regions within the United States with a distinctive sense of place, unified by large-scale natural, cultural, historic and scenic resources, which form a cohesive, nationally distinctive landscape that arises from patterns of human activity, shaped by geography.

These National Heritage Areas are designated by Congress because they describe nationally important stories about the development of our nation. Presently, there are a total of thirty-seven National Heritage Areas within the U.S., representing a diverse range of resources.

National Heritage Areas provide education, enrichment, entertainment and excitement for local residents and visitors alike. In addition to protecting significant national and international treasures, National Heritage Areas also foster tourism, and develop enhanced community pride within the region. Continued use of these areas by people whose history and traditions helped shape the region enhances their significance.

THE PURPOSE OF THE GENERAL MANAGEMENT PLAN

The General Management Plan (GMP) for the National Aviation Heritage Area has been developed for three significant reasons:

- **Mandates:** P.L. 108-447 mandates that the Aviation Heritage Foundation, Inc. “develop and submit to the Secretary [of the Interior] for approval” a Management Plan for the NAHA region. The GMP must “incorporate an integrated and cooperative approach for the protection, enhancement, and interpretation of the natural, cultural, historic, scenic, and recreational resources of the Heritage Area.”

- **Funding:** The GMP opens the door for increased and sustained federal funding for the future plans of the NAHA region.

- **Looking above and beyond:** The GMP has encouraged NAHA to think, envision and act upon those ideas that go beyond the five-year Strategic Plan written by AHF board of trustees in 2004.
FOUR CORE STRATEGIES OF THE GMP

At the heart of the General Management Plan (GMP) for the National Aviation Heritage Area is a series of four core strategies. The Aviation Heritage Foundation, Inc. with its partners and stakeholders, will use these four fundamental strategies—first presented in the Strategic Plan of 2004—to direct the efforts of the National Aviation Heritage Area.

The work of the Foundation will be carried out collaboratively by the Foundation’s partner organizations. The strategies will serve as a framework for each annual plan, as well as provide performance parameters to measure and track the progress of partner organizations. They will also serve as a “one-page” strategic plan—a flight plan—for the Aviation Heritage Foundation, Inc.

Create a Culture of Cooperation:
Encourage and nurture cooperative efforts among the region’s aviation heritage and economic development partners and their projects.

Brand and Market the Dayton Region:
Using professional branding and marketing techniques, present Dayton and the surrounding region as THE global center of aviation heritage by collectively positioning its aviation assets as a tourism destination across the planet.

Leverage Funding:
By leveraging local, state, and federal funding and philanthropic contributions for the region’s aviation heritage projects and organizations, greater economic growth throughout the region will result.

Support Aviation History and Heritage Education and Resources:
Do everything possible to nurture aviation history and heritage education and develop resources which will not only attract the world to Dayton and the region, but also inspire the next generation of industrial, corporate and cultural leaders to break new barriers in innovation, invention and creativity.

“I cannot describe the delight, the wonder and intoxication, of this free diagonal movement onward and upward, or onward and downward… The birds have this sensation when they spread their wings and go tobogganing in curves and spirals through the sky.”

Alberto Santos-Dumont (1873–1932) Brazilian aviator, on his first dirigible flight.
PARTNERSHIPS

Although Orville Wright was alone in the aircraft during the very first successful powered flight in 1903, it was by no means a solitary effort. Likewise, the implementation of the General Management Plan of the National Aviation Heritage Area is very much a team effort, dependent on the work of numerous partners joining together with the Aviation Heritage Foundation, Inc.

Founding Partners

Founding Partners are various aviation heritage and heritage tourism organizations that are represented on the Aviation Heritage Foundation Board of Trustees, either in a formal or in an ex officio capacity. These organizations will be responsible for accomplishing much of the work outlined in the General Management Plan:

- Aviation Trail, Inc.
- Dayton Aviation Heritage National Historical Park and the National Park Service
- Dayton History, Inc.
- Dayton Montgomery County Convention and Visitors Bureau
- First to Fly Foundation, Inc.
- Greene County Convention and Visitors Bureau
- Greene County Historical Society
- National Aviation Hall of Fame
- Ohio Historical Society
- United States Air Force Museum Foundation
- United States Air Force represented by Wright Patterson AFB and the National Museum of the United States Air Force
- US Air and Trade Show
- WACO Historical Society
- Wright B Flyer, Inc.
- The Wright Family

Participating Partners

Participating Partners are organizations which have a relationship with the Aviation Heritage Foundation and are assisting with the work of the Foundation, yet are not on the Board of Trustees. These organizations play a significant role in carrying out various elements of the General Management Plan, and participate in one or more of the Foundation’s councils.

