

NIAGARA FALLS
NATIONAL HERITAGE AREA
APPENDICES

Niagara Falls National Heritage Area Commission



July 2012

*Appendix A • Federal Enabling Legislation &
Official Map*

PUBLIC LAW 110-229—MAY 8, 2008

CONSOLIDATED NATURAL
RESOURCES ACT OF 2008

Public Law 110–229
110th Congress

An Act

To authorize certain programs and activities in the Department of the Interior, the Forest Service, and the Department of Energy, to implement further the Act approving the Covenant to Establish a Commonwealth of the Northern Mariana Islands in Political Union with the United States of America, to amend the Compact of Free Association Amendments Act of 2003, and for other purposes.

May 8, 2008

[S. 2739]

Consolidated
Natural
Resources Act
of 2008.
16 USC 1 note.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

SECTION 1. SHORT TITLE; TABLE OF CONTENTS.

(a) **SHORT TITLE.**—This Act may be cited as the “Consolidated Natural Resources Act of 2008”.

(b) **TABLE OF CONTENTS.**—The table of contents of this Act is as follows:

Sec. 1. Short title; table of contents.

TITLE I—FOREST SERVICE AUTHORIZATIONS

Sec. 101. Wild Sky Wilderness.

Sec. 102. Designation of national recreational trail, Willamette National Forest, Oregon, in honor of Jim Weaver, a former Member of the House of Representatives.

TITLE II—BUREAU OF LAND MANAGEMENT AUTHORIZATIONS

Sec. 201. Piedras Blancas Historic Light Station.

Sec. 202. Jupiter Inlet Lighthouse Outstanding Natural Area.

Sec. 203. Nevada National Guard land conveyance, Clark County, Nevada.

TITLE III—NATIONAL PARK SERVICE AUTHORIZATIONS

Subtitle A—Cooperative Agreements

Sec. 301. Cooperative agreements for national park natural resource protection.

Subtitle B—Boundary Adjustments and Authorizations

Sec. 311. Carl Sandburg Home National Historic Site boundary adjustment.

Sec. 312. Lowell National Historical Park boundary adjustment.

Sec. 313. Minidoka National Historic Site.

Sec. 314. Acadia National Park improvement.

Subtitle C—Studies

Sec. 321. National Park System special resource study, Newtonia Civil War Battlefields, Missouri.

Sec. 322. National Park Service study regarding the Soldiers’ Memorial Military Museum.

Sec. 323. Wolf House study.

Sec. 324. Space Shuttle Columbia study.

Sec. 325. César E. Chávez study.

Sec. 326. Taunton, Massachusetts, special resource study.

Sec. 327. Rim of the Valley Corridor study.

Subtitle D—Memorials, Commissions, and Museums

Sec. 331. Commemorative work to honor Brigadier General Francis Marion and his family.

- Sec. 332. Dwight D. Eisenhower Memorial Commission.
- Sec. 333. Commission to Study the Potential Creation of a National Museum of the American Latino.
- Sec. 334. Hudson-Fulton-Champlain Quadricentennial Commemoration Commission.
- Sec. 335. Sense of Congress regarding the designation of the Museum of the American Quilter's Society of the United States.
- Sec. 336. Sense of Congress regarding the designation of the National Museum of Wildlife Art of the United States.
- Sec. 337. Redesignation of Ellis Island Library.

Subtitle E—Trails and Rivers

- Sec. 341. Authorization and administration of Star-Spangled Banner National Historic Trail.
- Sec. 342. Land conveyance, Lewis and Clark National Historic Trail, Nebraska.
- Sec. 343. Lewis and Clark National Historic Trail extension.
- Sec. 344. Wild and scenic River designation, Eightmile River, Connecticut.

Subtitle F—Denali National Park and Alaska Railroad Exchange

- Sec. 351. Denali National Park and Alaska Railroad Corporation exchange.

Subtitle G—National Underground Railroad Network to Freedom Amendments

- Sec. 361. Authorizing appropriations for specific purposes.

Subtitle H—Grand Canyon Subcontractors

- Sec. 371. Definitions.
- Sec. 372. Authorization.

TITLE IV—NATIONAL HERITAGE AREAS

Subtitle A—Journey Through Hallowed Ground National Heritage Area

- Sec. 401. Purposes.
- Sec. 402. Definitions.
- Sec. 403. Designation of the Journey Through Hallowed Ground National Heritage Area.
- Sec. 404. Management plan.
- Sec. 405. Evaluation; report.
- Sec. 406. Local coordinating entity.
- Sec. 407. Relationship to other Federal agencies.
- Sec. 408. Private property and regulatory protections.
- Sec. 409. Authorization of appropriations.
- Sec. 410. Use of Federal funds from other sources.
- Sec. 411. Sunset for grants and other assistance.

Subtitle B—Niagara Falls National Heritage Area

- Sec. 421. Purposes.
- Sec. 422. Definitions.
- Sec. 423. Designation of the Niagara Falls National Heritage Area.
- Sec. 424. Management plan.
- Sec. 425. Evaluation; report.
- Sec. 426. Local coordinating entity.
- Sec. 427. Niagara Falls Heritage Area Commission.
- Sec. 428. Relationship to other Federal agencies.
- Sec. 429. Private property and regulatory protections.
- Sec. 430. Authorization of appropriations.
- Sec. 431. Use of Federal funds from other sources.
- Sec. 432. Sunset for grants and other assistance.

Subtitle C—Abraham Lincoln National Heritage Area

- Sec. 441. Purposes.
- Sec. 442. Definitions.
- Sec. 443. Designation of Abraham Lincoln National Heritage Area.
- Sec. 444. Management plan.
- Sec. 445. Evaluation; report.
- Sec. 446. Local coordinating entity.
- Sec. 447. Relationship to other Federal agencies.
- Sec. 448. Private property and regulatory protections.
- Sec. 449. Authorization of appropriations.
- Sec. 450. Use of Federal funds from other sources.
- Sec. 451. Sunset for grants and other assistance.

(6) creates any liability, or affects any liability under any other law, of any private property owner with respect to any person injured on the private property.

SEC. 409. AUTHORIZATION OF APPROPRIATIONS.

(a) **AUTHORIZATION OF APPROPRIATIONS.**—Subject to subsection (b), there are authorized to be appropriated to carry out this subtitle not more than \$1,000,000 for any fiscal year. Funds so appropriated shall remain available until expended.

(b) **LIMITATION ON TOTAL AMOUNTS APPROPRIATED.**—Not more than \$15,000,000 may be appropriated to carry out this subtitle.

(c) **COST-SHARING REQUIREMENT.**—The Federal share of the total cost of any activity under this subtitle shall be not more than 50 percent; the non-Federal contribution may be in the form of in-kind contributions of goods or services fairly valued.

SEC. 410. USE OF FEDERAL FUNDS FROM OTHER SOURCES.

Nothing in this subtitle shall preclude the local coordinating entity from using Federal funds available under other laws for the purposes for which those funds were authorized.

SEC. 411. SUNSET FOR GRANTS AND OTHER ASSISTANCE.

The authority of the Secretary to provide financial assistance under this subtitle terminates on the date that is 15 years after the date of enactment of this subtitle.

**Subtitle B—Niagara Falls National
Heritage Area**

New York.
16 USC 461 note.

SEC. 421. PURPOSES.

The purposes of this subtitle include—

(1) to recognize the national importance of the natural and cultural legacies of the area, as demonstrated in the National Park Service study report entitled “Niagara National Heritage Area Study” dated 2005;

(2) to preserve, support, conserve, and interpret the natural, scenic, cultural, and historic resources within the National Heritage Area;

(3) to promote heritage, cultural, and recreational tourism and to develop educational and cultural programs for visitors and the general public;

(4) to recognize and interpret important events and geographic locations representing key developments in American history and culture, including Native American, Colonial American, European American, and African American heritage;

(5) to enhance a cooperative management framework to assist State, local, and Tribal governments, the private sector, and citizens residing in the National Heritage Area in conserving, supporting, enhancing, and interpreting the significant historic, cultural, and recreational sites in the National Heritage Area;

(6) to conserve and interpret the history of the development of hydroelectric power in the United States and its role in developing the American economy; and

(7) to provide appropriate linkages among units of the National Park System within and surrounding the National

Heritage Area, to protect, enhance, and interpret resources outside of park boundaries.

SEC. 422. DEFINITIONS.

In this subtitle:

(1) COMMISSION.—The term “Commission” means the Niagara Falls National Heritage Area Commission established under this subtitle.

(2) GOVERNOR.—The term “Governor” means the Governor of the State of New York.

(3) LOCAL COORDINATING ENTITY.—The term “local coordinating entity” means the local coordinating entity for the National Heritage Area designated pursuant to this subtitle.

(4) MANAGEMENT PLAN.—The term “management plan” means the plan prepared by the local coordinating entity for the National Heritage Area that specifies actions, policies, strategies, performance goals, and recommendations to meet the goals of the National Heritage Area, in accordance with this subtitle.

(5) NATIONAL HERITAGE AREA.—The term “National Heritage Area” means the Niagara Falls National Heritage Area established in this subtitle.

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

SEC. 423. DESIGNATION OF THE NIAGARA FALLS NATIONAL HERITAGE AREA.

(a) ESTABLISHMENT.—There is hereby established the Niagara Falls National Heritage Area.

(b) BOUNDARIES.—

(1) IN GENERAL.—The National Heritage Area shall consist of the area from the western boundary of the town of Wheatfield, New York, extending to the mouth of the Niagara River on Lake Ontario, including the city of Niagara Falls, New York, the villages of Youngstown and Lewiston, New York, land and water within the boundaries of the Heritage Area in Niagara County, New York, and any additional thematically related sites within Erie and Niagara Counties, New York, that are identified in the management plan developed under this subtitle.

(2) MAP.—The boundaries of the National Heritage Area shall be as generally depicted on the map titled “Niagara Falls National Heritage Area,” and numbered P76/80,000 and dated July, 2006. The map shall be on file and available to the public in the appropriate offices of the National Park Service and the local coordinating entity.

SEC. 424. MANAGEMENT PLAN.

(a) REQUIREMENTS.—The management plan for the National Heritage Area shall—

(1) describe comprehensive policies, goals, strategies, and recommendations for telling the story of the heritage of the area covered by the National Heritage Area and encouraging long-term resource protection, enhancement, interpretation, funding, management, and development of the National Heritage Area;

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

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

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

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

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

(A) performance goals;

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

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

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

(8) include a business plan that—

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

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

(b) DEADLINE.—

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

(2) TERMINATION OF FUNDING.—If the management plan is not submitted to the Secretary in accordance with paragraph (1), the local coordinating entity shall not qualify for any additional financial assistance under this subtitle until such time as the management plan is submitted to and approved by the Secretary.

(c) APPROVAL OF MANAGEMENT PLAN.—

Recommendations.

Deadline.

(1) REVIEW.—Not later than 180 days after receiving the plan, the Secretary shall review and approve or disapprove the management plan for a National Heritage Area on the basis of the criteria established under paragraph (3).

(2) CONSULTATION.—The Secretary shall consult with the Governor before approving a management plan for the National Heritage Area.

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

(A) the local coordinating entity represents the diverse interests of the National Heritage Area, including Federal, State, Tribal, and local governments, natural and historic resource protection organizations, educational institutions, businesses, recreational organizations, community residents, and private property owners;

(B) the local coordinating entity—

(i) has afforded adequate opportunity for public and Federal, State, Tribal, and local governmental involvement (including through workshops and hearings) in the preparation of the management plan; and

(ii) provides for at least semiannual public meetings to ensure adequate implementation of the management plan;

(C) the resource protection, enhancement, interpretation, funding, management, and development strategies described in the management plan, if implemented, would adequately protect, enhance, interpret, fund, manage, and develop the natural, historic, cultural, educational, scenic, and recreational resources of the National Heritage Area;

(D) the management plan would not adversely affect any activities authorized on Federal land under public land laws or land use plans;

(E) the local coordinating entity has demonstrated the financial capability, in partnership with others, to carry out the plan;

(F) the Secretary has received adequate assurances from the appropriate State, Tribal, and local officials whose support is needed to ensure the effective implementation of the State, Tribal, and local elements of the management plan; and

(G) the management plan demonstrates partnerships among the local coordinating entity, Federal, State, Tribal, and local governments, regional planning organizations, nonprofit organizations, or private sector parties for implementation of the management plan.

(4) DISAPPROVAL.—

(A) IN GENERAL.—If the Secretary disapproves the management plan, the Secretary—

(i) shall advise the local coordinating entity in writing of the reasons for the disapproval; and

(ii) may make recommendations to the local coordinating entity for revisions to the management plan.

(B) DEADLINE.—Not later than 180 days after receiving a revised management plan, the Secretary shall approve or disapprove the revised management plan.

(5) AMENDMENTS.—

(A) IN GENERAL.—An amendment to the management plan that substantially alters the purposes of the National Heritage Area shall be reviewed by the Secretary and approved or disapproved in the same manner as the original management plan.

(B) IMPLEMENTATION.—The local coordinating entity shall not use Federal funds authorized by this subtitle to implement an amendment to the management plan until the Secretary approves the amendment.

(6) AUTHORITIES.—The Secretary may—

(A) provide technical assistance under the authority of this subtitle for the development and implementation of the management plan; and

(B) enter into cooperative agreements with interested parties to carry out this subtitle.

SEC. 425. EVALUATION; REPORT.

(a) IN GENERAL.—Not later than 3 years before the date on which authority for Federal funding terminates for the National Heritage Area under this subtitle the Secretary shall—

(1) conduct an evaluation of the accomplishments of the National Heritage Area; and

(2) prepare a report in accordance with subsection (c).

(b) EVALUATION.—An evaluation conducted under subsection (a)(1) shall—

(1) assess the progress of the local coordinating entity with respect to—

(A) accomplishing the purposes of the authorizing legislation for the National Heritage Area; and

(B) achieving the goals and objectives of the approved management plan for the National Heritage Area;

(2) analyze the Federal, State, Tribal, and local, and private investments in the National Heritage Area to determine the impact of the investments; and

(3) review the management structure, partnership relationships, and funding of the National Heritage Area for purposes of identifying the critical components for sustainability of the National Heritage Area.

(c) REPORT.—Based on the evaluation conducted under subsection (a)(1), the Secretary shall submit a report to the Committee on Natural Resources of the United States House of Representatives and the Committee on Energy and Natural Resources of the United States Senate. The report shall include recommendations for the future role of the National Park Service, if any, with respect to the National Heritage Area.

SEC. 426. LOCAL COORDINATING ENTITY.

(a) DESIGNATION.—The local coordinating entity for the Heritage Area shall be—

(1) for the 5-year period beginning on the date of enactment of this subtitle, the Commission; and

(2) on expiration of the 5-year period described in paragraph (1), a private nonprofit or governmental organization designated by the Commission.

(b) DUTIES.—To further the purposes of the National Heritage Area, the local coordinating entity, shall—

Effective dates.

- Plan. (1) prepare a management plan for the National Heritage Area, and submit the management plan to the Secretary, in accordance with this subtitle;
- Reports. (2) submit an annual report to the Secretary for each fiscal year for which the local coordinating entity receives Federal funds under this subtitle, specifying—
- (A) the specific performance goals and accomplishments of the local coordinating entity;
 - (B) the expenses and income of the local coordinating entity;
 - (C) the amounts and sources of matching funds;
 - (D) the amounts leveraged with Federal funds and sources of the leveraging; and
 - (E) grants made to any other entities during the fiscal year;
- (3) make available for audit for each fiscal year for which the local coordinating entity receives Federal funds under this subtitle, all information pertaining to the expenditure of the funds and any matching funds;
- (4) encourage economic viability and sustainability that is consistent with the purposes of the National Heritage Area; and
- (5) coordinate projects, activities, and programs with the Erie Canalway National Heritage Corridor.
- (c) **AUTHORITIES.**—For the purposes of preparing and implementing the approved management plan for the National Heritage Area, the local coordinating entity may use Federal funds made available under this subtitle to—
- (1) make grants to political jurisdictions, nonprofit organizations, and other parties within the National Heritage Area;
 - (2) enter into cooperative agreements with or provide technical assistance to political jurisdictions, nonprofit organizations, Federal agencies, and other interested parties;
 - (3) hire and compensate staff, including individuals with expertise in—
 - (A) natural, historical, cultural, educational, scenic, and recreational resource conservation;
 - (B) economic and community development; and
 - (C) heritage planning;
 - (4) obtain funds or services from any source, including other Federal programs;
 - (5) contract for goods or services; and
 - (6) support activities of partners and any other activities that further the purposes of the National Heritage Area and are consistent with the approved management plan.
- (d) **PROHIBITION ON ACQUISITION OF REAL PROPERTY.**—The local coordinating entity may not use Federal funds authorized under this subtitle to acquire any interest in real property.

SEC. 427. NIAGARA FALLS HERITAGE AREA COMMISSION.

(a) **ESTABLISHMENT.**—There is established within the Department of the Interior the Niagara Falls National Heritage Area Commission.

(b) **MEMBERSHIP.**—The Commission shall be composed of 17 members, of whom—

(1) 1 member shall be the Director of the National Park Service (or a designee);

(2) 5 members shall be appointed by the Secretary, after consideration of the recommendation of the Governor, from among individuals with knowledge and experience of—

(A) the New York State Office of Parks, Recreation and Historic Preservation, the Niagara River Greenway Commission, the New York Power Authority, the USA Niagara Development Corporation, and the Niagara Tourism and Convention Corporation; or

(B) any successors of the agencies described in subparagraph (A);

(3) 1 member shall be appointed by the Secretary, after consideration of the recommendation of the mayor of Niagara Falls, New York;

(4) 1 member shall be appointed by the Secretary, after consideration of the recommendation of the mayor of the village of Youngstown, New York;

(5) 1 member shall be appointed by the Secretary, after consideration of the recommendation of the mayor of the village of Lewiston, New York;

(6) 1 member shall be appointed by the Secretary, after consideration of the recommendation of the Tuscarora Nation;

(7) 1 member shall be appointed by the Secretary, after consideration of the recommendation of the Seneca Nation of Indians; and

(8) 6 members shall be individuals who have an interest in, support for, and expertise appropriate to tourism, regional planning, history and historic preservation, cultural or natural resource management, conservation, recreation, and education, or museum services, of whom—

(A) 4 members shall be appointed by the Secretary, after consideration of the recommendation of the 2 members of the Senate from the State; and

(B) 2 members shall be appointed by the Secretary, after consideration of the recommendation of the Member of the House of Representatives whose district encompasses the National Heritage Area.

(c) TERMS; VACANCIES.—

(1) TERM.—A member of the Commission shall be appointed for a term not to exceed 5 years.

(2) VACANCIES.—

(A) PARTIAL TERM.—A member appointed to fill a vacancy on the Commission shall serve for the remainder of the term for which the predecessor of the member was appointed.

(B) IN GENERAL.—A vacancy on the Commission shall be filled in the same manner as the original appointment was made.

(d) CHAIRPERSON AND VICE CHAIRPERSON.—

(1) SELECTION.—The Commission shall select a Chairperson and Vice Chairperson from among the members of the Commission.

(2) VICE CHAIRPERSON.—The Vice Chairperson shall serve as the Chairperson in the absence of the Chairperson.

(e) QUORUM.—

(1) IN GENERAL.—A majority of the members of the Commission shall constitute a quorum.

(2) TRANSACTION.—For the transaction of any business or the exercise of any power of the Commission, the Commission shall have the power to act by a majority vote of the members present at any meeting at which a quorum is in attendance.

(f) MEETINGS.—

(1) IN GENERAL.—The Commission shall meet at least quarterly at the call of—

(A) the Chairperson; or

(B) a majority of the members of the Commission.

(2) NOTICE.—Notice of Commission meetings and agendas for the meetings shall be published in local newspapers that are distributed throughout the National Heritage Area.

(3) APPLICABLE LAW.—Meetings of the Commission shall be subject to section 552b of title 5, United States Code.

(g) AUTHORITIES OF THE COMMISSION.—In addition to the authorities otherwise granted in this subtitle, the Commission may—

(1) request and accept from the head of any Federal agency, on a reimbursable or non-reimbursable basis, any personnel of the Federal agency to the Commission to assist in carrying out the duties of the Commission;

(2) request and accept from the head of any State agency or any agency of a political subdivision of the State, on a reimbursable or nonreimbursable basis, any personnel of the agency to the Commission to assist in carrying out the duties of the Commission;

(3) seek, accept, and dispose of gifts, bequests, grants, or donations of money, personal property, or services; and

(4) use the United States mails in the same manner as other agencies of the Federal Government.

(h) DUTIES OF THE COMMISSION.—To further the purposes of the National Heritage Area, in addition to the duties otherwise listed in this subtitle, the Commission shall assist in the transition of the management of the National Heritage Area from the Commission to the local coordinating entity designated under this subtitle.

(i) COMPENSATION OF MEMBERS.—

(1) IN GENERAL.—A member of the Commission shall serve without compensation.

(2) TRAVEL EXPENSES.—A member of the Commission shall be allowed travel expenses, including per diem in lieu of subsistence, at rates authorized for an employee of an agency under subchapter I of chapter 57 of title 5, United States Code, while away from the home or regular place of business of the member in the performance of the duties of the Commission.

(j) GIFTS.—For purposes of section 170(c) of the Internal Revenue Code of 1986, any gift or charitable contribution to the Commission shall be considered to be a charitable contribution or gift to the United States.

(k) USE OF FEDERAL FUNDS.—Except as provided for the leasing of administrative facilities under subsection (g)(1), the Commission may not use Federal funds made available to the Commission under this subtitle to acquire any real property or interest in real property.

SEC. 428. RELATIONSHIP TO OTHER FEDERAL AGENCIES.

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

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

(c) **OTHER FEDERAL AGENCIES.**—Nothing in this subtitle—

(1) modifies, alters, or amends any law or regulation authorizing a Federal agency to manage Federal land under the jurisdiction of the Federal agency;

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

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

SEC. 429. PRIVATE PROPERTY AND REGULATORY PROTECTIONS.

Nothing in this subtitle—

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

(2) requires any property owner to permit public access (including access by Federal, State, Tribal, or local agencies) to the property of the property owner, or to modify public access or use of property of the property owner under any other Federal, State, Tribal, or local law;

(3) alters any duly adopted land use regulation, approved land use plan, or other regulatory authority of any Federal, State, Tribal, or local agency, or conveys any land use or other regulatory authority to any local coordinating entity, including but not necessarily limited to development and management of energy, water, or water-related infrastructure;

(4) authorizes or implies the reservation or appropriation of water or water rights;

(5) diminishes the authority of the State to manage fish and wildlife, including the regulation of fishing and hunting within the National Heritage Area; or

(6) creates any liability, or affects any liability under any other law, of any private property owner with respect to any person injured on the private property.

SEC. 430. AUTHORIZATION OF APPROPRIATIONS.

(a) **AUTHORIZATION OF APPROPRIATIONS.**—Subject to subsection (b), there are authorized to be appropriated to carry out this subtitle not more than \$1,000,000 for any fiscal year. Funds so appropriated shall remain available until expended.

(b) **LIMITATION ON TOTAL AMOUNTS APPROPRIATED.**—Not more than \$15,000,000 may be appropriated to carry out this subtitle.

(c) **COST-SHARING REQUIREMENT.**—The Federal share of the total cost of any activity under this subtitle shall be not more than 50 percent; the non-Federal contribution may be in the form of in-kind contributions of goods or services fairly valued.

SEC. 431. USE OF FEDERAL FUNDS FROM OTHER SOURCES.

Nothing in this subtitle shall preclude the local coordinating entity from using Federal funds available under other laws for the purposes for which those funds were authorized.

SEC. 432. SUNSET FOR GRANTS AND OTHER ASSISTANCE.

The authority of the Secretary to provide financial assistance under this subtitle terminates on the date that is 15 years after the date of enactment of this Act.

Illinois.
16 USC 461 note.

Subtitle C—Abraham Lincoln National Heritage Area

SEC. 441. PURPOSES.

The purposes of this subtitle include—

(1) to recognize the significant natural and cultural legacies of the area, as demonstrated in the study entitled “Feasibility Study of the Proposed Abraham Lincoln National Heritage Area” prepared for the Looking for Lincoln Heritage Coalition in 2002 and revised in 2007;

(2) to promote heritage, cultural and recreational tourism and to develop educational and cultural programs for visitors and the general public;

(3) to recognize and interpret important events and geographic locations representing key periods in the growth of America, including Native American, Colonial American, European American, and African American heritage;

(4) to recognize and interpret the distinctive role the region played in shaping the man who would become the 16th President of the United States, and how Abraham Lincoln’s life left its traces in the stories, folklore, buildings, streetscapes, and landscapes of the region;

(5) to provide a cooperative management framework to foster a close working relationship with all levels of government, the private sector, and the local communities in the region in identifying, preserving, interpreting, and developing the historical, cultural, scenic, and natural resources of the region for the educational and inspirational benefit of current and future generations; and

(6) to provide appropriate linkages between units of the National Park System and communities, governments, and organizations within the Heritage Area.

SEC. 442. DEFINITIONS.

In this subtitle:

(1) **LOCAL COORDINATING ENTITY.**—The term “local coordinating entity” means the Looking for Lincoln Heritage Coalition, which is hereby designated by Congress—

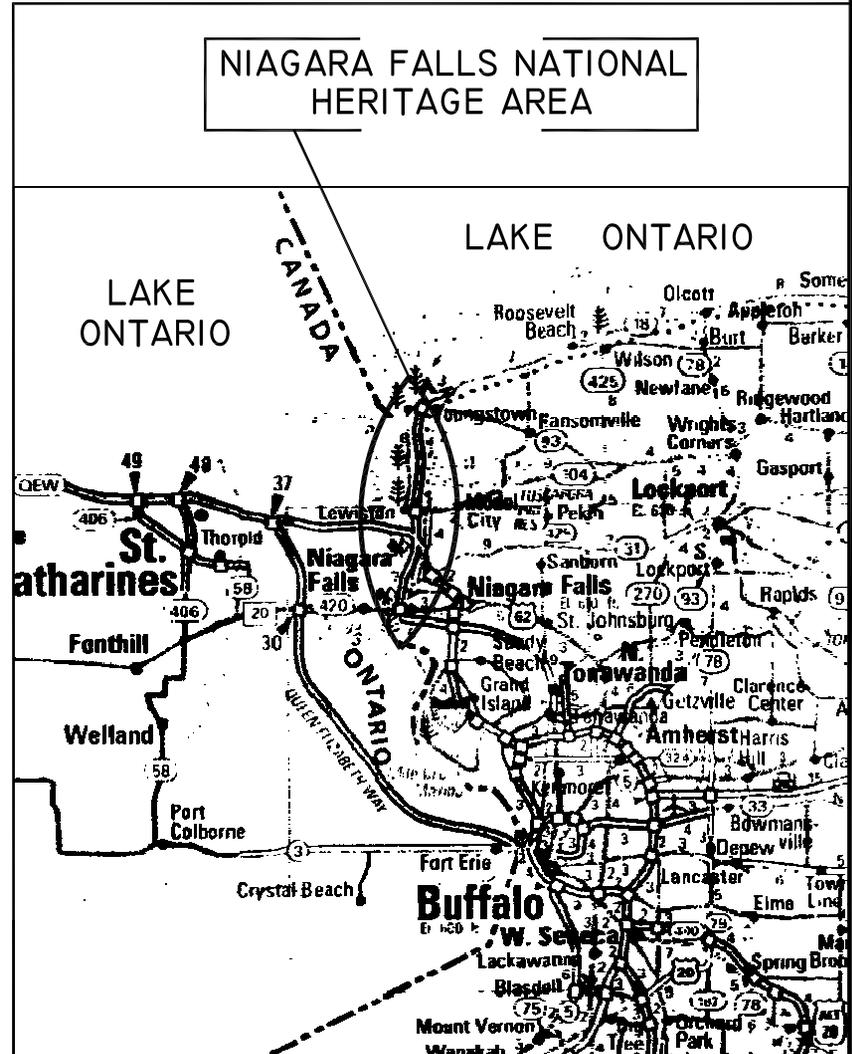
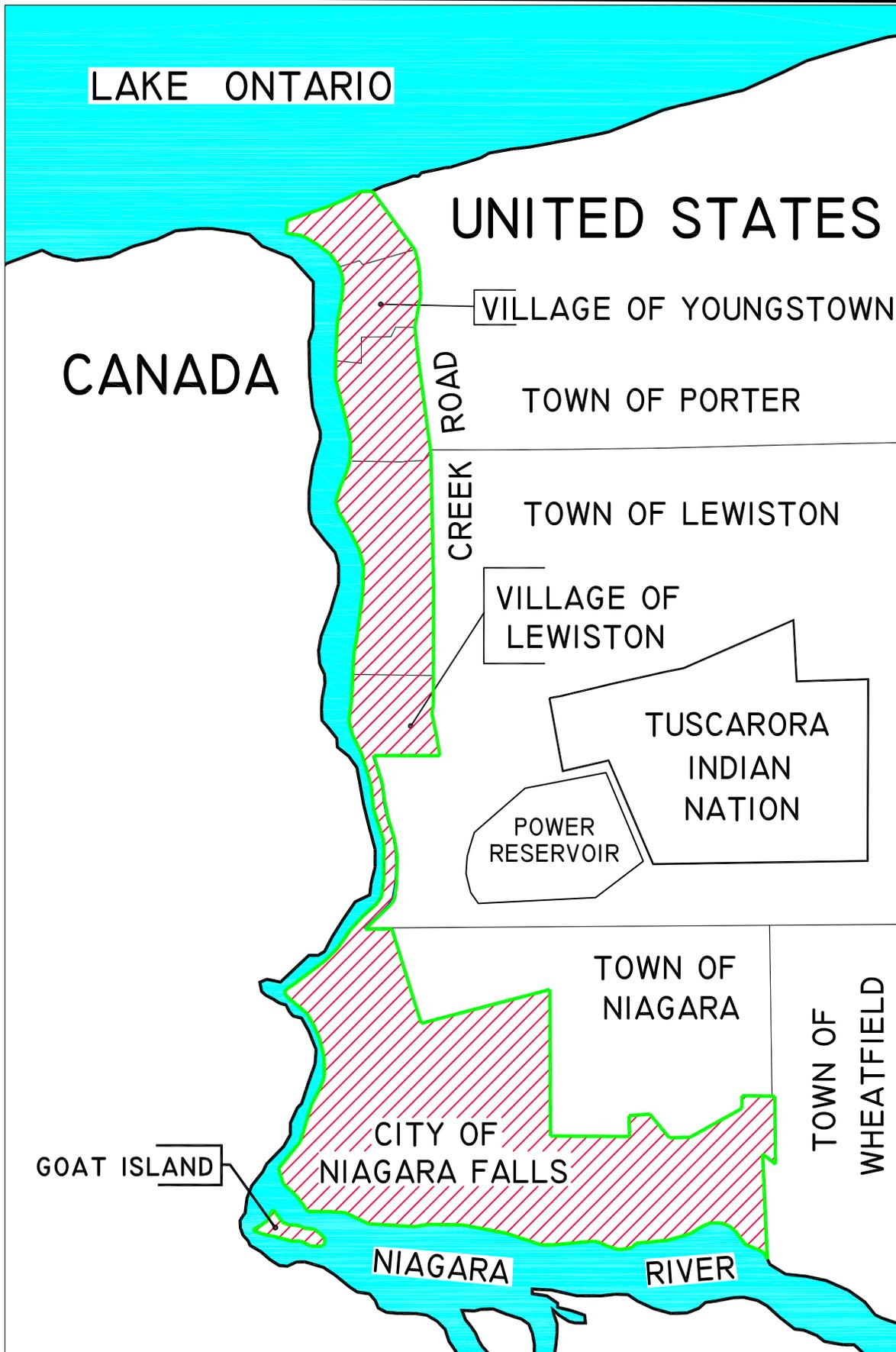
(A) to develop, in partnership with others, the management plan for the National Heritage Area; and

(B) to act as a catalyst for the implementation of projects and programs among diverse partners in the National Heritage Area.

(2) **MANAGEMENT PLAN.**—The term “management plan” means the plan prepared by the local coordinating entity for the National Heritage Area that specifies actions, policies,

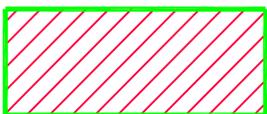
NIAGARA FALLS NATIONAL HERITAGE AREA

County of Niagara
State of New York



VICINITY MAP

0 5 10 15 MILES



HERITAGE AREA BOUNDARY

Office: Land Resources Program Center

Region: Northeast

Heritage Area: NIFA

MAP NUMBER: P76 / 80,000

DATE: JULY, 2006



*Appendix B • Thematically Related Sites in
Niagara & Erie Counties*

Niagara Falls National Heritage Area

Associated Attractions/Resources Listed in the 2005 Feasibility Study by Interpretive Themes

- 1. Natural Phenomenon** - Niagara Falls and the river gorge are natural phenomena overwhelming in physical magnitude and deeply embedded in the popular consciousness.

Niagara Falls, Rapids and Gorge
Niagara Falls State Park
Whirlpool State Park
ArtPark State Park
Devil's Hole State Park
National Audubon Important Bird Area

Niagara Gorge Trail
NYPA Power Vista Visitor Center
Niagara Falls Discovery Center
Buffalo Museum of Science
Orin Lehman Visitor Center at NFSP

- 2. Tourism & Recreation** - Niagara Falls has been a leading international tourist attraction for 200 years, influencing the development of tourism and conservation in North America.

Cave of the Winds
Devil's Hole State Park
Hotel Niagara
Maid of the Mist
Niagara Discovery Center (Schoelkopf
Museum)
Niagara Falls State Park
Niagara Falls Wax Museum

NYPA Power Vista Visitor Center
Red Coach Inn
Whirlpool State Park
Albright Knox Gallery & Museum
Castellani Art Museum
Niagara Falls Daredevil Museum
Niagara University Collections
Niagara Falls Public Library Collections

- 3. Power & industry** - Around 1895, Niagara Falls became the foremost source of hydroelectric power in North America, stimulating the development of innovative heavy industries in Niagara Falls and Buffalo, New York.

Adams Generating Station
Buffalo & Erie County Historical Society
Pan-American Exposition Hall, Buffalo
Holley-Rankine House, Niagara Falls
James G. Marshall House, Niagara Falls
Niagara Aerospace Museum

Power Distribution Lines
Robert Moses Niagara Power Plant
Niagara River Intakes
Schoelkopf Plant (ruins) and related subgrade
infrastructure
NYPA Power Vista Visitor Center

- 4. Borderland/Border Crossing** - The Niagara River area, a boundary between the United States and Canada, has played an important role in Indian culture, the French and English colonial struggle to control North America, the American Revolution, the War of 1812, and the Underground Railroad, and it reflects national differences and similarities between the two countries today.

Broderick Park
Crossing & Ferry, Buffalo
Colonial Niagara NHL Archeological District
Customs House, Niagara Falls
Erie Canal
Ferry Landing Sites
First Presbyterian Church, Lewiston
International Railway Bridge
Jesse Nash Home, Buffalo
Lewiston Landing
Lockport YWCA
Martha Root House, Pekin
Mary Talbert Home, Buffalo
Michigan Street Baptist Church

Old Fort Niagara State Historic Site
Peace Bridge
Portage Avenue, Niagara Falls
Queenston-Lewiston Bridge
Rainbow Bridge
St Johns AME Church, Niagara Falls
The Seaway Trail
Suspension Bridge Site, Niagara Falls
Whirlpool Bridge
Battle of Chippewa Site, Niagara Falls
Battle of Lundy Lane Site, Niagara Falls
Buffalo & Erie County Historical Society
Historical Tours in Lewiston
Murphy's Orchards, Burt

**Niagara Falls National Heritage Area
List of Possible Thematically Related Sites**

Attraction/Resource Name	Listed on National Register	Location	NFNHA Interpretive Theme
Buffalo Museum of Science			Natural Phenomenon
Castellani Art Museum -- Downtown City of Niagara Falls			
Erie Canal (Erie Canalway National Heritage Corridor?)			Borderland/Border Crossing
Lockport Cave & Erie Canal Cruises		Lockport, Niagara County	
New York State Erie Canal Museum at Locks 34 & 35		Lockport, Niagara County	
Buffalo City Hall Building	N.R. Property	City of Buffalo, Erie County	
Albright-Knox Art Gallery & Musuem	N.R. Property	City of Buffalo, Erie County	Recreation & Tourism
Allentown Historic District	N.R. Property	City of Buffalo, Erie County	
Beaver Creek State Park (Grand Island)		Grand Island	
Blessed Trinity Roman Catholic Church	N.R. Property	City of Buffalo, Erie County	
Broderick Park		City of Buffalo, Erie County	Underground R.R.;
Buckhorn State Park (Grand Island)		Grand Island	Borderland/Border Crossing
Buffalo & Erie County Historical Society (Pan-American Exposition)		City of Buffalo, E.C.	Power & Industry;
Buffalo and Erie County Naval Military Park	N.R. Property	City of Buffalo, Erie County	Borderland/Border Crossing
Buffalo Gas Light Company Works	N.R. Property	City of Buffalo, Erie County	
Buffalo Main Light, Buffalo River	N.R. Property	City of Buffalo, Erie County	
Buffalo North Breakwater South End Light	N.R. Property	City of Buffalo, Erie County	
Buffalo Olmsted Parks		Buffalo	
Buffalo State Hospital	N.R. Property	City of Buffalo, Erie County	
Buffalo Zoo		Buffalo	
Carnegie Art Center	N.R. Property	City of N. Tonawanda, N.C.	
Colonel William Kelly House	N.R. Property	City of Buffalo, Erie County	
Colonial Niagara Archeological District			Borderland/Border Crossing
Connecticut Street Armory	N.R. Property	City of Buffalo, Erie County	
Darwin Martin House and Complex	N.R. Property	City of Buffalo, Erie County	
Delaware Avenue Historic District	N.R. Property	City of Buffalo, Erie County	
Durham Memorial AME Zion Church	N.R. Property	City of Buffalo, Erie County	
Edward M. Cotter Fireboat	N.R. Property	City of Buffalo, Erie County	
Edwin M. and Emily S. Johnston House	N.R. Property	City of Buffalo, Erie County	
Emerson Place Row	N.R. Property	City of Buffalo, Erie County	
Engine Hosue No. 28	N.R. Property	City of Buffalo, Erie County	
Forest Lawn Cemetary	N.R. Property	City of Buffalo, Erie County	
Fosdick Masten Park High School	N.R. Property	City of Buffalo, Erie County	
Ghostlight Theatre		N. Tonawanda	
Herschell Carrousel Factory Museum	N.R. Property	City of N. Tonawanda, N.C.	
Historic Palace Theatre		Lockport, Niagara County	
International Railway Bridge			Borderland/Border Crossing
James and Fanny How House	N.R. Property	City of Buffalo, Erie County	
Jesse Nash Home		City of Buffalo, NY	Borderland/Border Crossing
Kibler High School	N.R. Property	City of Tonawanda, E.C.	
Kleinshans Music hall	N.R. Property	City of Buffalo, Erie County	
Lafayette High School	N.R. Property	City of Buffalo, Erie County	
Laurel and Michigan Avenue Row	N.R. Property	City of Buffalo, Erie County	
Lockport Trolley		Lockport, Niagara County	

**Niagara Falls National Heritage Area
List of Possible Thematically Related Sites**

Lockport YWCA		Lockport, Niagara County	Underground R.R.; Borderland/Border Crossing
M. Wile and Company Factory Buidling	N.R. Property	City of Buffalo, Erie County	
Macedonia Baptist Church (Michigan Street Baptist Church)	N.R. Property	City of Buffalo, Erie County	Underground R.R.; Borderland/Border Crossing
Martha Root House		Pekin, NY, N.C.	Underground R.R.
Mary Talbert House		City of Buffalo, NY	Underground R.R.; Borderland/Border Crossing
Murphy's Orchard		Burt, NY, N.C.	Underground R.R.; Borderland/Border Crossing
NASH Harbor Tug	N.R. Property	City of Buffalo, Erie County	
National Audubon Important Bird Area (IBA)			Natural Phenomenon
New York Central Terminal	N.R. Property	City of Buffalo, Erie County	
Niagara River Greenway			
Olcott Beach Carousel Park		Olcott Beach	
Old County Hall	N.R. Property	City of Buffalo, Erie County	
Our Lady of Fatima Shrine		Lewiston, N.C.	
Parkside East Historic District	N.R. Property	City of Buffalo, Erie County	
Parkside West Historic District	N.R. Property	City of Buffalo, Erie County	
Peace Bridge			Borderland/Border Crossing
Pierce Arrow Factory Complex	N.R. Property	City of Buffalo, Erie County	
Power Distribution Lines			Power & Industry
Prudential Building (Guaranty Building)	N.R. Property	City of Buffalo, Erie County	
Queenston-Lewiston Bridge			Borderland/Border Crossing
Rainbow Bridge			Borderland/Border Crossing
Riviera Theater and Performing Arts Center	N.R. Property	City of N. Tonawanda, N.C.	
Shea's Center fo the Performing Arts	N.R. Property	City of Buffalo, Erie County	
South Buffalo North Side Lighthouse	N.R. Property	City of Buffalo, Erie County	
Spaulding Sidway Boathouse	N.R. Property	City of Tonawanda, E.C.	
St. Andrews Evangelical Lutheran Church Complex	N.R. Property	City of Buffalo, Erie County	
St. Paul's Cathedral	N.R. Property	City of Buffalo, Erie County	
Stone Farmhouse	N.R. Property	City of Buffalo, Erie County	
Theodore Roosevelt Inaugural Site	N.R. Property	City of Buffalo, Erie County	
Tonawanda (25th Separate Company) Armory	N.R. Property	City of Tonawanda, E.C.	
Trico Plant No. 1	N.R. Property	City of Buffalo, Erie County	
U.S. Navy & Marine Corps Memorials		N. Tonawanda	
U.S. Post Office, Buffalo	N.R. Property	City of Buffalo, Erie County	
U.S. Post Office, City of N. Tonawanda	N.R. Property	City of N. Tonawanda, N.C.	
U.S. Post Office, Tonawanda	N.R. Property	City of Tonawanda, E.C.	
USS The Sullivans	N.R. Property	City of Buffalo, Erie County	
West Village Historic District	N.R. Property	City of Buffalo, Erie County	
Western NY Land Conservancy -- land owned or managed by ther		To be determined	
William Dorsheimer House	N.R. Property	City of Buffalo, Erie County	
Woodlawn Avenue Row	N.R. Property	City of Buffalo, Erie County	
Young Men's Christian Association Central Building	N.R. Property	City of Buffalo, Erie County	

Appendix C • Listed Species Response Letters



United States Department of the Interior

FISH AND WILDLIFE SERVICE

New York Field Office

3817 Luker Road

Cortland, NY 13045

Phone: (607) 753-9334 Fax: (607) 753-9699

<http://www.fws.gov/northeast/nyfo>



Project Number: 110371

To: Mary Hashemi

Date: Jun 9, 2011

Regarding: Niagara Falls National Heritage Area, Management Plan and Environmental Assessment

Town/County: Niagara County

We have received your request for information regarding occurrences of Federally-listed threatened and endangered species within the vicinity of the above-referenced project/property. Due to increasing workload and reduction of staff, we are no longer able to reply to endangered species list requests in a timely manner. In an effort to streamline project reviews, we are shifting the majority of species list requests to our website at <http://www.fws.gov/northeast/nyfo/es/section7.htm>. Please go to our website and print the appropriate portions of our county list of endangered, threatened, proposed, and candidate species, and the official list request response. Step-by-step instructions are found on our website.