Among the organizations designated as Participating Partners: Wright State University (Special Collections and Archives), Grimes Flying Lab, the Utah State University Wright Flyer, and convention and visitor bureaus and historical societies located within the National Aviation Heritage Area.

Associate Partners

Organizations within the Associate Partner category have a direct interest in the work and the outcome of the Aviation Heritage Foundation but are not directly involved in carrying out the General Management Plan. These organizations include the Alliance of National Heritage Areas (ANHA), Ohio Department of Travel and Tourism, chambers of commerce within the National Aviation Heritage Area, and economic development organizations, among others.

Future Partners

As the world of aviation and aerospace technology continues to evolve, it is anticipated that new partnering organizations may be represented on the Board of Trustees in the future. The Aviation Heritage Foundation’s governing by-laws will guide the process of making any additions to the board. Specific criteria are scheduled to be developed and adopted by the board within the first quarter of CY 2007. At the minimum, it is expected that any new partner organizations will be a non-profit or government entity, be engaged in work that will support the vision and mission of the National Aviation Heritage Area, and be financially and organizationally viable.
Orville and Wilbur Wright were blessed with tremendous foresight and vision. No dream was ever too large for them; a systematic approach made just about any vision a reality.

During the initial planning process for the General Management Plan, National Aviation Heritage Area partner organizations were asked to provide plans for the future. Each organization was asked to share both short-term and long-term strategies. These future plans will be executed via public and private monetary and in-kind donations. The addition of federal funding will benefit these plans.

Take a glimpse into the future. On these two pages is just a sample of some of the future plans outlined by our partner organizations.

**National Museum of the United States Air Force: Space Gallery**

This gallery will be devoted exclusively to portraying the Air Force's past, present, and future in space. Several major artifacts are expected to be featured in the gallery, including a space shuttle orbiter, and a Titan IV rocket, illustrating the significant Air Force role in both manned and unmanned space programs.

**National Aviation Hall of Fame: Project SkyReach**

The National Aviation Hall of Fame honors nearly 200 individuals for their contributions to aviation and aerospace. This project would continue to develop a youth education program that incorporates these enshrinees as role models in a character education-based array of internal (NAHF Learning Center) and national/external outreach programs.

**National Park Service: Gateway Facilities**

The National Park (DAAV) and its partner organization visitor facilities will serve as Gateway Facilities, providing visitors to the Dayton region with an introduction and orientation to the National Aviation Heritage Area and its partner sites. These facilities will also serve as transportation hubs for a transit system which will transport the public to various park and other tourist-related sites.

**Dayton History Aviation Experience Center**

As a complement to the John W. Berry Sr. Wright Brothers Aviation Center, an addition will be developed inside the Aviation Center, so visitors can walk into an experience center where they can actually experience flight simulators, pull weights up in the launching derrick, glide down through the Park in a suspended mock up of the Wright Flyer, and participate in a working assembly area producing kites, gliders, and flyers.

**Wright B Flyer: Hangar Construction**

To protect the Wright B Flyer and its visitors from the elements, this replica plane will be housed in a newly constructed hangar at Huffman Prairie Flying Field.

**WACO Historical Society: Museum Relocation**

For the convenience of visitors and to enhance their understanding of the development of WACO aircraft, the WACO museum would be relocated to the historic WACO Airfield.

**Ohio Historical Society: Armstrong Air & Space Museum…and Paul Laurence Dunbar State Memorial (Dunbar Home)**

Continue restoration and expansion projects at each of these Ohio Historical Society sites to enrich the experience and understanding of visitors. These would include increased public visitation hours at Dunbar and exhibit upgrades at Armstrong to carry the space exploration story into the 21st Century.

**Wright State University Special Collections and Archives: New Facility**

Construct a new, state-of-the-art facility incorporating space for exhibits, conferences, a research/reading room, and an auditorium—as well as facilities for the storage, processing and preservation of the university’s aviation, aerospace medicine and local and regional history collections. The largest Wright brothers Collection in the world is part of this collection.