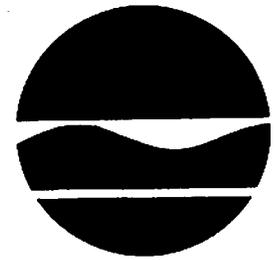
As a reminder, Section 9 of the Endangered Species Act (ESA) (87 Stat. 884, as amended; 16 U.S.C. 1531 *et seq.*) prohibits unauthorized taking* of listed species and applies to Federal and non-Federal activities. Additionally, endangered species and their habitats are protected by Section 7(a)(2) of the ESA, which requires Federal agencies, in consultation with the U.S. Fish and Wildlife Service (Service), to ensure that any action it authorizes, funds, or carries out is not likely to jeopardize the continued existence of listed species or result in the destruction or adverse modification of critical habitat. An assessment of the potential direct, indirect, and cumulative impacts is required for all Federal actions that may affect listed species. For projects not authorized, funded, or carried out by a Federal agency, consultation with the Service pursuant to Section 7(a)(2) of the ESA is not required. However, no person is authorized to "take"* any listed species without appropriate authorizations from the Service. Therefore, we provide technical assistance to individuals and agencies to assist with project planning to avoid the potential for "take," or when appropriate, to provide assistance with their application for an incidental take permit pursuant to Section 10(a)(1)(B) of the ESA.

Project construction or implementation should not commence until all requirements of the ESA have been fulfilled. If you have any questions or require further assistance regarding threatened or endangered species, please contact the Endangered Species Program at (607) 753-9334. Please refer to the above document control number in any future correspondence.

Endangered Species Biologist: Noelle Rayman

*Under the Act and regulations, it is illegal for any person subject to the jurisdiction of the United States to *take* (includes harass, harm, pursue, hunt, shoot, wound, kill, trap, capture, or collect; or to attempt any of these), import or export, ship in interstate or foreign commerce in the course of commercial activity, or sell or offer for sale in interstate or foreign commerce any endangered fish or wildlife species and most threatened fish and wildlife species. It is also illegal to possess, sell, deliver, carry, transport, or ship any such wildlife that has been taken illegally. "Harm" includes any act which actually kills or injures fish or wildlife, and case law has clarified that such acts may include significant habitat modification or degradation that significantly impairs essential behavioral patterns of fish or wildlife.

NEW YORK STATE DEPARTMENT OF ENVIRONMENTAL CONSERVATION
Division of Fish, Wildlife & Marine Resources
625 Broadway, 5th Floor, Albany, New York 12233-4757
Phone: (518) 402-8935 • Fax: (518) 402-8925
Website: www.dec.ny.gov



Joe Martens
Commissioner

April 15, 2011

Mary Hashemi
MVH Planning
768 Old State Rd.
Berwyn, PA 19312

Dear Ms. Hashemi:

In response to your recent request, we have reviewed the New York Natural Heritage Program database with respect to an Environmental Assessment of the proposed Niagara Falls National Heritage Area as indicated on the shapefile you provided, located along the Niagara River.

Enclosed is a report of rare or state-listed animals and plants, significant natural communities, and other significant habitats, which our databases indicate occur, or may occur, on your site or in the immediate vicinity of your site. For most sites, comprehensive field surveys have not been conducted; the enclosed report only includes records from our databases. We cannot provide a definitive statement as to the presence or absence of all rare or state-listed species or natural communities. This information should not be substituted for on-site surveys that may be required for environmental impact assessment.

The enclosed report may be included in documents that will be available to the public. However, any enclosed maps displaying locations of rare species are considered sensitive information, and are intended only for the internal use of the recipient; they should not be included in any document that will be made available to the public, without permission from the New York Natural Heritage Program.

The presence of the plants and animals identified in the enclosed report may result in this project requiring additional review or permit conditions. For further guidance, and for information regarding other permits that may be required under state law for regulated areas or activities (e.g. regulated wetlands), please contact the appropriate NYS DEC Regional Office, Division of Environmental Permits, as listed at www.dec.ny.gov/about/39381.html.

This project location is adjacent to a designated Significant Coastal Fish and Wildlife Habitat. This habitat is part of New York State's Coastal Management Program (CMP), which is administered by the NYS Department of State (DOS). Projects which may impact the habitat are reviewed by DOS for consistency with the CMP. For more information regarding this designated habitat and applicable consistency review requirements, please contact:

#337

Jeff Zappieri - (518) 474-6000P
NYS Department of State
Office Coastal, Local Government and Community Sustainability
1 Commerce Plaza, 99 Washington Avenue,
Albany, NY 12231

The presence of several New York State Parks in your project area was also noted, see the attached list.

Our databases are continually growing as records are added and updated. If this proposed project is still under development one year from now, we recommend that you contact us again so that we may update this response with the most current information.

Sincerely,



Katherine Barnes, GISP
Cartographic technician 3
Habitat Inventory Unit

Enc.

337

cc: Reg. 9
John Ozard, Nongame Unit, Albany
Shaun Keeler, Bureau of Fisheries, Albany
Phil Hulbert, Chief, Bureau of Fisheries, Albany
Tom Lyons, NYS OPRHP, Empire State Pl, Bldg #1, 17th Floor, Albany, 12238

Natural Heritage Report on Rare Species and Ecological Communities



NY Natural Heritage Program, NYS DEC, 625 Broadway, 5th Floor,
Albany, NY 12233-4757
(518) 402-8935

~The information in this report includes only records entered into the NY Natural Heritage databases as of the date of the report. This report is not a definitive statement on the presence or absence of all rare species or significant natural communities at or in the vicinity of this site.
~Refer to the User's Guide for explanations of codes, ranks and fields.
~Location maps for certain species and communities may not be provided 1) if the species is vulnerable to disturbance, 2) if the location and/or extent is not precisely known, 3) if the location and/or extent is too large to display, and/or 4) if the animal is listed as Endangered or Threatened by New York State.

Natural Heritage Report on Rare Species and Ecological Communities



BIRDS

Falco peregrinus

Peregrine Falcon Breeding	NY Legal Status: Endangered Federal Listing: Last Report: ** County: Niagara Town: Niagara Falls - City Location: At, or in the vicinity of, the project site. General Quality and Habitat: **For information on the population at this location and management considerations, please contact the NYS DEC Regional Wildlife Manager for the Region where the project is located.	NYS Rank: S3B - Vulnerable Global Rank: G4 - Apparently secure EO Rank: **	Office Use 8034 ESU
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Falco peregrinus

Perégrine Falcon Breeding	NY Legal Status: Endangered Federal Listing: Last Report: ** County: Erie Town: Grand Island Location: At, or in the vicinity of, the project site. General Quality and Habitat: **For information on the population at this location and management considerations, please contact the NYS DEC Regional Wildlife Manager for the Region where the project is located.	NYS Rank: S3B - Vulnerable Global Rank: G4 - Apparently secure EO Rank: **	Office Use 12537 ESU
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Falco peregrinus

Peregrine Falcon Breeding	NY Legal Status: Endangered Federal Listing: Last Report: ** County: Erie Town: Grand Island Location: At, or in the vicinity of, the project site. General Quality and Habitat: **For information on the population at this location and management considerations, please contact the NYS DEC Regional Wildlife Manager for the Region where the project is located.	NYS Rank: S3B - Vulnerable Global Rank: G4 - Apparently secure EO Rank: **	Office Use 12537 ESU
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Calcareous cliff community

This occurrence of Calcareous Cliff Community is considered significant from a statewide perspective by the NY Natural Heritage Program. It is either an occurrence of a community type that is rare in the state or a high quality example of a more common community type. By meeting specific, documented significance criteria, the NY Natural Heritage Program considers this occurrence to have high ecological and conservation value.

Office Use

NY Legal Status: Unlisted **NYS Rank:** S3 **10512**
Federal Listing: **Global Rank:** G4
Last Report: 2000-09-14 **EO Rank:**

County: Niagara
Town: Lewiston, Niagara Falls - City
Location: Niagara Gorge Whirlpool Woods

General Quality and Habitat: The community is of moderate size, but within a largely developed landscape. A number of exotic species can be found in communities directly adjacent to the cliff face, but generally not at high densities directly on the cliff face. Restoring areas of the cliff to a more natural state and eliminating some activities could potentially raise the overall rank. Sparsely vegetated limestone cliffs along the east rim of the Niagara Gorge from Niagara Falls downstream roughly 8000 meters. The cliff grades into a calcareous talus slope woodland below the cliff. The plateau above the rim of the gorge is developed for recreation and sightseeing with several picnic grounds, tourists facilities, parking lots and roads. The landscape surrounding the community is rural to the north consisting of primarily abandoned farm fields and scattered hamlets and urban and heavily populated to the east, west and south.

FISH

Acipenser fulvescens

Lake Sturgeon

NY Legal Status: Threatened
Federal Listing:
Last Report: **
County: Niagara
Town: Lewiston
Location: At, or in the vicinity of, the project site.
General Quality and Habitat: **For information on the population at this location and management considerations, please contact the NYS DEC Regional Wildlife Manager for the Region where the project is located.

NYS Rank: S1S2 - Critically imperiled
Global Rank: G3G4 - Vulnerable
EO Rank: **

Office Use
 8830
 BOF

FRESHWATER MUSSELS

Obovaria obovaria

Hickorynut

NY Legal Status: Unlisted
Federal Listing:
Last Report: 1997-06-10
County: Erie, Niagara
Town: Grand Island, Niagara Falls - City
Location: Niagara River Buckhorn Island and Goat Island

NYS Rank: S1 - Critically imperiled
Global Rank: G4 - Apparently secure
EO Rank: Possibly Extant

Office Use
 11306

General Quality and Habitat: David Strayer (2003) indicated that *Obovaria obovaria* probably existed in small numbers in the Niagara River in the early 1990s before the zebra mussel outbreak in the mid-1990s. It appears that zebra mussels have killed most of the unionids as only old, chalky shells were found. However, Strayer also indicated that additional surveys are needed to determine if this species as well as other unionids are truly extirpated from this site. Buckhorn Island: The mussels were found on a sand bar of firm sand under 0.25-1 meter of water fringing a deep channel. There are patches of macrophytes (*Scirpus*, *Potamogeton*) and the water is clear. Goat Island: The mussels were found near Goat Island. The water current is fast as it leads to Niagara Falls.



Villosa Irls

Rainbow

NY Legal Status: Unlisted

NYS Rank: S2S3 - Imperiled

Office Use
8707

Federal Listing:

Global Rank: G5Q - Secure

Last Report: 1997-06-10

EO Rank: Extant

County: Erie, Niagara

Town: Grand Island, Niagara Falls - City

Location: Niagara River Buckhorn Island and Goat Island

General Quality and Habitat: While no live mussels were found in 1997 it is still assumed the population is extant because valves were found. Buckhorn Island: The mussels were found on a sand bar of firm sand under 0.25-1 meter of water fringing a deep channel. There are patches of macrophytes such as Scirpus, Potamogeton and the water is clear. Goat Island: The mussels were found near Goat Island. The water current is fast as it leads to Niagara Falls.

OTHER

Waterfowl Winter Concentration Area

NY Legal Status: Unlisted

NYS Rank: S3S4 - Vulnerable

Office Use
6681

Federal Listing:

Global Rank: GNR - Not ranked

Last Report: 1994-01-25

EO Rank: Excellent

County: Erie, Niagara

Town: Buffalo - City, Grand Island, Niagara Falls - City, North Tonawanda - City, Tonawanda - City, Tonawanda - City, Tonawanda - City

Location: Upper Niagara River

General Quality and Habitat: About 20 miles of a main channel river, with depths to 30 feet. Waterfowl use of the area each winter is influenced by the extent of ice cover. Three shallow sections serve as major feeding locations within this area: the shallow shoal area from motor island to upstream of Strawberry Island is less than 6 feet below mean low water, and contains beds of submergent aquatic vegetation (e.g., wild celery) and patches of emergent wetland vegetation along the shore. The wide shallow section from the western ends of Buckhorn and Navy Islands to the beginning of the rapids above Niagara Falls is less than 10 feet below mean low water, and has a sparsely vegetated bedrock substrate and extensive undisturbed areas with no excavation or filling. The open water of

Waterfowl Winter Concentration Area

NY Legal Status: Unlisted

NYS Rank: S3S4 - Vulnerable

Office Use
7656

Federal Listing:

Global Rank: GNR - Not ranked

Last Report: 1994-01-25

EO Rank: Extant

County: Niagara

Town: Lewiston, Porter

Location: Lower Niagara River

General Quality and Habitat: A very large, deep riverine habitat that is comparable to open water areas in Lake Ontario. Here the river abruptly broadens from the very narrow, deep, fast flowing stretch of the gorge at the generating stations. A variety of waterfowl species also feed in the lower Niagara River rapids (upstream from the Niagara Escarpment), but concentrations are limited due to lack of resting areas. The lower rapids do not freeze over in winter providing some suitable habitat in any given year.

Gull Colony

NY Legal Status: Unlisted

NYS Rank: SNR - Rank not assigned

Office Use
9280

Federal Listing:

Global Rank: GNR - Not ranked

Last Report: 1998-05-25

EO Rank: Extant

County: Niagara

Town: Niagara Falls - City

Location: Goat Island

General Quality and Habitat: Although a full survey (count) was conducted a rank of "E" was assigned because there are no global rank specifications for this type of occurrence. The nests are in open rocky areas on cliff ledges and talus slope. The slope below the cliff has sections of trees, shrubs and grass.



Gull Colony

NY Legal Status: Unlisted	NYS Rank: SNR - Rank not assigned	Office Use 7536
Federal Listing:	Global Rank: GNR - Not ranked	
Last Report: 1998-05-14	EO Rank: Excellent	
County: Erie, Niagara		S
Town: Grand Island, Niagara Falls - City		
Location: Buckhorn Island		
General Quality and Habitat:	The rank is based on an average of 3976 nests. Several manmade structures consisting of a rock and boulder dike and 2 transmission towers. The manmade structures are an approximately 1.25 mi long rock and boulder dike designed to divert river water toward the intakes of the Robert Moses hydroelectric power plant; and two transmission tower footings constructed of steel sheet piling and rock fill material. These structures are isolated from the mainland and have a generally flat, gravelly surface covered with sparse grasses and low herbaceous plants. There are several medium-sized trees along its upstream side.	

Gull Colony

NY Legal Status: Unlisted	NYS Rank: SNR - Rank not assigned	Office Use 6344
Federal Listing:	Global Rank: GNR - Not ranked	
Last Report: 2001-su	EO Rank: Good	
County: Niagara		
Town: Niagara Falls - City		
Location: Tower Island		
General Quality and Habitat:	The rank is based on an average of 1604 nest/year for the last two years. The international control works is a man-made structure. The structure has some grass, low herbaceous vegetation and a few trees.	

VASCULAR PLANTS

Carex garberi

Elk Sedge	NY Legal Status: Endangered	NYS Rank: S1 - Critically imperiled	Office Use 9751
	Federal Listing:	Global Rank: G5 - Secure	
	Last Report: 1990-06-16	EO Rank: Good	
	County: Niagara		S
	Town: Niagara Falls - City		
	Location: Niagara Gorge Whirlpool Woods		
General Quality and Habitat:	The population and habitat are in good shape, but some exotics are present. Deep river gorge with calcareous cliff community of sparse vegetation and large areas of talus. Soils well drained, loose, shaly. With <i>Crataegus</i> sp., <i>Campanula rotundifolia</i> , <i>Thuja occidentalis</i> , <i>Muhlenbergia racemosa</i> , <i>Toxicodendron radicans</i> .		

Carex garberi

Elk Sedge	NY Legal Status: Endangered	NYS Rank: S1 - Critically imperiled	Office Use 7701
	Federal Listing:	Global Rank: G5 - Secure	
	Last Report: 2000-06-27	EO Rank: Good	
	County: Niagara		
	Town: Niagara Falls - City		
	Location: Goat Island		
General Quality and Habitat:	There are hundreds of plants in at least two distinct groups. Some purple loosestrife is present as well as the constant threat these plants may be washed away during times of high water. This plant is found in damp areas along the river, in small rivulets and on open damp dolomitic flats. The associated community is best classified as a degraded calcareous shoreline outcrop. The plants are most common in moist to saturated areas near the river where there is open to partial sunlight. In some areas, the lawn is mowed nearly to the edge of the river.		



Carya laciniosa

Big Shellbark
Hickory

NY Legal Status: Threatened

NYS Rank: S2 - Imperiled

Office Use
12637

Federal Listing:

Global Rank: G5 - Secure

Last Report: 2007-01-04

EO Rank: Fair

County: Niagara

Town: Lewiston

Location: Hickory Stick Woods

General Quality and Habitat: There are 800-1000 trees but they will be isolated by a golf course construction. The trees are found in a silver maple-ash swamp which borders a creek on both sides. The soils are mapped as Madalin silt loam. Ponding and soil saturation were observed where the trees are growing.

Gentianopsis virgata

Lesser Fringed
Gentian

NY Legal Status: Endangered

NYS Rank: S1 - Critically imperiled

Office Use
10448

Federal Listing:

Global Rank: G5 - Secure

Last Report: 1990-10-06

EO Rank: Fair

County: Niagara

Town: Niagara Falls - City

Location: Niagara Gorge Whirlpool Woods

General Quality and Habitat: This is a small population in good habitat. Deep river gorge with calcareous cliff community of sparse vegetation and large areas of talus. Soils well drained. With *Aster lateriflorus*, *Agrostis stolonifera*, *Leucanthemum vulgare*. Remains of an old railroad bed are evident.

S

Gentianopsis virgata

Lesser Fringed
Gentian

NY Legal Status: Endangered

NYS Rank: S1 - Critically imperiled

Office Use
1334

Federal Listing:

Global Rank: G5 - Secure

Last Report: 2000-09-27

EO Rank: Fair

County: Niagara

Town: Niagara Falls - City

Location: Goat Island

General Quality and Habitat: There are an estimated 50 plants in isolated but small areas of habitat that is subject to change. This plant is found along the exposed dolomitic limestone flats and cliffs located within the spray zone of Horseshoe Falls. The plants are normally rooted in exposed limestone cracks where the bedrock is dripping wet and contains marl-like formations. While viewing the plants below Terrapin Point, along the cliff face, the force of the wind and mist create the impression of being in the middle of a severe wind storm. The talus rocks below the cliff face are very slippery and walking in some sections may be considered dangerous.

Liatris cylindracea

Slender Blazing-star

NY Legal Status: Endangered

NYS Rank: S1 - Critically imperiled

Office Use
5818

Federal Listing:

Global Rank: G5 - Secure

Last Report: 2000-09-27

EO Rank: Fair

County: Niagara

Town: Niagara Falls - City

Location: Niagara Gorge Whirlpool Woods

General Quality and Habitat: A total of 77 stems from 19 genets and 6 distinct groups within a well-protected gorge system. These plants need high light levels, thus they are found in openings, talus, and disturbed areas. This plant is found on and around a large boulder within the deep gorge of the Niagara River. Additional plants may be found within the talus slope near this large boulder. A trail that parallels that swift-moving rapids of the Niagara River is located approximately 4 meters from this boulder and plants are located directly along the edge of this trail. The plants are growing within the calcareous talus and within cracks of larger dolomite boulders and bedrock.



Liatris cylindracea

Slender Blazing-star NY Legal Status:Endangered

NYS Rank: S1 - Critically imperiled

Office Use
5818

Federal Listing:

Global Rank: G5 - Secure

Last Report: 2000-09-27

EO Rank: Fair

County: Niagara

Town: Niagara Falls - City

Location: Niagara Gorge Whirlpool Woods

General Quality and Habitat: A total of 77 stems from 19 genets and 6 distinct groups within a well-protected gorge system. These plants need high light levels, thus they are found in openings, talus, and disturbed areas. This plant is found on and around a large boulder within the deep gorge of the Niagara River. Additional plants may be found within the talus slope near this large boulder. A trail that parallels that swift-moving rapids of the Niagara River is located approximately 4 meters from this boulder and plants are located directly along the edge of this trail. The plants are growing within the calcareous talus and within cracks of larger dolomite boulders and bedrock.

Lysimachia quadriflora

**Four-flowered
Loosestrife**

NY Legal Status:Endangered

NYS Rank: S1 - Critically imperiled

Office Use
8336

Federal Listing:

Global Rank: G5? - Secure

Last Report: 2000-08-27

EO Rank: Fair

County: Niagara

Town: Niagara Falls - City

Location: Goat Island

General Quality and Habitat: There are 87 plants in 6 groups located in the precarious position along the rapids of the Niagara River. This plant is found on an island above Niagara Falls along the turbulent shore of the Niagara River. The plants were observed within a small wet opening on dolomite. A small stream draining the island somewhat protects the plant from visitors who are trying to get a close-up look of the rapids. Some invasive species are present within the area, but the occasionally scouring will likely keep these at a minimum.

Oligoneuron ohioense

Ohio Goldenrod

NY Legal Status:Threatened

NYS Rank: S2 - Imperiled

Office Use
12318

Federal Listing:

Global Rank: G4 - Apparently secure

Last Report: 2001-09-18

EO Rank: Fair

County: Niagara

Town: Lewiston

Location: Lewiston Riverbank

General Quality and Habitat: This is a small population in good habitat in a heavily disturbed landscape. The site consists of a steep (about 50 degree slope), west-facing embankment of compacted clay, perhaps with interlayered alluvium, about two stories high. There is an abandoned staircase structure upslope of the plants, and a steel pier on the two meter wide beach. The bank is saturated throughout with calcareous seepage. The bank is open to the sun and covered with grasses and forbs, with some shrubs. There are some trees planted at the top of the slope. The plants occur near the base of the bank, in clay soil, above a sandy and cobbly beach. There are massive tufa deposits at the base of the bank from mosses, including *Didymodon tophaceus*, and mats of *Cratoneuron filicinum* in the calcareous seeps.