**Aviation Trail, Inc.: Dave Gold Parachute Museum**

Complete the Dave Gold parachute museum in the Wright Dunbar Interpretive Center which contains artifacts from the world’s largest parachute collection.

**Grimes Flying Lab Foundation: Flying Lab Museum**

Finish constructing the Flying Lab Museum by featuring examples of aircraft lighting and other products designed and produced by the Grimes Manufacturing Company, as well as history and memorabilia of the company’s founder, Warren G. Grimes.

**Greene County Historical Society: Museum Building**

Plan and build an additional museum building at the site of the Greene County Historical Society to showcase aviation-related artifacts. In addition, the museum would display items highlighting the history of the former Ohio Soldiers and Sailors Orphans Home.

**U.S. Air & Trade Show:**

Continue to work with the Dayton Foundation—a 501(c)3 organization—to promote two aviation-related educational programs: Aerospace Adventures, and SOAR. Create a world-class, U.S. Government-supported International Air and Trade Show.

“Aviation is proof, that, given the will, we have the capacity to achieve the impossible.”

Eddie Rickenbacker (1890–1973)

WWI flying ace, native of Columbus, Ohio.
**COLLABORATION**

In addition to the individual efforts of partner organizations, there are exciting collaborative developments that bring together various partner organizations. On the next two pages is just a partial list of the opportunities for collaboration among partner organizations that have become evident in developing the General Management Plan.

**Cultural Landscape Identification Project**

In this effort, actively seek possible areas within the National Aviation Heritage Area region that would qualify for a cultural landscape…and work with all appropriate partners to complete cultural landscapes for those sites.

**Aviation Theme Study**

Evaluate methods to promote and preserve the national historic landmarks located within the National Aviation Heritage Area, and to allow public access to those landmarks.

**National Aviation Heritage Area Flyers**

There are a number of vintage or replica vintage aircraft operated by some NAHA partner organizations. These organizations could pool their resources for demonstration flights to the general public…participation in air shows…ground displays…and to promote the National Aviation Heritage Area both within the region and outside.

**Historic Aviation Site Initiative**

Actively seek out possible sites within the NAHA region that would qualify the site as eligible for listing on the National Register of Historic Places.

**Website Community**

While the National Aviation Heritage Area website promotes each of the sites within the Area, it should be feasible for each of the partners to link their websites to the NAHA site. In addition, ideally, there should be the means for visitors to reserve and purchase tickets for events within the Area…and a National Aviation Heritage Area online store for purchasing merchandise from NAHA partners.

**Artifacts and Exhibits**

For the convenience of researchers and visitors—and to expand the scope of historical exhibits—establish a cooperative agreement to allow sharing of artifacts and exhibits among NAHA partners.

**Incorporation of Important Aviation-Related Sites Located Outside the NAHA Region**

To open the door to appropriate expansion of the NAHA region, establish partnerships with organizations with aviation-related sites to be considered for inclusion in the NAHA region…and to encourage those new partners to advocate legislative change to the boundaries of the NAHA region.

**Incorporation of Aviation Heritage Foundation "Wright Sites" Into the National Park Service**

To preserve and protect valuable, relevant sites tied to the development of aviation—and make them available as resources to researchers and visitors—NAHA recommends the addition of the following sites to National Park Service purview: the site of the Wright Family home, 7 Hawthorne Street…the Wright Laboratory site…and the fifth Wright Cycle Shop site.

**Coordinated Educational Programming**

Provide an enriched learning experience for visitors of all ages by establishing coordinated education programming among all partner organizations.

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*"The Wright brothers created the single greatest cultural force since the invention of writing. The airplane became the first World Wide Web, bringing people, languages, ideas, and values together."*

The modern airplane creates a new geographical dimension... There are no distant places any longer; the world is small and the world is one.

Wendell Willkie (1892–1944) opponent to Franklin Delano Roosevelt in the 1940 presidential election.

THE GRAND DESIGN

Before 1903, it’s difficult to imagine a bigger dream than for man to fly. Yet, thanks to the big dreams—along with tenacity—of the Wright brothers, human flight is very much a reality today.

Similarly, the Aviation Heritage Foundation is using this planning opportunity to dream about possibilities beyond the “promote what we already have” plan. The result: identification of a list of additional attractions—the Grand Design—that greatly leverage the existing aviation heritage of the National Aviation Heritage Area, and would bring even more visitors to the region.