Pellaea glabella ssp. glabella

Smooth Cliff Brake NY Legal Status: Threatened

NYS Rank: S2 - Imperiled

Office Use
7406

Federal Listing:

Global Rank: G5T5 - Secure

Last Report: 2000-09-27

EO Rank: Good

County: Niagara

Town: Niagara Falls - City

Location: Niagara Gorge Whirlpool Woods

General Quality and Habitat: Over two hundred plants scattered within a protected gorge system. This plant is scattered within the deep river gorge carved out by the Niagara River just below Niagara Falls. The plants are found within a calcareous cliff community and calcareous talus slope woodland. The vegetation is sparse in many areas and the soils are well drained. The remains of an old railroad bed are evident within this gorge system. The "giant rock population" is found on a two-plus story tall dolomitic boulder that fell from the Lockport formation cliffs located above. One side of this rock is directly adjacent to the trail the traverses the entire lower gorge and the other side of this rock rests near the edge of the Niagara River. The plants are mostly found on the south side in partial to full sunlight. The "Whirlpool Point population"

Pellaea glabella ssp. glabella

Smooth Cliff Brake NY Legal Status: Threatened

NYS Rank: S2 - Imperiled

Office Use
7406

Federal Listing:

Global Rank: G5T5 - Secure

Last Report: 2000-09-27

EO Rank: Good

County: Niagara

Town: Niagara Falls - City

Location: Niagara Gorge Whirlpool Woods

General Quality and Habitat: Over two hundred plants scattered within a protected gorge system. This plant is scattered within the deep river gorge carved out by the Niagara River just below Niagara Falls. The plants are found within a calcareous cliff community and calcareous talus slope woodland. The vegetation is sparse in many areas and the soils are well drained. The remains of an old railroad bed are evident within this gorge system. The "giant rock population" is found on a two-plus story tall dolomitic boulder that fell from the Lockport formation cliffs located above. One side of this rock is directly adjacent to the trail the traverses the entire lower gorge and the other side of this rock rests near the edge of the Niagara River. The plants are mostly found on the south side in partial to full sunlight. The "Whirlpool Point population"

Pellaea glabella ssp. glabella

Smooth Cliff Brake NY Legal Status: Threatened

NYS Rank: S2 - Imperiled

Office Use
7406

Federal Listing:

Global Rank: G5T5 - Secure

Last Report: 2000-09-27

EO Rank: Good

County: Niagara

Town: Niagara Falls - City

Location: Niagara Gorge Whirlpool Woods

General Quality and Habitat: Over two hundred plants scattered within a protected gorge system. This plant is scattered within the deep river gorge carved out by the Niagara River just below Niagara Falls. The plants are found within a calcareous cliff community and calcareous talus slope woodland. The vegetation is sparse in many areas and the soils are well drained. The remains of an old railroad bed are evident within this gorge system. The "giant rock population" is found on a two-plus story tall dolomitic boulder that fell from the Lockport formation cliffs located above. One side of this rock is directly adjacent to the trail the traverses the entire lower gorge and the other side of this rock rests near the edge of the Niagara River. The plants are mostly found on the south side in partial to full sunlight. The "Whirlpool Point population"

***Symphotrichum oolentangiense***

Sky-blue Aster

NY Legal Status: Endangered

NYS Rank: S1 - Critically imperiled

Office Use
9142

Federal Listing:

Global Rank: G5 - Secure

Last Report: 2008-09-20

EO Rank: Fair

County: Niagara

Town: Niagara Falls - City

Location: Niagara Gorge Whirlpool Woods

General Quality and Habitat: There are possibly 100 or more plants in two distinct groups within a well-protected, but unstable system. The plants are found in two distinct areas. Group 1: The plants are located at the top rim of a deep river gorge, just above a high calcareous cliff community. This group is located in a small remnant grassland squeezed between a parking lot and the top rim of the gorge. From this vantage point, there is a great view of the Niagara River gorge and Canada. Group 2: The plants are located within the calcareous talus slope and on the dolomitic limestone flats at the base of the gorge. The soils are well drained and normally quite dry. Within the gorge, there is the remains of an old railroad bed. This portion of the gorge is used most by fisherman trying to gain access to the Niagara River.

29 Records Processed

More detailed information about many of the rare and listed animals and plants in New York, including biology, identification, habitat, conservation, and management, are available online in Natural Heritage's Conservation Guides at www.acris.nynhp.org, from NatureServe Explorer at <http://www.natureserve.org/explorer>, from NYSDEC at <http://www.dec.ny.gov/animals/7494.html> (for animals), and from USDA's Plants Database at <http://plants.usda.gov/index.html> (for plants).

More detailed information about many of the natural community types in New York, including identification, dominant and characteristic vegetation, distribution, conservation, and management, is available online in Natural Heritage's Conservation Guides at www.acris.nynhp.org. For descriptions of all community types, go to <http://www.dec.ny.gov/animals/29384.html> and click on Draft Ecological Communities of New York State.

Natural Heritage Report on Rare Species and Ecological Communities



NY Natural Heritage Program, NYS DEC, 625 Broadway, 5th Floor,
Albany, NY 12233-4757
(518) 402-8935

HISTORICAL RECORDS

The following plants and animals were documented in the vicinity of the project site at one time, but have not been documented there since 1979 or earlier, or there is uncertainty regarding their continued presence. There is no recent information on these plants and animals in the vicinity of the project site and their current status there is unknown. In most cases the precise location of the plant or animal in this vicinity at the time it was last documented is also unknown and therefore location maps are generally not provided. If appropriate habitat for these plants or animals is present in the vicinity of the project site, it is possible that they may still occur there.

Natural Heritage Report on Rare Species and Ecological Communities



FISH

Aphredoderus sayanus gibbosus

Western Pirate Perch	NY Legal Status: Unlisted	NYS Rank: S1 - Critically imperiled	Office Use 11764
	Federal Listing:	Global Rank: G5T5 - Secure	
	Last Report: 1927	EO Rank: Historical, no recent information	
	County: Niagara		
	Town: Niagara Falls - City		
	Location: Cayuga Creek Niagara Falls		
	Directions: From the LaSalle Arterial in Niagara Falls, take Cayuga Drive north. Cayuga Drive runs parallel with Cayuga Creek. Stop at the sharp turn in the road near the mouth of Bergholtz Creek. The fish was found in Cayuga Creek near the mouth of Bergholtz Creek.		
	General Quality and Habitat: The fish was caught near the intersection of two creeks.		

VASCULAR PLANTS

Aplectrum hyemale

Puttyroot	NY Legal Status: Endangered	NYS Rank: S1 - Critically imperiled	Office Use 6115
	Federal Listing:	Global Rank: G5 - Secure	
	Last Report: 1865-06-05	EO Rank: Historical, no recent information	
	County: Niagara		
	Town: Niagara Falls - City		
	Location: Whirlpool Woods		
	Directions: Specimen label: Whirlpool [Whirlpool Woods].		
	General Quality and Habitat: Specimen label: Woods.		



Gentianopsis virgata

Lesser Fringed
Gentian

NY Legal Status: Endangered

NYS Rank: S1 - Critically imperiled

Office Use
2548

Federal Listing:

Global Rank: G5 - Secure

Last Report: 1833-09

EO Rank: Historical, no recent
information

County: Niagara
Town: Lewiston
Location: Lewiston
Directions: Lewiston.
General Quality
and Habitat:

M

Monarda ciliopodia

Basil-balm

NY Legal Status: Endangered

NYS Rank: S1S2 - Critically imperiled

Office Use
5287

Federal Listing:

Global Rank: G5 - Secure

Last Report: 1867-08

EO Rank: Historical, no recent
information

County: Niagara
Town: Niagara Falls - City
Location: Goat Island
Directions: Goat Island, Niagara Falls.
General Quality An island in the Niagara River.
and Habitat:

Potamogeton alpinus

Northern
Pondweed

NY Legal Status: Threatened

NYS Rank: S2 - Imperiled

Office Use
6996

Federal Listing:

Global Rank: G5 - Secure

Last Report: 1886-08-21

EO Rank: Historical, no recent
information

County: Niagara
Town: Niagara Falls - City
Location: Niagara Falls
Directions: The plants were collected 0.5 mile above Niagara Falls.
General Quality In a river.
and Habitat:

5 Records Processed

More detailed information about many of the rare and listed animals and plants in New York, including biology, identification, habitat, conservation, and management, are available online in Natural Heritage's Conservation Guides at www.acris.nynhp.org, from NatureServe Explorer at <http://www.natureserve.org/explorer>, from NYSDEC at <http://www.dec.ny.gov/animals/7494.html> (for animals), and from USDA's Plants Database at <http://plants.usda.gov/index.html> (for plants).

SIGNIFICANT COASTAL FISH + WILDLIFE HABITAT

Square_Meters	NAME	TOWN_NAME	COUNTY	URL_LINK
571509	Lower Niagara River Rapids http://www.nyswaterfronts.com/downloads/pdfs/sig_hab/GreatLakes/Lower_Niagara_River_Rapids.pdf	NIAGARA FALLS	NIAGARA	
3650781	Buckhorn Island - Goat Island Rapids http://www.nyswaterfronts.com/downloads/pdfs/sig_hab/GreatLakes/Buckhorn_Island_Goat_Island_Rapids.pdf	NIAGARA FALLS	NIAGARA	

OID	NAME	Total_Acres	County
0	DeVeaux Woods	50.77	Erie
1	Devils Hole	72.7	Niagara
2	Earl W. Brydges Artpark	218.5	Niagara
3	Fort Niagara	271	Niagara
4	Joseph Davis	383	Niagara
5	Niagara Falls	1989	Niagara
6	Whirlpool	162	Niagara

R - Rare: listed species have:

- 20 to 35 extant sites, or
- 3,000 to 5,000 individuals statewide.

V - Exploitably vulnerable: listed species are likely to become threatened in the near future throughout all or a significant portion of their range within the state if causal factors continue unchecked.

U - Unprotected; no state status.

FEDERAL STATUS (PLANTS and ANIMALS): The categories of federal status are defined by the United States Department of the Interior as part of the 1974 Endangered Species Act (see Code of Federal Regulations 50 CFR 17). The species listed under this law are enumerated in the Federal Register vol. 50, no. 188, pp. 39526 - 39527. The codes below without parentheses are those used in the Federal Register. The codes below in parentheses are created by Heritage to deal with species which have different listings in different parts of their range, and/or different listings for different subspecies or varieties.

(blank) = No Federal Endangered Species Act status.

LE = Formally listed as endangered.

LT = Formally listed as threatened.

C = Candidate for listing.

LE,LT = Formally listed as endangered in part of its range, and as threatened in the other part; or, one or more subspecies or varieties is listed as endangered, and the others are listed as threatened.

LT,PDL = Populations of the species in New York are formally listed as threatened, and proposed for delisting.

GLOBAL AND STATE RANKS (animals, plants, ecological communities and others): Each element has a global and state rank as determined by the NY Natural Heritage Program. These ranks carry no legal weight. The global rank reflects the rarity of the element throughout the world and the state rank reflects the rarity within New York State. Intraspecific taxa are also assigned a taxon rank to reflect the intraspecific taxon's rank throughout the world. ? = Indicates that the state or global rank is uncertain and more information is needed. Range ranks, e.g. S1S2, indicate not enough information is available to distinguish between two ranks.

GLOBAL RANK:

G1 - Critically imperiled globally because of extreme rarity (5 or fewer occurrences), or very few remaining acres, or miles of stream) or especially vulnerable to extinction because of some factor of its biology.

G2 - Imperiled globally because of rarity (6 - 20 occurrences, or few remaining acres, or miles of stream) or very vulnerable to extinction throughout its range because of other factors.

G3 - Vulnerable: Either rare and local throughout its range (21 to 100 occurrences), or found locally (even abundantly at some of its locations) in a restricted range (e.g. a physiographic region), or vulnerable to extinction throughout its range because of other factors.

G4 - Apparently secure globally, though it may be quite rare in parts of its range, especially at the periphery.

G5 - Demonstrably secure globally, though it may be quite rare in parts of its range, especially at the periphery.

GH - Historically known, with the expectation that it might be rediscovered.

GX - Species believed to be extinct.

GU - Lack of information or substantial conflicting information about status or trends makes ranking infeasible at this time.

NYS RANK:

S1 - Critically imperiled: Typically 5 or fewer occurrences, very few remaining individuals, acres, or miles of stream, or some factor of its biology making it especially vulnerable in New York State.

S2 - Imperiled: Typically 6 to 20 occurrences, few remaining individuals, acres, or miles of stream, or factors demonstrably making it very vulnerable in New York State.

S3 - Vulnerable: Typically 21 to 100 occurrences, limited acreage, or miles of stream in New York State.

S4 - Apparently secure in New York State.

S5 - Demonstrably secure in New York State.

SH - Historically known from New York State, but not seen in the past 20 years.

SX - Apparently extirpated from New York State.

SU - Lack of information or substantial conflicting information about status or trends makes ranking infeasible at this time.

SxB and SxN, where Sx is one of the codes above, are used for migratory animals, and refer to the rarity within New York State of the breeding (B) populations and the non-breeding populations (N), respectively, of the species.

TAXON (T) RANK: The T-ranks (T1 - T5) are defined the same way as the Global ranks (G1 - G5), but the T-rank refers only to the rarity of the subspecific taxon.

T1 through T5 - See Global Rank definitions above.

Q - Indicates a question exists whether or not the taxon is a good taxonomic entity.

USERS GUIDE TO NY NATURAL HERITAGE DATA

New York Natural Heritage Program, 625 Broadway, 5th Floor, Albany, NY 12233-4757 phone: (518) 402-8935



NATURAL HERITAGE PROGRAM: The NY Natural Heritage Program is a partnership between the NYS Department of Environmental Conservation (NYS DEC) and The Nature Conservancy. Our Mission is to facilitate the conservation of New York's biodiversity by providing comprehensive information and scientific expertise on rare species and natural ecosystems to resource managers and other conservation partners. We accomplish this mission by combining thorough field inventories, scientific analyses, expert interpretation, and the most comprehensive database on New York's distinctive biodiversity to deliver the highest quality information for natural resource planning, protection, and management.

DATA SENSITIVITY: The data provided in the report are ecologically sensitive and should be treated in a sensitive manner. The report is for your in-house use and should not be released, distributed or incorporated in a public document without prior permission from the Natural Heritage Program.

EO RANK: A letter code for the quality of the occurrence of the rare species or significant natural community, based on population size or area, condition, and landscape context.

- A-E = Extant: A=Excellent, B=Good, C=Fair, D=Poor, E=Extant but with insufficient data to assign a rank of A-D.
- F = Failed to find. Did not locate species during a limited search, but habitat is still there and further field work is justified.
- H = Historical. Historical occurrence without any recent field information.
- X = Extirpated. Field/other data indicates element/habitat is destroyed and the element no longer exists at this location.
- U = Extant/Historical status uncertain.
- Blank = Not assigned.

LAST REPORT: The date that the rare species or significant natural community was last observed at this location, as documented in the Natural Heritage databases. The format is most often YYYY-MM-DD.

NY LEGAL STATUS – Animals:

Categories of Endangered and Threatened species are defined in New York State Environmental Conservation Law section 11-0535. Animals listed as Endangered, Threatened, or Special Concern are protected against taking, importation, transportation, possession, or sale without a permit. Endangered, Threatened, and Special Concern species are listed in regulation 6NYCRR 182.5.

E - Endangered Species: any species which meet one of the following criteria:

- Any native species in imminent danger of extirpation or extinction in New York.
- Any species listed as endangered by the United States Department of the Interior, as enumerated in the Code of Federal Regulations 50 CFR 17.11.

T - Threatened Species: any species which meet one of the following criteria:

- Any native species likely to become an endangered species within the foreseeable future in NY.
- Any species listed as threatened by the U.S. Department of the Interior, as enumerated in the Code of the Federal Regulations 50 CFR 17.11.

SC - Special Concern Species: those species which are not yet recognized as endangered or threatened, but for which documented concern exists for their continued welfare in New York.

P - Protected Wildlife (defined in Environmental Conservation Law section 11-0103): wild game, protected wild birds, and endangered species of wildlife.

U - Unprotected (defined in Environmental Conservation Law section 11-0103): the species may be taken at any time without limit; however a license to take may be required.

G - Game (defined in Environmental Conservation Law section 11-0103): any of a variety of big game or small game species as stated in the Environmental Conservation Law; many normally have an open season for at least part of the year, and are protected at other times.

NY LEGAL STATUS – Plants:

The following categories are defined in regulation 6NYCRR part 193.3 and apply to NYS Environmental Conservation Law section 9-1503.

E - Endangered Species: listed species are those with:

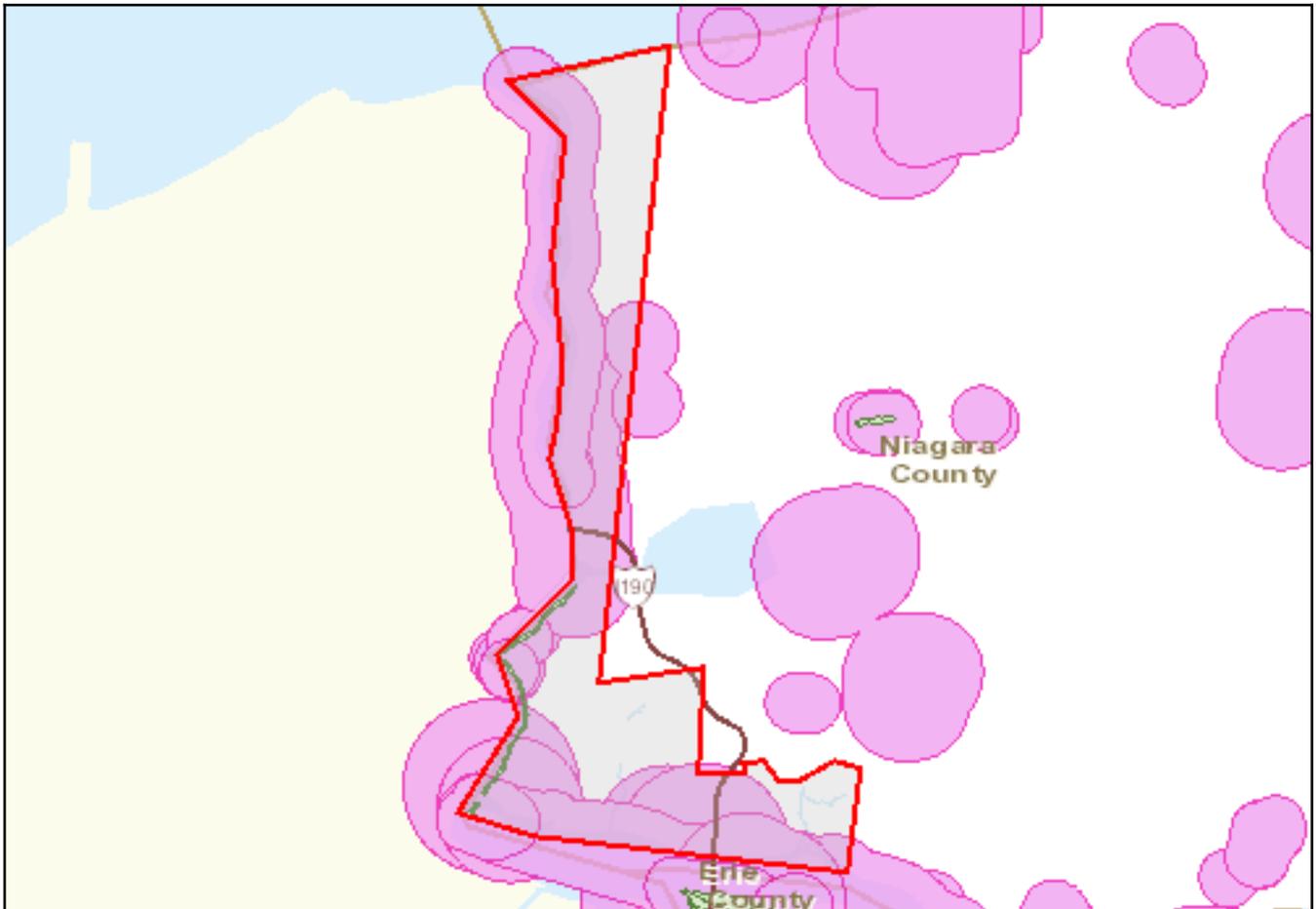
- 5 or fewer extant sites, or
- fewer than 1,000 individuals, or
- restricted to fewer than 4 U.S.G.S. 7 ½ minute topographical maps, or
- species listed as endangered by U.S. Dept. of Interior, as enumerated in Code of Federal Regulations 50 CFR 17.11.

T - Threatened: listed species are those with:

- 6 to fewer than 20 extant sites, or
- 1,000 to fewer than 3,000 individuals, or
- restricted to not less than 4 or more than 7 U.S.G.S. 7 and ½ minute topographical maps, or
- listed as threatened by U.S. Department of Interior, as enumerated in Code of Federal Regulations 50 CFR 17.11.

New York Nature Explorer User Defined Results Report

Criteria: Selected Map Area



Common Name	Subgroup	Distribution Status	Year Last Documented	Protection Status		Conservation Rank	
				State	Federal	State	Global

Animal: Fish

Western Pirate Perch <i>Aphredoderus sayanus gibbosus</i>	Perches	Historically Confirmed	1927			S1	G5T5
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Animal: Mussels and Clams

Hickorynut <i>Obovaria olivaria</i>	Freshwater Mussels	Recently Confirmed	1997			S1	G4
Rainbow <i>Villosa iris</i>	Freshwater Mussels	Recently Confirmed	1997			S2S3	G5Q

Animal: Animal Assemblages

New York Nature Explorer

Common Name	Subgroup	Distribution Status	Year Last Documented	Protection Status		Conservation Rank	
				State	Federal	State	Global
Gull Colony <i>Gull Colony</i>	Animal Assemblages	Recently Confirmed	2001			SNR	GNR
Waterfowl Winter Concentration Area <i>Waterfowl Winter Concentration Area</i>	Animal Assemblages	Recently Confirmed	1994			S3S4	GNR

Plant: Flowering Plants

Basil-balm <i>Monarda clinopodia</i>	Other Flowering Plants	Historically Confirmed	1867	Endangered		S1S2	G5
Big Shellbark Hickory <i>Carya laciniosa</i>	Other Flowering Plants	Recently Confirmed	2007	Threatened		S2	G5
Elk Sedge <i>Carex garberi</i>	Sedges	Recently Confirmed	2000	Endangered		S1	G5
Four-flowered Loosestrife <i>Lysimachia quadriflora</i>	Other Flowering Plants	Recently Confirmed	2000	Endangered		S1	G5?
Lesser Fringed Gentian <i>Gentianopsis virgata</i>	Other Flowering Plants	Recently Confirmed	2000	Endangered		S1	G5
Northern Pondweed <i>Potamogeton alpinus</i>	Other Flowering Plants	Historically Confirmed	1886	Threatened		S2	G5
Northern Wild Comfrey <i>Cynoglossum virginianum var. boreale</i>	Other Flowering Plants	Possible but not Confirmed	1888	Endangered		S1S2	G5T4T5
Ohio Goldenrod <i>Oligoneuron ohioense</i>	Asters, Goldenrods and Daisies	Extirpated	1873	Threatened		S2	G4
Reflexed Sedge <i>Carex retroflexa</i>	Sedges	Possible but not Confirmed	1888	Endangered		S2S3	G5
Sheathed Pondweed <i>Stuckenia filiformis ssp. occidentalis</i>	Other Flowering Plants	Historically Confirmed	1929	Endangered		S1	G5T5
Sky-blue Aster <i>Symphotrichum oolentangiense</i>	Asters, Goldenrods and Daisies	Recently Confirmed	2008	Endangered		S1	G5
Slender Blazing-star <i>Liatrix cylindracea</i>	Asters, Goldenrods and Daisies	Recently Confirmed	2000	Endangered		S1	G5
Woodland Bluegrass <i>Poa sylvestris</i>	Grasses	Recently Confirmed	1988	Endangered		S1	G5

New York Nature Explorer

Common Name	Subgroup	Distribution Status	Year Last Documented	Protection Status		Conservation Rank	
				State	Federal	State	Global
Yellow Giant-hyssop	Other Flowering Plants	Possible but not Confirmed	1888	Threatened		S2S3	G5
<i>Agastache nepetoides</i>							

Plant: Ferns and Fern Allies

Smooth Cliff Brake	Ferns	Recently Confirmed	2000	Threatened		S2	G5T5
<i>Pellaea glabella ssp. glabella</i>							

Natural Community: Uplands

Calcareous Cliff Community	Open Uplands	Recently Confirmed	2000			S3	G4
<i>Calcareous cliff community</i>							
Calcareous Talus Slope Woodland	Barrens and Woodlands	Recently Confirmed	2000			S3	G3G4
<i>Calcareous talus slope woodland</i>							

Note: Restricted plants and animals may also have also been documented in one or more of the Towns or Cities in which your user-defined area is located, but are not listed in these results. This application does not provide information at the level of Town or City on state-listed animals and on other sensitive animals and plants. A list of the restricted animals and plants documented at the corresponding county level can be obtained via the County link(s) on the original User Defined Search Results page. Any individual plant or animal on this county's restricted list may or may not occur in this particular user-defined area.

This list only includes records of rare species and significant natural communities from the databases of the NY Natural Heritage Program. This list is not a definitive statement about the presence or absence of all plants and animals, including rare or state-listed species, or of all significant natural communities. For most areas, comprehensive field surveys have not been conducted, and this list should not be considered a substitute for on-site surveys.

Appendix D • Civic Engagement Strategy



National Park Service
U.S. Department of the Interior

Niagara Falls
National Heritage Area

c/o Fort Stanwix N.M.
112 E Park Street
Rome, NY 13440
315 338-7730 phone
315 334-5051 fax
www.nps.gov/nifa

Niagara Falls National Heritage Area

TO: Niagara Falls National Heritage Area Commission Public Outreach Committee (John Percy, Jr., Chair; Tim Adamson; Tom Chambers, Bill Bradberry)

CC: Lillian Williams, Debbie Conway, Tom DeSantis (for Mayor Dyster); Management Plan Consulting Team (Tom Scofield, Mary Hashemi, Peter Benton, Amy Webb); Peter Samuel, NPS heritage area regional coordinator

FROM: Elizabeth Watson, NFNHA heritage area planner

DATE: March 16, 2011

RE: Civic Engagement Memo #1

STATUS: FINAL DRAFT – for Committee approval as working document

Outreach Planning

Heritage area management planning requires a rich process for reaching out and talking to many groups and leaders who can contribute information, perspectives, leadership, communication to their audiences, and various resources for implementation. This is not as general as it may sound. At the end of the management planning process, part of the Secretary of the Interior's judgment as to the soundness of the final management plan for the Niagara Falls National Heritage Area will be to assess how thoroughly consultation was done. Moreover, be sure to check out the "adequate assurances" and "demonstrates partnerships" language* in the heritage area legislation, Sections F and G (Appendix A, attached): we will need commitments to action from some stakeholder-participants.

This memo maps the status of civic engagement planning and where we should head from here to insure that we reach as many interested groups in the heritage area as possible, in the best ways possible, and that by the end of the management planning process, the Commission has many willing partners. This process began in December of 2009 when the consulting team began the scoping process, meeting many key players in the process. In general, this memo is designed to carry us through our third public meeting to discuss alternatives in June (see schedule, page 2), a period when the most intense, extensive amount of public outreach is to be conducted. Recommendations in this memo are based on experience to date, including consultants' work since December 2009, Commission meetings since December 2010, and one public information workshop held in February 2011; plus the advice of members of this committee in reviewing an earlier draft of this memo.

Documentation like this memo and civic engagement products become a part of the public record for the environmental assessment phase of management planning, and may be needed to show the Secretary of the Interior the extent of public involvement. Once this memo is approved by this Committee it should be posted in the JMA Work Zone for access by all commissioners as a working document.

* Just what is a partner and how a partner or partnership is recognized has yet to be worked out in the planning process.

Schedule (more detailed than published in handouts)

December 2010	Commission Meeting #1
January 2011	Commission Meeting #2; Commission workshop on vision and goals
February	February 23 Commission Meeting #3; public workshop to introduce the Commission and heritage area; consultations Feb. 16-17 in Lewiston and Youngstown with area groups and agencies and the Niagara Beautification Commission
March 30-31	Commission Meeting #4; public workshop re scoping, findings, and direction; consultations with Advancing Arts and Culture Buffalo Niagara membership and Dean Robert Shibley, University at Buffalo, School of Architecture and Planning; Commission workshop on vision, goals, and conceptual alternatives
April 25-29	Days the consulting team is holding for Commission meeting #5 (April 27) and consultations with area groups and agencies concerning <i>tourism, interpretation, and education</i> .
May 23-26	Days the consulting team is holding for Commission meeting #6 (May 25); Commission workshop on alternatives and consultations with area groups and agencies concerning <i>economic revitalization, environmental considerations, and outdoor recreation</i> .
June 27-June 30	Days the consulting team is holding for Commission meeting #7 (June 29), public workshop on alternatives, and consultations as needed.
July	Public comment period on alternatives
July 25-29	Days the consulting team is holding for Commission meeting #8 (July 27) and Commission workshop on selection of the preferred alternative
August	Consulting team writes final Environmental Assessment (completion depends on selection of the preferred alternative); optional Commission meeting; consulting team begins writing the Management Plan (strategies to implement the preferred alternative)
September	Formal public comment period on the preferred alternative and Environmental Assessment (management plan writing continues; Commission reviews of sections begin); public comment period for the management plan will be January 2011

General Approach

To reiterate points made above, public outreach is needed for two reasons: (1) scoping, now; and (2) building a base for obtaining commitment to action by stakeholders by the completion of the management plan.

Following is a list of outreach techniques developed, under development, or scheduled/planned. These techniques are then to be applied in whatever combination is appropriate for the many organizations, agencies, and political or interest-group leaders listed in Tables 1-5, discussed further below.

In order to design field visits follow March 30, the consulting team is organizing interviews and small-group meetings according to topics to be addressed in the management plan, planning a focus on heritage tourism and visitor experience in April, and focus on economic revitalization and stewardship in May.

The heritage area’s legislation permits management planning to include “thematically related sites” beyond its boundary, and indeed in Buffalo and Erie County (even Canada although no funds can be spent cross-border). As outreach is gearing up, however, the focus is to be on organizations and interpretive sites (a.k.a., attractions) within the heritage area. More guidance from the consulting team on thematic relationships is needed to start a second-phase round of planning with the Public Outreach Committee for outreach beyond the heritage area.

Committee Focus and Tasks

The most urgent tasks for the Public Outreach Committee are assuring that (1) our lists of stakeholders are accurate (and contact information is complete – see Appendix B), (2) planned approaches to stakeholders are suitable, and (3) the Commission is organized to conduct outreach as public speakers throughout the heritage area, especially between now and the third week of June. *Tasks specific to the Committee discussed below are highlighted with boldface and italics.*

Outreach Products, Executed/Planned; Responsibilities

1. **Directory** – JMA staff have created a database, described in Appendix B, that will enable emailing a newsletter and email announcements as appropriate, which the consulting team will continue to update as possible in the next few weeks. This database will be transferred to the Commission for continued development and maintenance once a staff person is hired to support the Commission. It would be feasible at some point to use this database to post a directory of “partners” on the Commission’s web site, if appropriate; or such information might be used to create well-designed pages that can link interested web site visitors to other organizations’ web sites for educational or trip-planning information.
2. **Public Meeting Handout #1** – newsletter-style handout produced by the consulting team for the Feb. 23, 2011 public workshop (posted in Commissioners’ access to JMA’s Work Zone).
3. **Fact Sheet Handout #2** – two-page handout with map produced by the consulting team for use in outreach meetings, in combination (or not) with Handout #1 (posted in Commissioners’ access to JMA’s Work Zone).
4. **Email Newsletter #1/future email newsletters and announcements** – email newsletter to be based on the Feb. 23 handout, to be produced and emailed by the consulting team. Occasional newsletters will be used as handouts/email announcements as appropriate; once Commission staff support is in place, the consulting team will continue to produce these or support their production by Commission staff, but their relay to the public via email will be the Commission’s responsibility, as will be writing and sending email announcements.
5. **Media relations** – Debbie Conway has produced routine news releases re Commission meetings and public workshops, with assistance by the consulting team. The consulting team will continue provide such assistance on an as-needed basis but Ms. Conway is the lead on this task. Ms. Conway and Dr. Chambers have been handling media inquiries.
6. **Web site/internet information** – Ms. Conway is also the lead on the task of maintaining and developing the Commission’s web site, www.nps.gov/nifa. At some point in the near future, it needs expansion. Typically, NPS web sites including a “planning documents” section where we can post public outreach products and management plan products (e.g., maps, reports, public drafts of sections of the management plan). The consulting team will work with Ms. Conway and her staff on specifications and lists. As appropriate, the consulting team will also work with Ms. Conway and Peter Samuel, heritage area coordinator for the NPS Northeast Region, on posting documents for public review on the NPS Planning, Environment and Public Comment site (PEPC – pron. “pepsi” – see <http://parkplanning.nps.gov/>).
7. **Interviews and small-group meetings** – Many interviews and group meetings are needed to introduce stakeholders to the heritage area concept, the management planning process, and the Commission, and gain information and perspectives from participants (and in some cases, commitments). *In consultation with the consulting team, the Public Outreach Committee should make sure lists/groups are complete and appropriate; advise on particular timing and strategies for approach depending on the makeup of each group. The Committee should seek involvement of*

Commissioners in holding meetings and ask stakeholder organizations help host meetings, in addition to the consultants' ongoing work on scoping.

8. **Focus groups** – Ultimately, for a limited number of topics for the plan (to be determined; e.g., tourism & visitor experience, community revitalization & historic preservation, recreation & stewardship), individual and small-group conversations should lead to groups focusing on those topics, formed from representatives of interested organizations and agencies. It might also be useful to organize focus groups for Niagara Falls, Lewiston (with Town of Lewiston), and Youngstown (with Town of Porter). Such groups would help to develop strategies and alternatives during the planning process; some might ultimately form long-term working groups in support of the Commission and the management plan. ***The Public Outreach Committee should begin discussion of what is desirable and provide input to the consulting team, who will manage these groups during the planning process; Commissioners should participate in these groups.***
9. **Commission meetings** – as public events, regularly scheduled Commission meetings are highly important elements of our outreach strategy through this phase and beyond. Topics chosen can help to reinforce management planning, in addition to supporting the growth and development of the Commission toward building its capacity to coordinate the heritage area and evolve into a final form of local coordinating entity. Investigation of the War of 1812 commemorative events with invited local speakers is an example; the Commission's interest and dialogue with the speakers resulted in media coverage, highlighting the issue for area residents and leaders. As another example, our cultural heritage tourism specialist, Amy Jordan Webb of the National Trust for Historic Preservation, will be visiting in April and we expect to take some time on the Commission's agenda to review this specific topic. Commission workshops – time set aside for management planning, separate from Commission meetings, retreat-style or not – are similarly open to the public but not specifically designed for public performance and information. ***The Public Outreach Committee should monitor opportunities on Commission agendas for such outreach.***
10. **Public workshops**– Three workshops serve this phase – the introductory workshop on February 23, a scoping session (inviting more conversation around specific issues than occurred on 2/23) on March 30, and a session on alternatives at the end of May. It would be well to articulate ground rules at the outset for respectful and productive audience behavior. ***The Public Outreach Committee should provide input to the consulting team, who will manage these meetings.***
11. **Speaking engagements** – Groups in the heritage area might be induced to host a Commissioner as a speaker for one of their regular meetings. ***This task should be managed by the Public Outreach Committee and the Commission. The consulting team can provide handouts and a simple PowerPoint presentation for the Commissioners' use; Dr. Chambers has already begun developing talking points and will engage the Committee and consultants in finalizing.***

Toward Building a Plan for Outreach after June

As the management planning process moves past alternatives and into writing the implementation plan for the preferred alternative, the Commission will have opportunities to focus on particular topics or issues in its meetings, to meet in committee with focus groups, and continue other forms of outreach described above. At the very end, the Commission will need to seek stakeholders' commitments and public comment on the draft plan, and embark on a to-be-designed rollout campaign for the draft and final plans. Public meetings or special Commission meetings would be a part of this. The Commission should also plan a celebratory event when all is said and done, perhaps once the Secretary of the Interior's approval is obtained. Other ideas can be mixed into these basic ones. ***Planning for this phase should be managed by the Public Outreach Committee and the Commission. The consulting team and the Commission should begin to discuss the gathering of commitments and endorsements at the May workshop for the Commission.***

Targets for Consultation

In general, focus for consultation needs to be on entities that are stakeholder organizations or agencies represented by individuals serving on the Commission, or which own land or operate major visitor sites and attractions in the heritage area, or both. These organizations are listed below in Tables 1 and 2 (governmental and tribal interests; critical partners). They are segmented out of the general contact list for consideration as a group based on the extensive contact and dialogue they need and which the Commission (and consulting team) requires; and the potentially large contributions they could make to the heritage area in a variety of ways, many to be documented in the plan as appropriate. For example, most of these organizations are connected in some way to many of the residents, owners, and/or investors in the heritage area; they have the potential to communicate widely to these audiences on the Commission's behalf. Others control funds that could be invested in the heritage area, especially to provide the match necessary to the federal heritage area funding anticipated. (Even if they do not provide a match directly, tracking their expenditures will help to document leverage.) See comments above about legislative requirements (Appendix A).

There are other entities who have not yet participated in meetings and outreach that may be particularly helpful in the consultation process, listed in Table 3 (critical potential partners). This list has been developed to support outreach to gain their specialized perspective and their facilitation of wider communication to interested audiences. Typically they have strong ties to governmental/tribal interests and existing critical partners and like those, they are likely to have the ability to contribute to implementation programs; they may also manage property or operate visitor sites and attractions in the heritage area, or both. They might easily be listed in Table 2 but they have not been asked for substantial participation at this time.

Most or all of those listed in final Tables 1-3 would ultimately be asked for endorsements, partnerships, and commitments.

Table 4 lists Canadian and binational organizations; similar to those in Tables 1-3, this list is expected to include critical partners.

Table 5 (other interests, by topic or type) lists the many organizations that represent the wide variety of interests on the part of residents, property owners, and business owners and operators in the heritage area. These are divided by topics relating to the plan (there may be some duplication therefore, where groups can contribute to more than one topical conversation, including groups listed in Tables 1-4) or other useful grouping to enable at-a-glance review to see who's missing and to design outreach to those groups who hold those interests (possibly but not necessarily a meeting of all of those groups). NOTE: In terms of filling out Table 5, many organizations may also be identified as "critical potential partners"; in the interest of space, we have provided space for *members of the Public Outreach Committee to note if they believe the organization in question is vital to be included in a group meeting on the topic identified* (or should be handled in other ways).

The Public Outreach Committee should review these tables to make sure they are complete (reasonably speaking), to help the consulting team identify the most appropriate means of outreach, to identify other potential critical partners, and to organize getting Commissioners out to speak to organizations identified in Table 6. Organizations for whom the consulting team current does not have contact information are listed in Appendix B.

It should be recognized that each and every organization on our list deserves the same consideration, that is, crafting an approach best suited to that organization, but it is also true that not all organizations can be or should be involved in the same ways as all others. Our task is not to create hierarchy but to recognize

the stake and potential contribution of each and every organization affected by the heritage area, on its own terms. Thinking this way helps the Commission be open to the participation and ideas of others – instead of setting up an us-them dichotomy. I strongly advise against referring to organizations as parts of groups, particularly with such hierarchical words as “primary” or “secondary” – or even “Table 1” or “Table 5”. These are not words we want to enter the culture and perspective of the Commission at any point along the way, and their use, while convenient, might inadvertently be overheard and might all too easily be misunderstood and cause offense. Labels provided in the tables below should be sufficient, if needed at all.

1. GOVERNMENTAL/TRIBAL INTERESTS	NOTES/QUERIES
<ul style="list-style-type: none"> Federal – Office of US Congresswoman Louise Slaughter 	Peter Benton is staying in touch with staff, who are also attending Commission meetings; represented on Commission
<ul style="list-style-type: none"> Federal – Office of US Senator Charles Schumer 	Ditto
<ul style="list-style-type: none"> Federal – Office of US Senator Kirsten Gillibrand 	Ditto
<ul style="list-style-type: none"> Tribal – Seneca Nation 	Represented on Commission but still awaiting new nominee; how should we relate the Nation to the Casino business listed under “Business” in Group 3?
<ul style="list-style-type: none"> Tribal – Seneca Towanda Nation 	Not represented on Commission but indicated disappointment in not being included; Debbie Conway to research approach
<ul style="list-style-type: none"> Tribal – Tuscarora Nation 	Represented on Commission; Debbie Conway & Elizabeth Watson met with Neil Patterson, Jr. and members of his Tuscarora Environmental Program staff on 2/24/11
<ul style="list-style-type: none"> State – Governor 	Represented on Commission
<ul style="list-style-type: none"> State – New York State legislators (Senate, Assembly) 	
<ul style="list-style-type: none"> County – Erie County Legislators 	Phase 2 outreach - may be affected by designation of “thematically related sites”
<ul style="list-style-type: none"> County – Erie County management 	Phase 2 outreach - may be affected by designation of “thematically related sites”
<ul style="list-style-type: none"> County – Niagara County Legislators (esp. Western portion) 	Dr. Chambers made a presentation at a regularly scheduled meeting on March 15; two legislators participated in a group meeting on 2/16
<ul style="list-style-type: none"> County – Niagara County management 	
<ul style="list-style-type: none"> Local – City of Niagara Falls - City Council 	Dr. Chambers to meet
<ul style="list-style-type: none"> Local – City of Niagara Falls - Mayor's office 	Dr. Chambers to meet on 3/21; represented on Commission
<ul style="list-style-type: none"> Local – Town of Lewiston 	Participated in group meeting on 2/16; represented on Commission
<ul style="list-style-type: none"> Local – Town of Porter 	Participated in group meeting on 2/16; represented on Commission
<ul style="list-style-type: none"> Local – towns and villages of Erie County; City of Buffalo 	Phase 2 outreach - may be affected by designation of “thematically related sites”
<ul style="list-style-type: none"> Local – towns and villages of Niagara County 	Phase 2 outreach - may be affected by designation of “thematically related sites”
<ul style="list-style-type: none"> Local – Village of Lewiston, Inc. 	Participated in group meeting on 2/16; represented on Commission
<ul style="list-style-type: none"> Local – Village of Youngstown 	Participated in group meeting on 2/16; represented on Commission
<ul style="list-style-type: none"> 	

2. OTHER CRITICAL PARTNERS	NOTES
<ul style="list-style-type: none"> New York State Office of Parks, Recreation, and Historic Preservation, Western District- Niagara Region 	Represented on Commission; Consulting team has made initial contact
<ul style="list-style-type: none"> Maid of the Mist Corp. 	Represented on Commission
<ul style="list-style-type: none"> Niagara River Greenway Commission 	Represented on Commission; Consulting team has made initial contact
<ul style="list-style-type: none"> Niagara University 	Two Commissioners from this institution
<ul style="list-style-type: none"> Niagara Tourism and Convention Corporation (Niagara USA) 	Represented on Commission; Consulting team has made initial contact
<ul style="list-style-type: none"> New York Power Authority (NYPA) 	Represented on Commission; need to brief pending nominee (Kessler); suggest involving corporate public relations person in that meeting
<ul style="list-style-type: none"> USA Niagara Development Corp. (Empire State Development Corp.) 	Represented on Commission; Consulting team has made initial contact
<ul style="list-style-type: none"> 	