Successful execution of the Grand Design will be key to sustaining all of the aviation heritage organizations in the future and be a driving force in transforming the Dayton region.

Current initiatives of the partners as identified in the HMP are expected to increase visitation by fifty percent over a five-year period (2006–2010) based on modest investment levels in promotion and brand-building.

The Grand Design programs represent a challenge to the community but they are clearly attainable. They pay homage to the great aviation legacy and history that already exists in the region...and build upon it, to create an exciting future that will inspire future generations to dream big, and achieve much. The following descriptions represent the National Aviation Heritage Area Grand Design proposals to date.

**Gateway to Dayton/NAHA Icon**
Create an iconic structure related to the Wright brothers and the National Aviation Heritage Area, to help brand and market the region in support of the Aviation Heritage Foundation, Inc. vision and mission.

**Naha Cultural Entertainment**
Develop a cultural entertainment element (e.g. a sound and light show) with an aviation theme to encourage visitors to make the NAHA region a destination versus a stop in transit.

**Wright Factory Site**
Support the restoration of this, the first airplane factory constructed by the Wright brothers, and offer hands-on, interactive tools to demonstrate step-by-step how the Wrights achieved powered flight.

**Hawthorn Hill**
The Aviation Heritage Foundation, Inc. could be a key facilitator in developing a plan for future use of Hawthorn Hill, the Wright family home, and ensure its preservation as a National Historical Landmark.
Naha RV Park
Advocate for the creation of one or two sites for RV owners that would offer overnight stays, one near the Dayton Airport and another near the National Museum of the United States Air Force.

National Youth Aviator Summer Camp
Facilitate a community discussion to assist with the development of a premier aviation summer camp along the lines of the Space Camp in Huntsville, Alabama.

Full Length Animated Movie on Wright brothers
Develop a motion picture/television series based on the life and work of the Wright brothers. A possible candidate could be the children’s book *Wee and the Wright Brothers* written by Tim Gaffney of Dayton, Ohio.

Air & Space Edutainment Virtual Reality World
Create a center where visitors can be educated and entertained all at once with virtual reality group rides and individual simulators. The center could offer state-of-the-art electronic gaming, education and entertainment.

Aviation Heritage Trolley
Re-create the rail trolley that the Wright brothers used to get to and from their home and bicycle shop on Dayton’s west side and the Huffman Prairie Flying Field where they developed the world’s first practical airplane.

Introduction to Flight Experience
Provide a short, introductory ground school to visitors on flight principles and flying skills to garner an appreciation of flight and hopefully a desire to learn to fly.

Center for the Study of Aviation Restoration
Provide a center of expertise to allow for the rehabilitation of historical and vintage aircraft. Could be linked with local high schools, vocational high schools, community, state and private venues of higher education.

World Heritage Site (Unesco) Huffman Prairie
Provide formal recognition of Huffman Prairie Flying Field on an international level.
When it first turned that circle, and came near the starting point, I was right in front of it; and said, then, and I believe still, it was... the grandest sight of my life.”

Amos Ives Root, on witnessing flights of the Wright Brothers at Huffman Prairie Flying Field, as quoted in his journal “Gleanings in Bee Culture,” 1904.

HISTORY OF AVIATION IN THE DAYTON AREA

Thanks to Orville and Wilbur Wright, Dayton, Ohio will always be linked to aviation and aeronautics.

The Wright brothers’ invention of the airplane not only changed the course of world history, but also the fortunes of Ohio’s “Gem City.” Already a prosperous center of invention and manufacturing in 1903, over the next century Dayton would become the epicenter of aeronautical science, technology, acquisitions, and logistics... thanks to a series of developments over the years.

The Signal Corps Takes the Lead

By 1907, officials in the United States War Department (forerunner to today’s Department of Defense) realized the country was on the threshold of practical heavier-than-air flight... so it focused its attention on the airplane. In August 1907, the U.S. Army’s Brigadier General James Allen, the Chief Signal Officer, established an Aeronautical Division, responsible for air machines and related technologies. With their successful development of the Wright B Flyer and successive aircraft, the Wright brothers met—and exceeded—the specifications put forth by the Signal Corps.

In March 1915—just eight months after the creation of the Aviation Section of the Signal Corps—Congress established a National Advisory Committee for Aeronautics (NACA). This committee, composed of representatives from the War, Navy, Treasury, Commerce, and Agriculture departments, was directed to develop studies that would generate data vital to the development and enhancement of American military aviation.

Deeds Does Right by Dayton

Deeds’s critical role in the early development of aircraft was further powered by Edward Deeds, a vice president of Dayton-based Delco, who was also an Army colonel serving on the Munitions Standards Board. By August 1917, Deeds was appointed acting chief of the newly-created Equipment Division of the Signal Corps. Three weeks later, Deeds was commissioned as a colonel in the Signal Corps Reserve and chief of the Equipment Division.

Colonel Deeds knew the potential for the Dayton region in aviation development. During 1917, Deeds invited his friends Orville Wright and inventor Charles F. Kettering to inspect a plot of land near downtown Dayton to see if it could be used as a public aviation field. By October 1917, papers were signed to appropriate funds for the construction of North Field for experimental engineering work.

This facility, now known as McCook Field, served as the headquarters for the Airplane Engineering Department, where its activities would be easily accessible to major cities in the Midwest and East. McCook Field successfully brought together many of the nation’s—and the world’s—leading aeronautical engineers and researchers. Thanks to the efforts of these innovators based in Dayton, the airplane was radically transformed from a fragile wood-and-fabric machine powered by a four-cylinder radial engine, into a low-wing, streamlined, all-metal aircraft with a supercharged engine... all in a remarkably short time frame.

Dayton Area Residents Play a Role in Maintaining Aviation Leadership

After World War I, when the U.S. Army discussed closing McCook Field and transferring its engineering activity elsewhere, the citizens of the Dayton region purchased land for a new field, which the Army accepted. The new Wright Field—which incorporated the old Wilbur Wright Field—was established in October 1927. Four years later, the Army established Patterson Field. In 1948, the two facilities were brought together to form today’s Wright-Patterson Air Force Base. A local publication declared Dayton to be “Air City.” Over the years, the region’s residents became accustomed to various aircraft—and aviators—overhead. Local homemakers helped parachuting pilots climb down from trees in their backyards. As late as World War II, school children witnessed crash landings from time to time.

Dayton Area Names Take Aviation to New Heights

The Dayton and Miami Valley area was instrumental in the development of civilian air transportation from the single-engine monoplane, to airliners with improved power plants and increased passenger capacity. In a Dayton garage located at 28 Watts Street, a lightweight flyer gave birth to the Aeronautical Corporation of America (renamed Aeronca in 1941), which, in its twenty-three years of business, produced fifty-five different models and just over 17,000 aircraft. In 1923, what had been the waning Weaver Aircraft Company of Lorain, Ohio was resurrected in Troy as WACO, a pioneer in the manufacture of two- and three-seat passenger planes.

Other aviation accomplishments within the Dayton region were achieved by those whose names are now familiar only to aviation enthusiasts. Among the developments: propeller systems which pushed Charles Lindbergh and the bombers of World War II across the Atlantic... radio direction finder and compass... the retractable landing light and wing position lights... the radioisotope thermoelectric generator which powered most of the deep space exploration vehicles from the late 1950s on... the jet engine re-ignition spark plug... and an astronaut-manuevering unit used by NASA in the mid 1960s.

EXECUTIVE SUMMARY | May 2008
Wright-Patterson Air Force Base—which over the years housed the Air Force Wright Aeronautical Laboratories, and the 4950th Test Wing—has been instrumental in the furthering of aviation and aeronautical development. WPAFB was integral in the development of the B-52 and B-58 bombers, the C-130 transport, and aerospace demonstration craft including the Martin Marietta X-24 which helped prove the feasibility of high-speed descent and unpowered landing on a conventional runway—techniques later put to use by the space shuttle.

The importance of WPAFB and the Dayton region continues today. The United States Air Force Research Laboratory (AFRL), was created in 1997 through the consolidation of four former Air Force Laboratories, and the Air Force Office of Scientific Research (AFOSR). AFRL is composed of ten technology directorates located throughout the U.S. Directorates headquartered at WPAFB include Air Vehicles, Human Effectiveness, Materials and Manufacturing, Propulsion, and Sensors. The laboratory employs nearly 9,500 professionals and is responsible for a nearly three-billion-dollar budget.

Wright-Patterson Air Force Base offers an amazing array of services, including worldwide logistics support for the entire Air Force, aeronautical research and development, home for more than seventy units, the second-largest medical center in the branch, and about 10,000 scientists and engineers. For all these reasons, WPAFB is considered to be the largest, most diverse, and organizationally complex Air Force base in the U.S.