3. CRITICAL POTENTIAL PARTNERS	NOTES
<ul style="list-style-type: none"> Aquarium of Niagara 	
<ul style="list-style-type: none"> Artpark and Company, Inc. 	Consulting team has made initial contact
<ul style="list-style-type: none"> Advancing Arts and Culture Buffalo Niagara 	Florine Luhr met with Debbie Conway & Elizabeth Watson 2/22/11
<ul style="list-style-type: none"> Niagara County Community College – both President and Chairman of Board of Trustees 	One Commissioner from this institution
<ul style="list-style-type: none"> Old Fort Niagara 	Participated in group meeting on 2/16?
<ul style="list-style-type: none"> Schools – Superintendent(s) (Niagara Falls, others?) 	
<ul style="list-style-type: none"> Schools – School Board (Niagara Falls, others?) 	
<ul style="list-style-type: none"> Schools – Teachers’ Union 	
<ul style="list-style-type: none"> Underground Railroad Heritage Commission 	Chairman Bradberry serves on Commission; consulting team has made initial contact
<ul style="list-style-type: none"> 	

4. CANADA / BINATIONAL	NOTES
<p>NOTE: Approach to Canadian and binational bodies needs thought. Would it be worth asking Canadians to attend a Commission meeting to hold a discussion? Should we ask Canadian Consulate General to host a meeting? In some cases, it may be best to hold off until Phase 2 outreach with an approach to the issue of “thematically related sites”</p>	
<ul style="list-style-type: none"> Afro-American Historical Association of the Niagara Frontier 	
<ul style="list-style-type: none"> Canadian Consulate General 	

4. CANADA / BINATIONAL	NOTES
• Binational Economic & Tourism Alliance (Binational Alliance)	
• Fort George National Historic Site	
• Friends of Fort George (The)	
• Hamilton Conservation Authority	
• Niagara 1812 Legacy Council (Legacy Council)	
• Niagara Parks (Niagara Parks Commission)	
• Niagara-on-the-Lake Chamber of Commerce and Visitor and Convention Bureau	
• Niagara-on-the-Lake Historic Sites Alliance (The)	
• Ontario Ministry of Tourism	
• Southern Ontario Tourism	
•	

5. OTHER INTERESTED BODIES, BY TOPIC OR TYPE	NOTES	Vital to heritage area topic identified? May be a critical partner?
A. African-American Heritage (ask NF UGRR Comm'n to host?)	Consulting team has attended a meeting of stakeholders for the Custom House project to create Underground RR interpretation	
• Afro-American Historical Association of the Niagara Frontier	Commissioner Lillian Williams supports this organization	
• Black Pioneers of Niagara Falls	Commissioner Bradberry supports this organization	
• Niagara Falls Ministerial Council		
• Uncrowned Community Builders Institute	Commissioner Lillian Williams supports this organization; Phase 2 outreach - may be affected by designation of "thematically related sites"	
• Underground Railroad Heritage Commission	Chairman Bradberry serves on Commission; consulting team has made initial contact	
•		

5. OTHER INTERESTED BODIES, BY TOPIC OR TYPE	NOTES	Vital to heritage area topic identified? May be a critical partner?
B. Arts (Advancing Arts and Culture Buffalo Niagara has agreed to host; the following groups appear on Florine Luhr’s mailing list of 23 individuals)	Meeting tentatively planned for April 26, to include Niagara County organizations only, all members of AACBN; although some of these organizations are beyond the heritage area boundary they are included in Phase 1 outreach because of the importance of arts outreach; some of these organizations are historical groups that will be contacted also in Phase 2 outreach to support interpretive development	
<ul style="list-style-type: none"> Advancing Arts and Culture Buffalo Niagara 	Florine Luhr met with Debbie Conway & Elizabeth Watson 2/22/11	
<ul style="list-style-type: none"> Aquarium of Niagara 		
<ul style="list-style-type: none"> Artpark and Company, Inc. 	Consulting team has made initial contact	
<ul style="list-style-type: none"> Carnegie Art Center 		
<ul style="list-style-type: none"> Castellani Art Museum of Niagara University 	Consulting team has made initial contact the Underground RR exhibit; museum has a fellow investigating cultural traditions in heritage area jurisdictions	
<ul style="list-style-type: none"> Herschell Carrousel Factory Museum 		
<ul style="list-style-type: none"> Historic Riviera Theatre 		
<ul style="list-style-type: none"> Kenan Center 		
<ul style="list-style-type: none"> Lewiston Council on the Arts 	Participated in group meeting on 2/16	
<ul style="list-style-type: none"> McClew International Center at Murphy Orchards 	Debbie Conway and Elizabeth Watson met with Carol Murphy at the farm on 2/24; Also for Phase 2 outreach - may be affected by designation of “thematically related sites”	
<ul style="list-style-type: none"> New York Power Authority 	Represented on Commission	
<ul style="list-style-type: none"> Niagara Arts and Cultural Center 		
<ul style="list-style-type: none"> Niagara County Historical Society & Erie Canal Discovery Center 	[note for this draft: new to this list – they just joined] Also for Phase 2 outreach - may be affected by designation of “thematically related sites”	
<ul style="list-style-type: none"> Niagara Tourism and Convention Corporation (Niagara USA) 	Represented on Commission	
<ul style="list-style-type: none"> North Tonawanda History Museum 	Also for Phase 2 outreach - may be affected by designation of “thematically related sites”	
<ul style="list-style-type: none"> NYS Office of Parks, Recreation and Historic Preservation 		
<ul style="list-style-type: none"> Old Fort Niagara 	Participated in group meeting on 2/16?	

5. OTHER INTERESTED BODIES, BY TOPIC OR TYPE	NOTES	Vital to heritage area topic identified? May be a critical partner?
C. Arts – Theater (ask Niagara University to host?)	Performing arts organizations could contribute to community events and living history programs	
• Historic Riviera Theatre		
• Niagara Adventure Theater		
• Niagara University Theater		
• The Rapids Theater		
•		
D. Business & Civic Groups [who could host? Divide into smaller group(s) somehow?]		
• American Business Women's Ass'n, Niagara Chapter 5037		
• Bankers - general group and/or HSBC, M&T Bank, Niagara First		
• Board of Realtors		
• Delaware North Companies Parks and Resorts at Niagara, Inc.		
• Downtown Niagara Falls Business Association, Inc.		
• Kiwanis Club		
• LaSalle Business and Professional Association		
• Lewiston Business Association	Participated in group meeting on 2/16?	
• Links (African American women's service group)		
• Maid of the Mist Corp.	Represented on Commission	
• Main Street Business and Professional Association (Main Street Niagara)	Consulting team has spoken by phone with Rick Crogan, president	
• Niagara River Region Chamber of Commerce	Participated in group meeting on 2/16?	
• Niagara USA Chamber of Commerce		
• Pine Avenue Business Association		
• Rotary Club - Niagara County Central		
• Rotary Club - Niagara Falls		

5. OTHER INTERESTED BODIES, BY TOPIC OR TYPE	NOTES	Vital to heritage area topic identified? May be a critical partner?
<ul style="list-style-type: none"> Seneca Niagara Casino and Hotel 		
<ul style="list-style-type: none"> Youngstown Business Association 	Participated in group meeting on 2/16?	
E. Educational Institutions/Groups		
<ul style="list-style-type: none"> Niagara County Community College 	One Commissioner from this institution	
<ul style="list-style-type: none"> Niagara University 	Two Commissioners from this institution	
<ul style="list-style-type: none"> Schools – School Board (Niagara Falls, others?) 		
<ul style="list-style-type: none"> Schools – Superintendent(s) (Niagara Falls, others?) 		
<ul style="list-style-type: none"> Schools – Teachers’ Union 		
<ul style="list-style-type: none"> University at Buffalo, Regional Institute 		
<ul style="list-style-type: none"> University at Buffalo, The Urban Design Project, School of Architecture and Planning 	Consulting team has met; Watson, Scofield, Conway scheduled to meet with Dean Robert Shibley 3/31	
F. Historic Preservation (ask Preservation Buffalo Niagara to host?)		
<ul style="list-style-type: none"> Preservation Buffalo Niagara 	Who was the guy at the 2/23 public meeting who was so articulate about the need for historic preservation in Niagara Falls?	
<ul style="list-style-type: none"> Buffalo Avenue Heritage District 		
<ul style="list-style-type: none"> Campaign for Buffalo History, Architecture, and Culture 		
<ul style="list-style-type: none"> Chilton Avenue-Orchard Parkway Historic District 		
<ul style="list-style-type: none"> Clinton Brown Company Architecture pc 		
<ul style="list-style-type: none"> Highland Avenue Neighborhood Groups/Highland Community Revitalization Committee 		
<ul style="list-style-type: none"> LaSalle Pride 		
<ul style="list-style-type: none"> National Trust for Historic Preservation (one of the NT’s state advisors is local, Catherine Schweitzer) 		
<ul style="list-style-type: none"> New York State Historic Preservation Office 		
<ul style="list-style-type: none"> Park Place Historic District 	Consulting team and Debbie Conway have stayed with one B&B here	
<ul style="list-style-type: none"> Preservation League of New York State 		

5. OTHER INTERESTED BODIES, BY TOPIC OR TYPE	NOTES	Vital to heritage area topic identified? May be a critical partner?
•		
G. History/Interpretive sites (ask Niagara County Historian to host?)	Other interpretive sites should be investigated for Phase 2 outreach, starting with sites named in the Feasibility Study (e.g., Buffalo’s Museum of Science)	
• Niagara County Historian	Consulting team has made initial contact	
• Buffalo and Erie County Historical Society	Phase 2 outreach - may be affected by designation of “thematically related sites”	
• Canal Society of New York State		
• Historical Association of Lewiston, Inc.	Participated in group meeting on 2/16	
• Lavinia Porter Manse	Rev. Skrling has attended a Commission meeting	
• McClew International Center at Murphy Orchards	Phase 2 outreach - may be affected by designation of “thematically related sites”	
• MediaSmiths Digital (Paul Gromosiak)		
• New York State Office of Parks, Recreation, and Historic Preservation, Western District- Niagara Region – interpretive sites within state parks not already listed (some may be Phase 2 outreach)		
• Niagara County Historical Society		
• Niagara Gorge Discovery Center		
• North Tonawanda History Museum	Phase 2 outreach - may be affected by designation of “thematically related sites”	
• Old Fort Niagara	Consulting team has made initial contact; Bob Emerson has participated in a group meeting on 2/16 and made a presentation to the Commission	
• Seaway Trail, Inc.		
• Stella Niagara Education Park		
• Town of Porter Historical Society	Participated in group meeting on 2/16?	
• Youngstown Historical Society	Participated in group meeting on 2/16?	
•		

5. OTHER INTERESTED BODIES, BY TOPIC OR TYPE	NOTES	Vital to heritage area topic identified? May be a critical partner?
H. Industrial Interests (ask NYPA to host?)	<i>How to reach industrial interests?</i>	
• NYPA	Represented on Commission	
• National Fuel		
• National Grid		
• Niagara Falls Water Board		
• US Army Corps of Engineers, Buffalo District	If appropriate to this topic	
•		
I. Neighborhood Groups (ask Center City N'Hood Dev. Corp. to host?)		
• Center City Neighborhood Development Corp.		
• Niagara Falls Block Club Council	Presentation by consulting team tentatively scheduled for the council's regular meeting on the morning of April 26	
• Niagara Falls Ministerial Council	Consulting team attempts to reach by phone so far have not had results	
• NOAH (Niagara Organizing Alliance for Hope)		
• <i>Include neighborhood groups identified in historic preservation group above?</i>		
• <i>Include neighborhood-based business groups identified in business group above?</i>		
•		
J. Niagara County (ask Niagara County planner to host?)		
• Niagara County (government/planning)		
• Niagara County Center for Economic Development		
•		
K. Olmsted (ask Buffalo Olmsted Parks Conservancy to host?)		
• Buffalo Olmsted Parks Conservancy		
• Buffalo Zoo (?)		
• <i>Others: State Parks; NY SHPO; City of Niagara Falls; others?</i>		

5. OTHER INTERESTED BODIES, BY TOPIC OR TYPE	NOTES	Vital to heritage area topic identified? May be a critical partner?
•		
L. Religious Institutions/Groups		
• Lavinia Porter Manse	Rev. Skrling has attended a Commission meeting	
• Niagara Falls Ministerial Council		
• NOAH (Niagara Organizing Alliance for Hope)		
• Stella Niagara		
•		
M. River/Environment (ask Greenway Commission and/or Buffalo Niagara Riverkeeper to host? Any need to split by defining interests further?)		
• Audubon Society		
• Buffalo Niagara Riverkeeper		
• Niagara Frontier Wildlife Habitat Council		
• Niagara Heritage Partnership (Bob Baxter)		
• Niagara River Greenway Commission	Represented on Commission; consulting team has made initial contact	
• Niagara River Restoration Council		
• Niagara River Wranglers		
• Sierra Club, Niagara Group		
• Western New York Land Conservancy		
• Wild Ones Niagara Falls and River Region Chapter (Michelle Vanstrom)	Ms. Vanstrom has attended Commission meetings and a meeting of the Niagara Beautification Comm'n on 2/17	
• US Army Corps of Engineers, Buffalo District		
•		
N. Tourism (ask Niagara USA to host)	Include Canadian tourism interests?	
• Buffalo Niagara CVB		

5. OTHER INTERESTED BODIES, BY TOPIC OR TYPE	NOTES	Vital to heritage area topic identified? May be a critical partner?
<ul style="list-style-type: none"> Niagara Tourism and Convention Corporation (Niagara USA) 	<p>Represented on Commission; consulting team has made initial contact and requested a meeting with John Percy on March 30 to map out further tourism outreach</p>	
<ul style="list-style-type: none"> Niagara Falls Tourism and/or Tourism Advisory Council (<i>? How different from John Percy's Niagara-USA?</i>) 		
<ul style="list-style-type: none"> <i>Add business groups with strong interest in tourism?</i> 	<p><i>Amy Jordan Webb is interested in meeting business groups devoted to particular commercial neighborhoods (four in NF, 1 ea in villages)</i></p>	
<ul style="list-style-type: none"> 		
<p>O. Transportation (ask Niagara Frontier Transportation Authority to host?)</p>		
<ul style="list-style-type: none"> Amtrak 		
<ul style="list-style-type: none"> Buffalo Niagara Airport 		
<ul style="list-style-type: none"> CSX 		
<ul style="list-style-type: none"> Homeland Security 		
<ul style="list-style-type: none"> Niagara County Airport 		
<ul style="list-style-type: none"> Niagara Falls Bridge Commission 		
<ul style="list-style-type: none"> Niagara Frontier Transportation Authority 		
<ul style="list-style-type: none"> NYSDOT 		
<ul style="list-style-type: none"> Thruway Authority 		
<ul style="list-style-type: none"> US Army Corps of Engineers, Buffalo District 	<p>If appropriate to this topic</p>	
<ul style="list-style-type: none"> 		

6. POTENTIAL SPEAKING ENGAGEMENTS FOR COMMISSIONERS	NOTES
<ul style="list-style-type: none"> American Business Women's Ass'n, Niagara Chapter 5037 	
<ul style="list-style-type: none"> Board of Realtors 	
<ul style="list-style-type: none"> Buffalo and Erie County Historical Society 	
<ul style="list-style-type: none"> Buffalo Niagara CVB 	
<ul style="list-style-type: none"> Downtown Niagara Falls Business Association Inc. 	

6. POTENTIAL SPEAKING ENGAGEMENTS FOR COMMISSIONERS	NOTES
• Historical Association of Lewiston, Inc.	
• Kiwanis	
• LaSalle Business and Professional Association	
• Links (African American women's service group)	
• Main Street Business and Professional Association (Main Street Niagara)	
• Niagara Beautification Commission	Tom Scofield and Debbie Conway met with representatives of this group 2/17; Alt. Commissioner Marge Gillies supports this organization
• Niagara County Historical Society	
• Niagara Falls Block Club Council	
• Niagara Falls Underground Railroad Heritage Area	Chairman Bill Bradberry serves on the NFNHA Commission
• Niagara River Region Chamber of Commerce	
• Niagara Tourism and Convention Corporation (Niagara USA)	Represented on Commission
• Niagara USA Chamber of Commerce	
• Pine Avenue Business Association	
• Rotary Club - Niagara County Central	
• Rotary Club - Niagara Falls	
• Seneca Nation	Represented on Commission
• Seneca Towanda Nation	
• Tuscarora Nation	Represented on Commission
• Youngstown Business Association	
•	

On Transparency

It is not possible to create a management plan without consultation (as the legislation itself makes clear – Appendix A). As meetings are held the Commission should be as transparent as possible about the process without hampering the work. Here is how I recommend the Commission proceed:

1. *The Public Outreach Committee should decide how to discuss these points with the Commission.*
2. Message: The Commission and its consultants must be in close contact with a wide number of organizations to do the job of management planning, and the heritage area's federal legislation requires such consultations. No apologies. The answer to any concerns as have been expressed about

the Commission's meetings follows the principle of free speech, that the Commission is willing to be open to further meetings. And, while it may not be appropriate to express this in most forums: The Commission was chosen to be representative of the stakeholders and the heritage area as a community and its administrative decisions should be presumed appropriate until proven otherwise.

3. The Public Outreach Committee should approve the consultants' outreach planning – the buck stops there, or with the Commission should it become necessary to raise such efforts to that level. Whatever the Commission's consultants may do, the Commission will take the heat, so it must bear the ultimate responsibility.
4. Meetings, once past, should be made a part of the public record. The date of the meeting, organizations represented, individuals present, and points made (neither minutes nor transcripts are necessary) could be listed on the web site. The information provided would enable others to present additions and suggestions according to their lights. The Commission does not have to take every meeting proposed in this way, but it shouldn't hurt to listen.
5. The Commission should institute a process for identifying potential participants who may be interested in and able to contribute to a given topic, but who may not be on our list for invitations to a meeting or interview through the our analysis of organizations, as follows:
 - a. At Commission and public meetings, include a sign-in sheet that provides space for signers-in to note their particular interests. Based on this information, we can make some judgments about how to include anyone who has signed in. The sign-in sheets would make no promises as to invitations or meeting notices. In addition, public meetings should include a leave-behind form that allows participants to offer comments in full.
 - b. To identify others who will not be at these two meetings (and be able provide answers to a news reporters who would want to know where their readers can go to provide input to the Commission), information routinely disseminated by the Commission (e.g., handouts and forms used at Commission meetings and public workshops, email newsletters and announcements, and official paper and email stationery) could direct those interested to use the web site to provide comments. The comment-form web page would allow them not simply the ability to communicate that they are interested in a particular topic, as with the sign-in sheets, but to articulate their concerns fully. The web page would not promise to invite people to meetings. [NOTE: Debbie and I are still investigating how this would be done, but she tells me that the NPS site for Niagara as well as other parks does have the option to contact for more information. Monitoring and potential ensuing email correspondence will be an issue that perhaps could be solved by the use of the Commission's staff person.]
 - c. Optional, and not immediate: include Commissioners' email addresses on a "contact us" web page (with photos and bios) – much as is done for many elected officials. These should be formal Commission email addresses, issued when a program is set up for the new staff person, not actual email addresses – e.g., tchambers@NFNHA.org. The program would be designed to forward emails to Commissioners, who would have the option of replying back through their own email address or their Commission email address. This allows a more personal connection and establishes the Commission as an institution open to communication.
 - d. Also optional: for certain topics, along with interviews and small-group meetings, include a meeting for all comers, well advertised. For example, Amy Jordan Webb could include a public presentation and discussion on cultural heritage tourism as a part of her visit in April. This would not count as one of the consultants' primary workshops.

6. ***The Public Outreach Committee should design a policy for its email communications.*** The following is a very rough draft version to begin that effort.

The Niagara Falls National Heritage Area Commission is the federally appointed governing body for the Niagara Falls National Heritage Area and is governed by all applicable laws concerning public access to information and materials generated by the Commission. The following policy statement concerns email sharing: (1) Email correspondence and attachments are deemed to be working documents not automatically part of the public domain and should not be shared beyond the Commission and the Commission's management planning consulting team; (2) Commissioners and consultants should assume that their email correspondence will be shared among all Commissioners and consultants and, as appropriate, a limited number of advisors associated with the Commissioners; and (3) although all those copied on Commission correspondence should endeavor to limit sharing of emails and attachments generated through the Commission and the consulting team to "within the family," it should be assumed that at some point, if not immediately, Commission-related emails and attachments could be made public.

APPENDIX B: Directory Description and Contact Information Still Needed

Outreach Directory Description

JMA now has a database of 381 entries in "iContact," 203 with email addresses. The addresses under my control in my Outlook entries (this varies slightly from JMA but it's indicative of what we have so far) contains a maximum 337 entries; some of these are also coded as politicians (50), Underground RR Commission members (15), arts entries (23; provided by Florine Luhr), feasibility study participants (34 so far), Canadian entries (16) and National Heritage Area Commission (19). I have asked for your assistance in assessing two other lists (feasibility study, Niagara Heritage Partnership website) that could provide roughly another 100 addresses to add to our lists.

Contact Information Still Needed (in parentheses, source for this addition to the list)

1. Afro-American Historical Association of the Niagara Frontier (L. Williams, Bradberry)
2. Amtrak (Bradberry)
3. Audubon Society (J. Williams)
4. Bankers - general group and/or HSBC, M&T Bank, Niagara First (Bradberry)
5. Black Pioneers of Niagara Falls (Bradberry)
6. Board of Realtors (Bradberry)
7. Buffalo Avenue Heritage District (DeSantis)
8. Buffalo Niagara Airport (Bradberry)
9. Chilton Avenue-Orchard Parkway Historic District (DeSantis)
10. CSX (Bradberry)
11. Firefighters' Union (Chambers, Bradberry)
12. General Labor Council (could reach all unions this way rather than individually) (Bradberry)
13. Highland Avenue Neighborhood Groups/Highland Community Revitalization Committee (DeSantis)
14. How to reach industrial interests? (Bradberry)
15. IBEW (International Brotherhood of Electrical Workers) (Bradberry)
16. Kiwanis (Bradberry)
17. LaSalle Business Organization (DeSantis)
18. LaSalle Pride (DeSantis)
19. Links (African American women's service group) (L. Williams)
20. National Fuel (Bradberry)
21. National Grid (Bradberry)
22. Niagara County Airport (Bradberry)
23. Niagara Falls Water Board (Bradberry)
24. Niagara River Wranglers (J. Williams)
25. NOAH (Niagara Organizing Alliance for Hope) (Bradberry)
26. NYPA - Kessler and/or corporate level person (Bradberry)
27. NYSDOT (Bradberry)
28. Park Place Historic District (DeSantis)
29. Pine Street Business Organization (Bradberry)
30. Police Union (Chambers, Bradberry)
31. Rotary Club - Niagara County Central (Bradberry)
32. Rotary Club - Niagara Falls (Chambers, Bradberry)
33. School Admin - Superintendent(s) (NF, others?) (Chambers, Bradberry)
34. School Board (Chambers, Bradberry)
35. Seneca Nation (not in the list because there's not a Commissioner yet!)
36. Seneca Towanda Nation (Conway, Patterson)
37. Teachers' Union (Chambers, Bradberry)
38. Thruway Authority (Bradberry)
39. Tourism Advisory Council (? How is this different from John Percy's Niagara-USA?) (Not sure where I got this one!)

Appendix E • Project Newsletters



Planning for the Niagara Falls National Heritage Area Begins!

The Niagara Falls National Heritage Area Commission recently held its inaugural meeting. Appointed by Secretary of the Interior Ken Salazar late last year, this group of 21 community leaders (17 commissioners and four alternates) are now hard at work with the National Park Service to make our National Heritage Area become a reality. Congress authorized the establishment of the Commission as the heritage area's "local coordinating entity" to lead the early planning and lasting coordination that a heritage area requires.

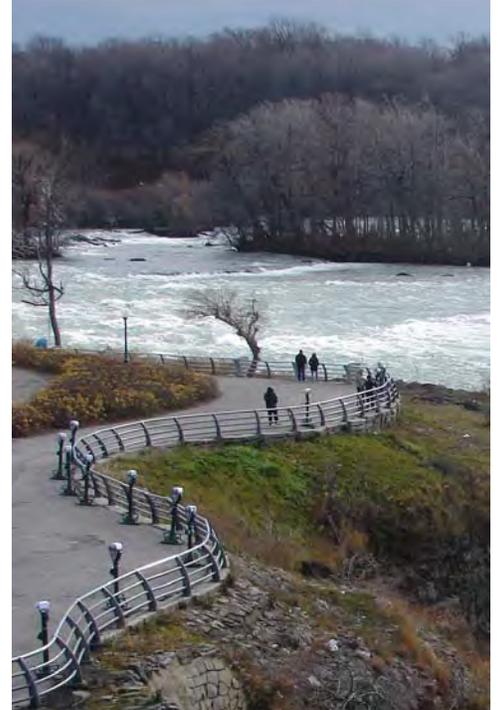
The heritage area was recognized by Congress in 2008 for its nationally significant natural phenomenon of Niagara Falls and the Niagara River Gorge, its tourism and recreation, and its culturally significant stories of power, industrial development, and borderland history. It provides a mechanism for organizations, governments, and residents of Niagara Falls, Lewiston, Youngstown, and surrounding communities to come together to conserve, enhance, and interpret the region's natural, scenic, cultural, historic, and recreational resources.

The Commission has started to explore the many opportunities a federal heritage area designation can bring to the Niagara region. Federal funding to support this work is currently limited to planning purposes until a management plan is completed to provide guidance for future initiatives.

Not only the plan, but the planning process itself is important, needing the involvement of everyone working to make the heritage area a success. The next opportunity to participate in an information meeting with the members of the Niagara Falls National Heritage Area Commission and the consulting team will be at the end of March. Watch for further details in area news outlets, or email mary.hashemi@johnmilnerassociates.com to receive notices via email. We hope to see you there!

Schedule for Preparing the Management Plan

- Dec 2009 – Feb 2011: Project initiation; development of goals and objectives; introductory public workshop
- Dec 2009 – July 2011: Assessing and reporting on existing conditions and resources; National Environmental Policy Act requirements
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- Jan 2012: Fourth public workshop and comment on draft management plan
- Jan 2012 – Mar 2012: Final actions





City of Niagara Falls, Falls Street circa 1908

What Is a Management Plan?

A management plan lays the groundwork for future initiatives to be led by the Commission and heritage-area partners. It sets priorities and identifies resources and policies needed for the heritage area to develop successfully. Creating the plan provides the opportunity to explore a range of perspectives, ultimately to shape communities and the visitor experience around the asset-based heritage development that lies at the heart of the heritage area concept.

How can the many constituents of the Niagara Falls National Heritage Area collaborate to build their programs and tell more stories of the evolution of the area's landscape and history? How do we extend these opportunities to the largest audience possible? How do we use cultural heritage tourism to help revitalize and preserve our communities through development of our many unique assets? How does the Commission as an organization support such efforts?

To answer such questions, the heritage area concept calls for collaboration among local and state governments, interpretive and recreational attractions, nonprofit and private sector interests, and the region's residents. The boundary of the heritage area was drawn to include the entire American side of the Niagara Gorge, the City of Niagara Falls and the two villages of Lewiston and Youngstown, and portions of the towns of Lewiston and Porter. It's a complicated area – we need all the ideas we can gather!

What Is a National Heritage Area?

The 49 National Heritage Areas located in 28 states are places that tell rich and distinctly American stories. Usually managed by a partnership of organizations and local governments with a single coordinating body, they pool resources (cultural, natural, organizational, and financial) to promote, enhance and conserve the region for the benefit of present and future residents and visitors.

“National Heritage Area” is a designation for nationally distinguished, lived-in landscapes. Recognition signifies a region's importance to American history and culture and supports interpretation to show how a region's geography, people, and ways of life have shaped both the immediate vicinity and the nation. The heritage area concept offers a collaborative approach to conservation that does not compromise traditional local use of the landscape and local control.

Although there are many kinds of regional planning efforts across the country, only heritage areas seek to engage residents, governments, and organizations in telling their stories and working in partnership to protect special resources and reach out to the American public. They are grounded in a region's pride in its history and traditions, and in residents' involvement in retaining and interpreting the landscape for all. They advance economic development through an appreciation that a region's unique assets are fundamental to success – asset-based “heritage development” – and by fostering cultural heritage tourism as one aspect of a region's economy.

Designation comes with limited financial and technical assistance from the National Park Service. As of May 2009, Congress has designated 49 heritage areas, each governed by separate authorizing legislation unique to its resources and desired goals.

As National Heritage Areas mature – the first was designated in 1981 – residents and visitors alike are increasingly enthusiastic in discovering the high quality of the experiences they offer.

They appeal to all ages and interests. Some have opportunities for walking, hiking, biking, and paddling. Some have festivals to attend and museums to visit. Many provide volunteer opportunities, group tours, and multiple-day excursions and can also be visited in combination with more than 80 units of the National Park Service.

The collaboration a heritage area inspires can strengthen communities in many ways. And in a world where American democracy is held up as an example for so many, heritage areas connect us to our roots, our stories, and our places – the wellsprings that made us the strong country we have become today. For more information, see www.nps.gov/history/heritageareas/FAQ/.



What Will Result from the Management Plan?

The plan will include a broad vision for what it will be like to live in and visit the heritage area after ten years of working on the plan's goals and recommendations. To shape the plan, the Commission and partners identify goals and strategies that focus on the distinct qualities and nationally significant stories that make the region and communities special.

The plan will address requirements in the 2008 legislation establishing the Niagara Falls National Heritage Area (Public Law 110-229):

- To develop comprehensive strategies for engaging, coordinated interpretive presentations and programs that tell the story of the area's heritage; and for encouraging "long-term resource protection, enhancement, interpretation, funding, management, and development of the National Heritage Area."
- To produce inventories of "natural, historical, cultural, educational, scenic, and recreational resources" relating to the interpretive themes identified in the 2005 feasibility study for National Heritage Area recognition:
 - ◆ The Niagara Falls and Gorge as Natural Phenomenon;
 - ◆ Regional Tourism and Recreation;
 - ◆ Power and Industry; and
 - ◆ Borderlands/Border Crossing.The inventories will help set priorities for stewardship and enhancement of special resources.
- To identify actions that partnering organizations, communities, governmental agencies and individuals can take in collaborating to protect and enhance heritage area's resources.
- To provide step-by-step guidance to implement the plan, including identification of roles and responsibilities of heritage area partners along with existing and potential sources of funding.
- To document commitments for implementation by individual organizations and agencies, plus "adequate assurances that the local coordinating entity has the partnerships and financial and other resources necessary to implement the management plan."

Looking ahead, the heritage area's resources (grant funds, staff, partnerships, etc.) are likely to be deployed in three areas: technical assistance and training; networking and information-sharing; and marketing and promotion. The heritage area can be expected to focus on supporting a tailored combination of high-priority initiatives in interpretation (story-telling), conservation and historic preservation, community revitalization, recreation, community culture (including the arts), and education.

For more information, see www.nps.gov/history/heritageareas/FAQ/.

What Is the Niagara Falls National Heritage Area?

When Congress designated the Niagara Falls National Heritage Area in May 2008, the region's impacts on the natural and cultural development of the United States were recognized at a whole new level. Through the heritage area, public and private partners can join hands to foster tourism, education, and programming initiatives that highlight important events and sites related to American history and culture and the role of hydroelectric power in developing the American economy.

More than six million people visit the Falls each year. The heritage area can help to enhance each visitor's experience in ways that will support revitalization programs in the City of Niagara Falls and strengthen businesses in the river communities to the north. In reaching out to potential partners, the Commission will also connect with related historic sites throughout Niagara and Erie Counties and collaborate with organizations and sites in Canada. The state-designated heritage area for the city, the Niagara Falls Underground Railroad Heritage Area, is to be a key partner.

The Niagara Falls National Heritage Area's management plan will address compatible economic development, conservation of important resources, increased appreciation among residents and visitors of the region's history and contributions in a national context, and greater use of the region's resources for education, vacation experiences, and recreation.

For more information, see www.nps.gov/nifa.

Photo credit, p. 2: http://www.shorpy.com/node/9216?size=_original



The Niagara Falls National Heritage Area Commission

Fifteen of the 17 commission seats established in the 2008 legislation that created the Niagara Falls National Heritage Area (Public Law 110-229) have been filled to date through appointments by Secretary of the Interior Ken Salazar. They are:

- ◆ Dr. Thomas A. Chambers, Niagara University (Commission Chair), nominated by U.S. Congresswoman Louise Slaughter
- ◆ Jeffrey D. Williams, Lewiston Management Group and Niagara Falls Properties (Vice-Chair), nominated by the Mayor of Lewiston
- ◆ Margaret-Ann Hanson, former Village of Youngstown Trustee (Executive Committee), nominated by the Mayor of Youngstown
- ◆ Willie Dunn, Niagara Falls Housing Authority (Executive Committee), nominated by U.S. Senator Kirsten Gillibrand
- ◆ Robert H. Borgatti, Niagara County Community College, nominated by U.S. Senator Charles Schumer
- ◆ Bill Bradberry, former City of Niagara Falls Administrator, nominated by U.S. Congresswoman Louise Slaughter (also Chairman of Niagara Falls Underground Railroad Heritage Area Commission)
- ◆ Deborah L. Conway, National Park Service, nominated by the Director of the National Park Service
- ◆ Paul A. Dyster, Niagara River Greenway Commission, nominated by the Governor of New York
- ◆ Christopher M. Glynn, Maid of the Mist Corporation, nominated by U.S. Senator Charles Schumer
- ◆ John H. Percy, Jr., Niagara Tourism and Convention Corporation, nominated by the Governor of New York
- ◆ Christopher J. Schoepflin, USA Niagara Development Corporation, nominated by the Governor of New York
- ◆ Mark W. Thomas, New York Office of Parks, Recreation and Historic Preservation, nominated by the Governor of New York
- ◆ Dr. Jan H. van Harssel, Niagara University, nominated by U.S. Senator Kirsten Gillibrand
- ◆ Barry White, nominated by the Seneca Nation of Indians
- ◆ Dr. Lillian S. Williams, University of Buffalo, nominated by the Mayor of Niagara Falls

Nominees awaiting appointment are Neil Patterson, Tuscarora Nation, and a representative from the New York Power Authority to be named.

Alternates serving on the Commission are Timothy S. Adamson, Village of Youngstown; Robert A. Gallucci, Village of Youngstown; Marjorie E. Gillies, Niagara Falls Beautification Commission; and Michael J. Marra, Village of Lewiston.

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Photos by Peter C. Benton and A. Elizabeth Watson, Heritage Strategies, LLC

Fact Sheet *for the* Niagara Falls National Heritage Area

What we have accomplished so far:

- Mar 2001 National Park Service (NPS) officials meet with federal, state and local representatives to discuss potential NPS role in the region.
- July 2001 NPS releases reconnaissance report recommending congress authorize heritage area study.
- Oct 2002 The United States Congress passes the Niagara Falls National Heritage Area Study Act (Public Law 107-256) to authorize the Secretary of the Interior to conduct a study of the suitability and feasibility of establishing a heritage area in the Niagara region.
- Dec 2005 The *Niagara National Heritage Area Study* feasibility report is issued by the NPS.
- May 2008 The United States Congress passes legislation creating the Niagara Falls National Heritage Area (Public Law 110-229).
- Oct 2009 NPS hires consulting team (JMA et al) to prepare management plan and National Environmental Policy Act (NEPA) Environmental Assessment.
- Dec 2009–June 2010: Management plan consulting team conducts existing conditions assessment (continuing through May 2011).
- Dec 2010 Federal Commission holds first organizational meeting.
- Jan 2011 Commission holds vision and goal setting workshop with management plan consulting team (2nd commission meeting).
- Feb 2011 Commission holds 1st Public Outreach Meeting to introduce the Heritage Area and Commission; Commissioners and management plan consulting team begin consultations with stakeholder organizations and governmental representatives.

What we are to accomplish over the next 12 months:

- Mar 2011 Prepare vision, goals, objectives and strategies; hold 2nd Public Outreach Meeting.
- May 2011 Develop program alternatives.
- June 2011 Hold 3rd Public Outreach Meeting and select preferred alternative.
- Jul 2011 Initiate preparation of NFNHA management plan components.
- Jan 2012 Solicit public comment on draft management plan (4th Public Outreach Meeting).
- Mar 2012 Federal review/approval of NEPA Environmental Assessment & management plan.
- Other goals identified by the Federal Commission for the year 2011 include:
- Hiring a staff person to provide administrative support for the NFNHA.
 - Assisting local efforts in commemorating the 200th anniversary of the War of 1812.

What will happen after adoption of the NFNHA management plan:

- A private nonprofit or governmental organization must be designated by the Federal Commission as the Local Coordinating Entity for the purposes of implementing the management plan. Authorization for the NFNHA Federal Commission expires in May 2013.
- The Local Coordinating Entity shall be responsible for submitting an annual report to the Secretary of the Interior specifying NFNHA accomplishments; expenses and income; amounts and sources of matching funds; a summary of all grants made to other entities during the fiscal year; and maintaining records necessary for federal audits.
- The Local Coordinating Entity is required to coordinate projects, activities and programs with the Erie Canalway National Heritage Corridor.

- The National Park Service shall provide technical, planning and financial assistance (as outlined below) for the duration of the NFNHA program. Although the NPS is a partner in the NFNHA, its role is as an advisor, leaving decision-making authority to local interests.
- Although Federal financial assistance for the NFNHA program expires in May 2023, the heritage area will continue to be recognized as part of the National Heritage Area program of the National Park Service unless otherwise terminated by congressional action.

Federal funding of NFNHA activities:

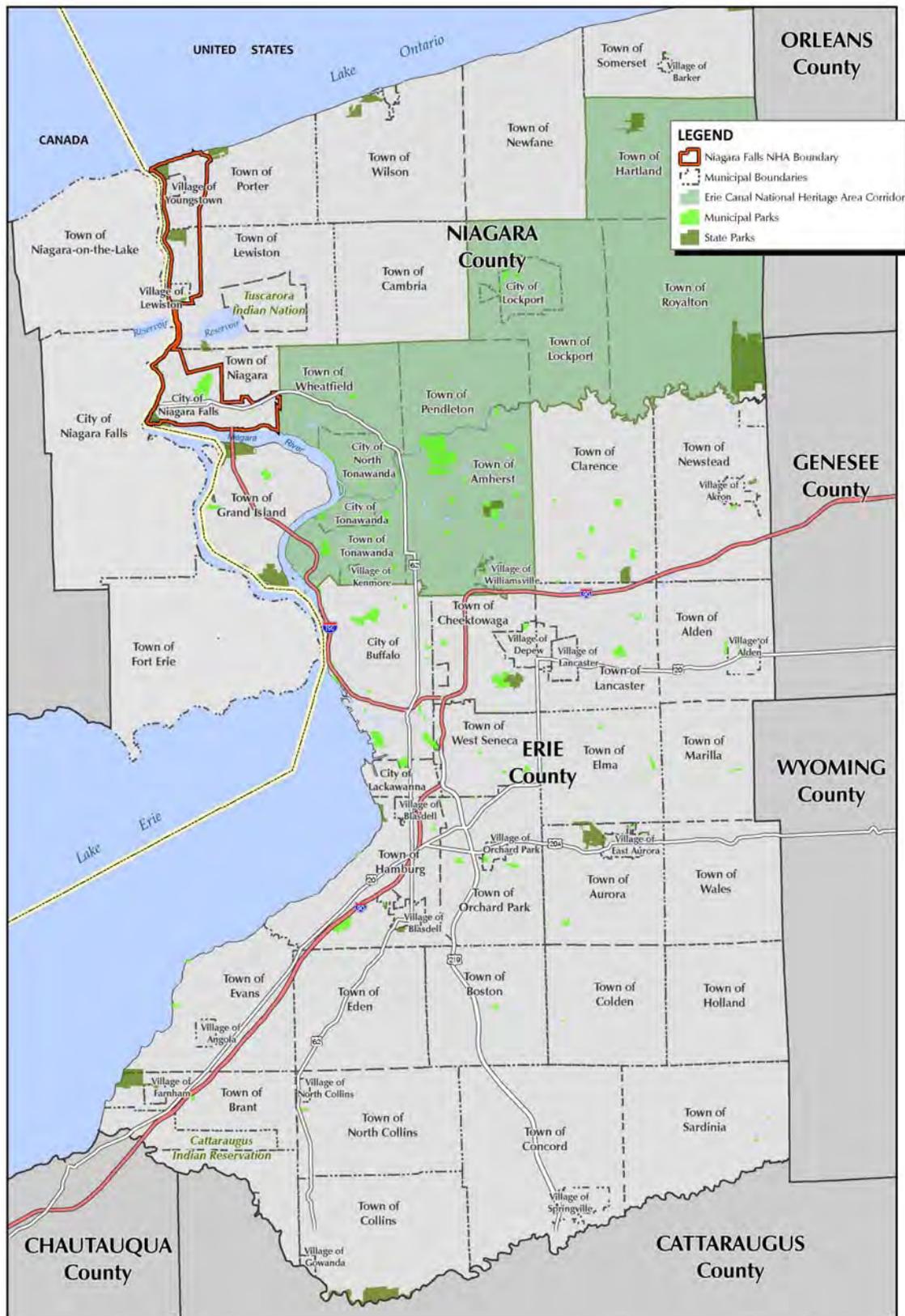
- Up to \$15 million in Federal funds may be appropriated to the NFNHA program over a 15 year period, subject to annual Congressional appropriation to the National Park Service.
- Federal funds authorized under this program may NOT be used to acquire interest in real property.
- The Federal share of any activity funded through the NFNHA program cannot exceed 50 percent.
- Match from non-Federal sources may be in the form of cash, in-kind services or a combination of both.
- The Local Coordinating Entity may request Federal funds each Federal fiscal year to be used for projects and programs associated with the heritage area including:
 - Offering grants to political jurisdictions, nonprofit organizations, and other parties within the NHA.
 - Providing technical assistance to political jurisdictions, nonprofit organizations, Federal agencies, and other interested parties.
 - Hiring and compensating staff.
 - Obtaining services from any source including other Federal programs.
 - Contracting for goods and services.
 - Supporting activities of partners and any other actions that further the purposes of the National Heritage Area and are consistent with the approved management plan.

NFNHA Interpretive Themes and Associated Attractions/Resources:

- 1. Natural Phenomenon** - Niagara Falls and the river gorge are natural phenomena overwhelming in physical magnitude and deeply embedded in the popular consciousness.
- 2. Tourism & Recreation** - Niagara Falls has been a leading international tourist attraction for 200 years, influencing the development of tourism and conservation in North America.
- 3. Power & industry** - Around 1895, Niagara Falls became the foremost source of hydroelectric power in North America, stimulating the development of innovative heavy industries in Niagara Falls and Buffalo, New York.
- 4. Borderland/Border Crossing** - The Niagara River area, a boundary between the United States and Canada, has played an important role in Indian culture, the French and English colonial struggle to control North America, the American Revolution, the War of 1812, and the Underground Railroad, and it reflects national differences and similarities between the two countries today.

Fact Sheet for the Niagara Falls National Heritage Area

Map of the Niagara Falls National Heritage Area & Regional Context:





Alternative Scenarios Now Available for Review

The Niagara Falls National Heritage Area Commission’s work on its federally mandated management plan has reached a critical point for public input. Following a review of issues affecting the development of the heritage area, the Commission has created a range of possible approaches to its long-term work of managing the heritage area and supporting partnering organizations and agencies.

“Since heritage areas typically involve a long list of interconnected programs, alternatives are a practical way of evaluating the different directions a heritage area might take. Reviewers can explore different scenarios, and try them out, so to speak,” says Tom Scofield of JMA, Inc., leader of the Commission’s consulting team.

The alternatives will be reviewed at public workshops scheduled for 7-9 p.m. on Monday, July 25 at the Lewiston Public Library and Tuesday, July 26 in Niagara Falls at the Niagara Art and Cultural Center (NACC). They will be presented together with a draft vision and goals, which provide fundamental guidance for the alternatives.