Continuing to Lead

The Dayton region is THE global center of aviation heritage. It maintains that heritage to this day as one of the most significant regions in the world for aviation advancement.

In basic terms, the Dayton area is synonymous with aviation. Many consider the Wright brothers’ flying machine to be the invention that changed the course of human history more than any other.

It is the mission of the National Aviation Heritage Area partner organizations to leverage and enhance the resources of the Aviation Heritage Area, and foster collaboration among its partners to promote aviation heritage tourism…and educate and inspire current and future generations. The creation of this General Management Plan is yet another step towards the fruition of this mission.

Executive Summary

The National Aviation Heritage Area took flight from the efforts of the Dayton Aviation Heritage Commission and its 2002 document, Concept Study for the Creation of a National Aviation Heritage Area.

This Concept Study was developed by a team of consultants in cooperation with the Dayton Aviation Heritage Commission…but, just as importantly, it reflects the input of more than 500 individuals who provided comment at a website, or participated in a public meeting.

Central to its responsibilities, the consultant team…

- Identified and developed a database of more than 300 sites, elements and stories from Ohio that have significant impact on the development of aviation in the United States.
- Developed a website—www.aviationheritagearea.org—with descriptive information about the project and searchable access to the database.
- Invited public comment on the project at the website through an extensive e-mail campaign, linkage to other aviation-related websites, communication by public media, mail, and telephone.
- Held public meetings in Columbus, Cleveland and Dayton to offer an opportunity for individuals to comment in person, and to supplement the web-based commentary.
- Respondents to the website or public meetings were invited to comment on the structural alternatives and to make suggestions for additional aviation heritage sites and stories.
- From more than 300 aviation-related sites in the state of Ohio listed in the NAHA Concept Study, and more sites found during research for the NAHA General Management Plan (GMP), 130 sites within the NAHA region and twenty sites outside the NAHA region are listed in the GMP as historically relevant to the theme of the NAHA region.

A Plan of the People

The process of creating the GMP generated many opportunities for public involvement. Many of the issues and future plans in this GMP were raised through intensive public engagement, including both large and small-forum meetings, overviews of the NAHA concept to various public organizations such as Rotary Clubs by Aviation Heritage Foundation staff, and many hours of public briefings. Promotional materials of NAHA assets were distributed at many of these meetings, as well as questionnaires and forum sheets.

Many comments specifically concerned future plans as they might apply to the economic growth of the region, while maintaining preservation of various sites. The majority of participants were positive in their comments, and conveyed their overwhelming desire to make the Dayton region a better place to live, work, and play.

The History and Heritage Education Council of the Aviation Heritage Foundation—composed of members of the public as well as trustees from the various aviation heritage partner organizations—led the effort on the public planning process. Other councils (similarly comprised of public members and trustees from aviation heritage partner organizations) also participated in reviews of major progressions of the General Management Plan. The AHF Board of Trustees reviewed the development of the GMP on many occasions, and held an open forum at the AHF Annual Meeting in August for members of the public to comment on the GMP.

Fostering Community Participation

The History and Heritage Education Council of the Aviation Heritage Foundation—composed of members of the public as well as trustees from the various aviation heritage partner organizations—led the effort on the public planning process. Other councils (similarly comprised of public members and trustees from aviation heritage partner organizations) also participated in reviews of major progressions of the General Management Plan. The AHF Board of Trustees reviewed the development of the GMP on many occasions, and held an open forum at the AHF Annual Meeting in August for members of the public to comment on the GMP.
IMPLEMENTATION

Funding
The cost of implementing the General Management Plan (GMP) is broken down into two general categories: the basic operation of the Aviation Heritage Foundation, Inc…and the costs associated with the partners and sites whose future plans are identified in the GMP.

Overall Economic Impact of the National Aviation Heritage Area
The long-term economic impact of implementing the General Management Plan of the National Aviation Heritage Area is substantial. In fact, it can be measured in three distinct areas: tourist expenditures…operations of Aviation Heritage organizations…and capital projects.

In addition to the tangible economic impact, communities within National Heritage Areas have experienced intangible benefits which lead to economic improvement within the area (although these improvements are not directly the result of what was outlined in their General Management Plans).

Impact of Tourist Expenditures
At present, it is estimated that approximately 1.1 million visitors enter the National Aviation Heritage Area and visit at least one partner site. It is estimated that economic impact of these visitors ranges from $30–$38 million annually. If visitation rises to five million, impact rises to $140–$170 million annually.

This visitor economic impact will increase as more visitors come to the National Aviation Heritage Area, and as these visitors increase the average length of stay. The activities being proposed at the National Aviation Heritage Area partner sites—along with the implementation of the core strategies of the Aviation Heritage Foundation, Inc—are expected to have a positive impact on both the number of visitors and the average length of each visit.

Assessing the economic impact of the National Aviation Heritage Area will be an ongoing process. Current efforts underway include the execution of a Preserve America grant by Wright-Dunbar, Inc. in partnership with the Aviation Heritage Foundation. This grant will be used to not only to establish a baseline of tourism expenditures in the National Aviation Heritage Area, but also to provide recommendations as to how to increase tourism in the region.*

Impact of NAHA Partner Operations**
The overall economic impact generated by National Aviation Heritage Area partners is significant. The estimated annual budgets for the aviation heritage organizations described in the General Management Plan are in excess of $17 million per year. This total represents both payroll and direct operational expenditures. A reasonable budget multiplier on area incomes ranges from 1.4 to 1.8. Based on those multipliers, the total economic impact from operations is estimated to range from $23.8–$30.6 million within the Area each year. In addition to these ongoing contributions to the local economy from NAHA partners, capital expenditures related to partner plans is estimated to be valued in excess of $60–$65 million.

Compliance with National Environmental Policy Act
The Aviation Heritage Foundation, Inc., as the management entity organizing the National Aviation Heritage Area, is responsible for ensuring compliance with the National Environmental Policy Act (NEPA) and the National Historic Preservation Act (NHPA) for all applicable projects that result from implementing the management plan. AHF will work closely with the National Park Service (NPS), and in consultation with the State Historic Preservation Officer (SHPO) to certify and monitor compliance with the NEPA and NHPA, under the NPS standards. For all projects that trigger compliance with NEPA and NHPA, the trustees of the AHF will provide opportunities for the public to become engaged early in the planning process and to comment on the proposed actions.

Intangible Impact of the National Aviation Heritage Area
The direct, measurable long-term impact of the National Aviation Heritage Area is the combination of the change in Dayton-region incomes associated with the increased tourist spending, and the local operating budgets of the National Aviation Heritage Area partners, including capital expenditures. However, focusing attention to only those categories does not represent the full economic impact of the National Aviation Heritage Area on the region’s economy. More importantly, the region’s most serious dilemma for long-term development has long been a relatively negative view of the Dayton area held by local residents. The development of the National Aviation Heritage Area could have a significant impact on that self-image, which could also be a positive factor on the region’s ability to attract and retain business.

“To most people, the sky is the limit. To those who love aviation, the sky is home.”
Anonymous

*Current national average for tourism spending per person per day is approximately $143.
**All in 2006 dollars.

EXECUTIVE SUMMARY | May 2008
There are approximately 140 million people within a ninety-minute plane trip of the National Aviation Heritage Area.

90 MINUTES FROM JUST ABOUT ANYWHERE

The Dayton region—home to the National Aviation Heritage Area—is one of the best-located markets in the United States. In fact, Dayton International Airport is at the center of the nation’s most populous ninety-minute air market. Within a ninety-minute plane trip of the National Aviation Heritage Area, there are approximately 140 million people—and over half of the combined population of the U.S. and Canada. In addition, the Dayton region is one of the top surface transportation markets in the country. Located at the intersection of I-70 and I-75—two of the most vital Interstate highways in the U.S.—over 20 million households are within a six-hour drive of the Dayton area.

FLIGHT TIMES (MIN)

<table>
<thead>
<tr>
<th>City</th>
<th>Flight Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atlanta</td>
<td>98</td>
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<tr>
<td>Charlotte</td>
<td>76</td>
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<tr>
<td>Dallas</td>
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<td>Detroit</td>
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<td>Minneapolis</td>
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<td>Newark</td>
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<td>Washington D.C.</td>
<td>70</td>
</tr>
</tbody>
</table>

The airplane has unveiled for us the true face of the earth.

"It is difficult to say what is impossible, for the dream of yesterday is the hope of today and the reality of tomorrow.”