The Commission will then review the alternatives, vision, and goals at its public meeting at 9 a.m. on Wednesday, July 27 at Power Vista. At this time, or following public comments, the Commission must select a “Preferred Alternative.” This gives specific direction to detailed management planning for the host of topics the plan must address. If the Commission chooses to specify a preferred alternative, the public will be asked to comment on this decision as well.

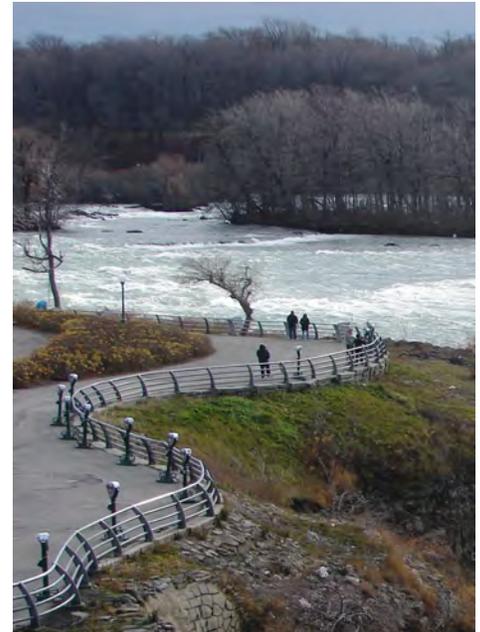
The public will then have 30 days to review the alternatives, goals, and vision, and make comments. See page 3 for instructions on how to make comments and see a description of the alternatives, and the full text of the goals and vision. The full text of the alternatives is available at the heritage area’s web site. *(continued on page 5)*

Take Part in Reviewing the National Heritage Area’s Possibilities! Help Imagine our Future!

The Niagara Falls National Heritage Area Commission has posted drafts of two important documents that will guide the writing of its detailed management plan, the first step in taking advantage of the heritage area concept and federal support. Visit www.nps.gov/nifa to see proposed text for *Vision, Mission & Goals* and *Alternatives*. You can provide comments by clicking through to the National Park Service’s PEPC site. (See page 3) The vision, mission, and goals are reproduced in full in other sidebars elsewhere in this document.

The vision is a statement of what the Commissioners imagine for the future conditions – or “desired result” – in the heritage area if the management plan is successfully implemented. The mission describes how the Commission intends for the heritage area’s local coordinating entity to proceed. The vision and the accompanying goals

(continued on page 2)



Schedule for Preparing the Management Plan

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- Jan 2012 – Mar 2012:** Final actions

Future (continued from page 1)

provide important general guidance as the management planning process grows progressively more detailed. The “alternatives,” or scenarios, are the first level of describing the strategic direction that will enable the heritage area to reach its goals and achieve its vision most effectively. Each alternative suggests a specific direction for individual goals.

The three primary questions when considering the alternatives are:

- (1) Should the National Heritage Area be a coach and facilitator (Alternative B), should it be an active initiator (Alternative C), or should it be both depending upon the specific area of activity (Alternative D)?
- (2) Should the National Heritage Area have a strong single focus (Alternative B), a range of strong activities (Alternative C), or something in between (Alternative D)?
- (3) If in between, in which areas of interest should the National Heritage Area have a strong, leadership role (initiator/player) and in which should it have a facilitating and supporting role (coach)?



Here are general descriptions of alternatives described in full at www.nps.gov/nifa:

Alternative A (Current Conditions Continue) assumes that existing conditions continue as they are, with current initiatives proceeding without the added component of a National Heritage Area. This serves as the baseline for comparison with the other alternatives and serves as the “No Action” Alternative as required by National Park Service planning procedures.

Alternative B (Focus on Heritage Interpretation – Niagara’s Interpretive Experience) envisions a heritage area organization working primarily behind the scenes to assist partners as an organizer, facilitator, and coach. The primary focus would be creating a *high quality interpretive experience* with secondary emphasis on other goals and strategies.

Alternative C (Heritage Product Development) envisions an active, leadership role in which the heritage area organization is out in front as a primary player in the region, actively engaged in a wide range of potential projects and issues focused upon *heritage development*. While still working closely with partners, the heritage area might initiate and manage projects on its own.

Alternative D (Targeted Heritage Projects – Enhanced Niagara Experience) encourages the heritage area organization to focus on a series of specific, targeted projects that will provide *high quality interpretation, visitor experience, and community engagement*. Projects and programs that result under this scenario would be led by partners and the heritage area organization, in combination or not, as appropriate to each activity.



Proposed Goals for the Niagara Falls National Heritage Area

Heritage Area Management and Regional Positioning - Work to extend the communication, coordination, and cooperation among governments, communities, and organizations that are essential to regional success in heritage tourism.

Interpretation and Education - Assure the creation of a high quality educational and interpretive program, providing partners with a framework and opportunities to inform and inspire a wide range of audiences and nurture public appreciation for the diverse communities, cultures, resources and environments in the Niagara region.

Visitor Experience and Heritage Tourism - Offer and promote authentic regional heritage tourism opportunities that communicate a unified message and provide visitors with a transformational experience.

Outdoor Recreation - Identify and support outdoor activities and programs; eco-tourism opportunities; and recreational access and facilities that enhance heritage area resources and amenities.

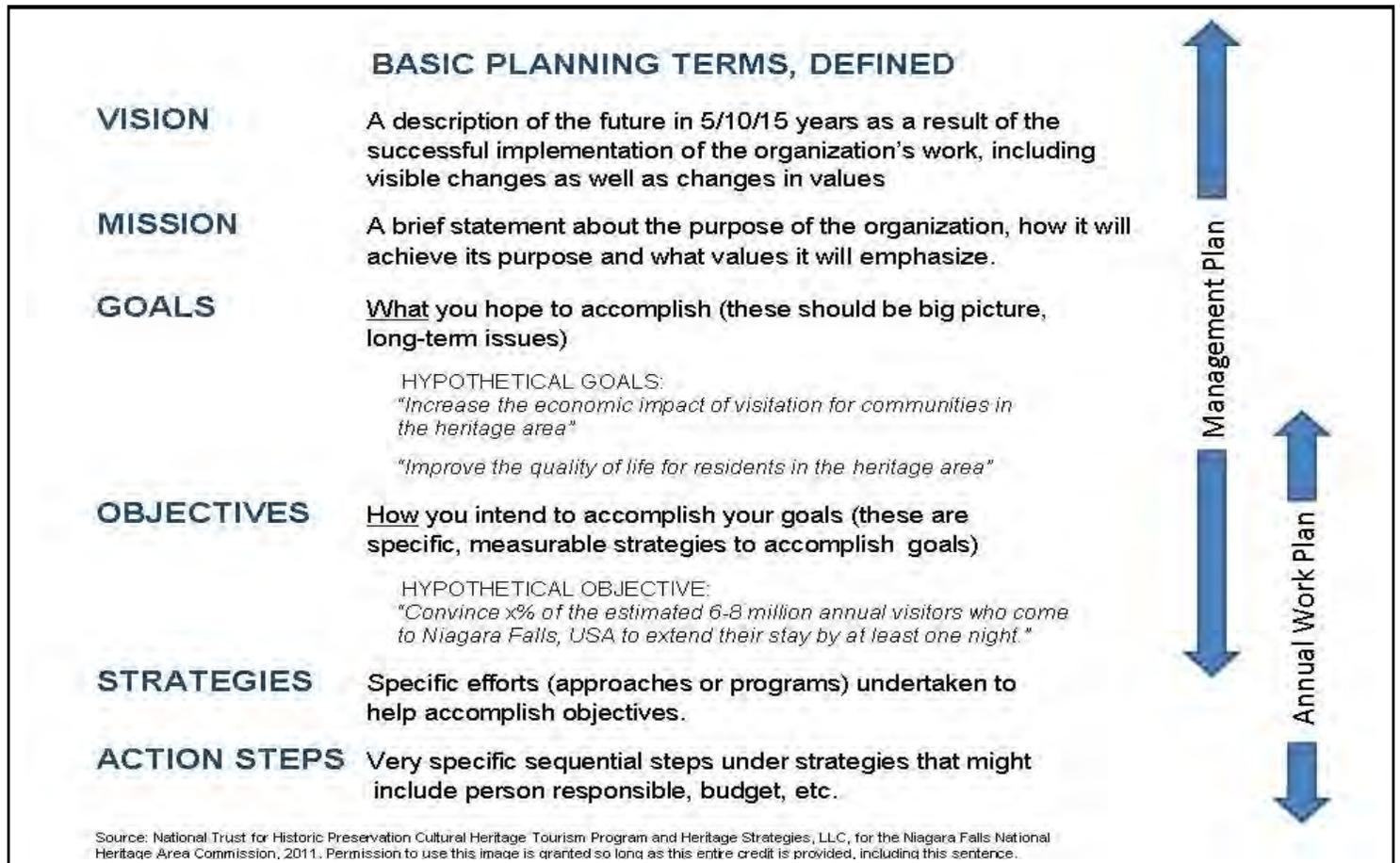
Engaging our Young People - Provide interactive and engaging opportunities for children, teenagers, and young adults that motivate them to develop knowledge and understanding of the community's important stories; learn useful skills and trades; and become the region's next generation of leaders.

Sense of Place, Sense of Community - Maintain and improve sense of place and community by assisting in the recognition and restoration of significant resources and landscapes and supporting their preservation, conservation and enhancement.

Historic Preservation - Maximize the heritage area's significant historic and cultural resources as working community assets.

Nature and the River - Support restoration and enhancement of the heritage area's natural environment that uses a sustainable approach and engages the public in appreciating the river and nature.

Economic Revitalization - Foster economic revitalization through advocating the principles and best practices of heritage tourism.





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The Niagara Falls National Heritage Area is one of 49 nationally distinguished, lived-in landscapes that tell rich and distinctly American stories, located in 28 states. They appeal to all ages and interests; many can be visited in combination with more than 80 units of the National Park Service.

Although there are many kinds of regional planning efforts across the country, only heritage areas seek to engage residents, governments, and organizations in telling their stories and reaching out to the American public.

The heritage area concept also offers a collaborative approach to conservation that does not compromise traditional local use of the landscape and local control. It can also advance economic development through focusing on a region's unique assets and fostering cultural heritage tourism.

Usually managed by a partnership of organizations and local governments with a single coordinating body, National Heritage Areas encourage many players to pool resources (cultural, natural, organizational, and financial) to promote, enhance and conserve the region for the benefit of present and future residents and visitors.

When Congress designated the Niagara Falls National Heritage Area in May 2008, the region's impacts on the natural and cultural development of the United States were recognized at an entirely new level. The heritage area provides a mechanism for organizations, governments, and

residents of Niagara Falls, Lewiston, Youngstown, and surrounding communities to come together to foster tourism, education, and programming initiatives. Their work will highlight the nationally significant natural phenomenon of Niagara Falls and the Niagara River Gorge, its tourism and recreation, and its culturally significant borderland history and stories of hydroelectric power's power in developing the American economy.

Well over six million people visit the Falls each year. The heritage area can help to enhance each visitor's experience in ways that will support revitalization programs in the City of Niagara Falls and strengthen businesses in the river communities to the north. In reaching out to potential partners, the Commission will also connect with related historic sites throughout Niagara and Erie Counties and collaborate with organizations and sites in Canada. The state-designated heritage area for the city, the Niagara Falls Underground Railroad Heritage Area, is a key partner, as is the Niagara River Greenway.

The collaboration a heritage area inspires can strengthen communities in many ways. And in a world where American democracy is held up as an example for so many, heritage areas connect us to our roots, our stories, and our places – the wellsprings that made us the strong country we have become today. For more information about heritage areas in general, see www.nps.gov/history/heritageareas/FAQ/.



What Will Result from the Management Plan?

Creating the heritage area's management plan provides the Commission and stakeholders the opportunity to explore a range of perspectives, ultimately to shape communities and the visitor experience around the asset-based heritage development that lies at the heart of the heritage area concept. The plan will provide guidance for the best ways to take advantage of the many opportunities that federal heritage area designation can bring to the Niagara region.

The plan will address ways to achieve a broad vision for what it will be like to live in and visit the heritage area after ten years of working on the plan's goals and recommendations [for the goals and vision, see elsewhere in this newsletter]. To shape the plan, the Commission and partners identify goals and strategies that focus on the distinct qualities and nationally significant stories that make the region and communities special.

The heritage area can be expected to focus on supporting a tailored combination of high-priority initiatives in interpretation (story-telling), conservation and historic preservation, community revitalization, recreation, community culture (including the arts), and education. The plan must address requirements in the legislation establishing the Niagara Falls National Heritage Area (Public Law 110-229), including:

- **Comprehensive strategies for coordinated interpretive presentations** that tell the story of the area's heritage in engaging ways.
- **Other comprehensive strategies** for encouraging "long-term resource protection, enhancement, interpretation, funding, management, and development of the National Heritage Area."
- **Actions for partners** (organizations, communities, governmental agencies and individuals) to take in collaborating to protect and enhance heritage area's resources.
- **Step-by-step guidance** to implement the plan, including identification of roles and responsibilities of heritage area partners along with existing and potential sources of funding.
- **Documentation of commitments** for implementation by individual organizations and agencies, plus "adequate assurances that the local coordinating entity has the partnerships and financial and other resources necessary to implement the management plan."

(continued from page 1)

These steps are part of the National Park Service's procedures for planning which leads Alternatives to an Environmental Assessment of the potential impacts of the scenarios, including continuing existing conditions, undertaking the preferred alternative, or choosing a different alternative.

In creating the Niagara Falls National Heritage Area in 2008, Congress also authorized the establishment of the Commission as the "local coordinating entity" to lead the early planning and coordination that a heritage area requires. Federal funding to support this work is currently limited to planning purposes until a management plan is completed.

When complete, the management plan must be approved by the Secretary of the Interior.

Not only the plan, but the planning process itself is important, needing the involvement of everyone working to make the heritage area a success. To receive information and notification of meetings, send an email to Project Manager Sara Capen at beipen10@verizon.net to join the Commission's email list!

See the Proposed Alternative in Full! Please Comment!

The National Park Service maintains an automated comment feature at its Public Education, Public Comment (PEPC) web site. Check the Niagara Falls National Heritage Area's web site for a link to PEPC - www.nps.gov/nifa. Both sites provide text of both documents, Alternatives and Vision, Mission & Goals. We look forward to seeing your comments on PEPC!



Proposed Vision for the Niagara Falls National Heritage Area

The Niagara Falls National Heritage Area is an internationally recognized biosphere, cultural icon, and renowned destination of historical significance. It enables the growth of a sustainable regional economy and the conservation of its natural and cultural resources in ways that benefit and unite its people and places. Its natural splendor and meaningful heritage are shared with millions of delighted visitors and celebrated by its residents so that its environment and communities are thriving.



Proposed Mission Statement for the Niagara Falls National Heritage Area

The work of the Niagara Falls National Heritage Area (NFNHA) is to enhance public appreciation for the communities, significant historic and natural resources, and landscapes of the Niagara region. The NFNHA works with a network of heritage area partners who seek to make interpretive, environmental, economic and social improvements that benefit residents and visitors alike. Where initiative is lacking, the NFNHA will take action to fill the gap. In pursuing this mission, the NFNHA encourages historic preservation, recreational access, and environmental recovery. We value authenticity, cultural diversity, high-quality design, energy efficiency, regional and cross-border leadership, open communication, and transparent operations.



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Photos by Peter C. Benton and A. Elizabeth Watson, Heritage Strategies, LLC.

Photo credit, p. 2: http://www.shorpy.com/node/9216?size=_original

The Niagara Falls National Heritage Area Commission

Dr. Thomas A. Chambers, Niagara University (Commission Chair)

Jeffrey D. Williams, Lewiston Management Group and Niagara Falls Properties (Vice-Chair)

Margaret-Ann Hanson, former Village of Youngstown Trustee (Executive Committee)

Willie Dunn, Niagara Falls Housing Authority (Executive Committee)

Robert H. Borgatti, Niagara County Community College

Bill Bradberry, former City of Niagara Falls Administrator

Deborah L. Conway, National Park Service

Paul A. Dyster, Niagara River Greenway Commission

Christopher M. Glynn, Maid of the Mist Corporation

Neil Patterson, Tuscarora Nation (appointment by Secretary of the Interior pending)

John H. Percy, Jr., Niagara Tourism and Convention Corporation

Christopher J. Schoepflin, USA Niagara Development Corporation

Mark W. Thomas, New York Office of Parks, Recreation and Historic Preservation

Dr. Jan H. van Harssel, Niagara University

Dr. Lillian S. Williams, University of Buffalo

Awaiting appointment are a representative from the New York Power Authority, to be nominated by the Governor, and a representative of the Seneca Nation of Indians, to be nominated by the Nation. Alternates serving on the Commission are Timothy S. Adamson, Village of Youngstown; Robert A. Gallucci, Village of Youngstown; Marjorie E. Gillies, Niagara Falls Beautification Commission; and Michael J. Marra, Village of Lewiston.

Sara Capen Joins the Commission as Project Manager

Lifelong Niagara county resident Sara Capen began work as the Commission's much-needed Project Manager in June. She is a graduate of Michigan State (BA) with a master's degree in education from Canisius College and has worked as a high school social studies teacher and in marketing and nonprofit management. A former college field hockey player, she laughs when asked about her interests now, "My primary interest these days is being the mother of four sons – no room for much more!" She added, "I absolutely love where I live and all that goes along with it from the changing seasons to the people, history, culture and farming. Pride in Niagara County is part of my natural composition." Sara can be found on a regular basis at Niagara University's Timon Hall, where the university has donated space for use by the Commission. She can be reached by phone at (716) 286-8579 or (716) 778-4607 and by email at beipen10@verizon.net.

Appendix F • Consultation Letters

Niagara Falls National Heritage Area

National Park Service

United States Department of the Interior

c/o Niagara University

Timon Hall 119

P.O. Box 1932

Niagara University, NY 14109

<http://www.nps.gov/nifa/index.htm>



April 17, 2012

Dr. Thomas Chambers
Niagara Falls National Heritage Area
P.O. Box 1932/ Timon Hall
Niagara University, New York

Ms. Wendi Weber
Northeast Regional Office
300 Westgate Center Drive
Hadley, MA 01835-9589

Dear Ms. Weber,

The Niagara Falls National Heritage Area Commission, a 17 member panel appointed by the U.S. Department of Interior in consultation with local stakeholders is pleased to notify you that the *Niagara Falls National Heritage Area Management Plan/Environmental Assessment* is now available for public comment. The public review period extends to May 4, 2012, and the documents are available on the National Park Service's Planning, Environmental Review, and Public Comment Website: <http://parkplanning.nps.gov/> Navigate to the "Niagara Falls National Heritage Area" page and click on "Document List and download the plan.

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We welcome your comments on the document. Please provide all comments no later than May 4, 2012. If you have any questions, do not hesitate to contact me by telephone (716) 286-8091 or e-mail at chambers@niagara.edu

Sincerely,

Thomas A. Chambers, Chairman
Niagara Falls National Heritage Area Commission

Niagara Falls National Heritage Area

National Park Service

United States Department of the Interior

c/o Niagara University

Timon Hall 119

P.O. Box 1932

Niagara University, NY 14109

<http://www.nps.gov/nifa/index.htm>



April 17, 2012

Dr. Thomas Chambers
Niagara Falls National Heritage Area
P.O. Box 1932/ Timon Hall
Niagara University, New York

Ms. Abby Snyder
Division of Fish, Wildlife & Marine Resources
270 Michigan Avenue
Buffalo, NY 14203-2915

Dear Ms. Snyder,

The Niagara Falls National Heritage Area Commission, a 17 member panel appointed by the U.S. Department of Interior in consultation with local stakeholders is pleased to notify you that the *Niagara Falls National Heritage Area Management Plan/Environmental Assessment* is now available for public comment. The public review period extends to May 4, 2012, and the documents are available on the National Park Service's Planning, Environmental Review, and Public Comment Website: <http://parkplanning.nps.gov/> Navigate to the "Niagara Falls National Heritage Area" page and click on "Document List and download the plan.

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Sincerely,

Thomas A. Chambers, Chairman
Niagara Falls National Heritage Area Commission

Niagara Falls National Heritage Area

National Park Service

United States Department of the Interior

c/o Niagara University

Timon Hall 119

P.O. Box 1932

Niagara University, NY 14109

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April 17, 2012

Dr. Thomas Chambers
Niagara Falls National Heritage Area
P.O. Box 1932/ Timon Hall
Niagara University, New York

Ms. Ruth Pierpont
Peebles Island State Park
P.O. Box 189
Waterford, NY 12188-0188

Dear Ms. Pierpont,

The Niagara Falls National Heritage Area Commission, a 17 member panel appointed by the U.S. Department of Interior in consultation with local stakeholders is pleased to notify you that the *Niagara Falls National Heritage Area Management Plan/Environmental Assessment* is now available for public comment. The public review period extends to May 4, 2012, and the documents are available on the National Park Service's Planning, Environmental Review, and Public Comment Website: [http:// parkplanning.nps.gov/](http://parkplanning.nps.gov/) Navigate to the "Niagara Falls National Heritage Area" page and click on "Document List and download the plan.

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Sincerely,

Thomas A. Chambers, Chairman
Niagara Falls National Heritage Area Commission

Niagara Falls National Heritage Area

National Park Service

United States Department of the Interior

c/o Niagara University

Timon Hall 119

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Niagara University, NY 14109

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April 17, 2012

Dr. Thomas Chambers
Niagara Falls National Heritage Area
P.O. Box 1932/ Timon Hall
Niagara University, New York

Ms. Christine Abrams
c/o Tonawanda Seneca Nation Office
7027 Meadville Road
Via Basom, NY 14013

Dear Ms. Abrams,

The Niagara Falls National Heritage Area Commission, a 17 member panel appointed by the U.S. Department of Interior in consultation with local stakeholders is pleased to notify you that the *Niagara Falls National Heritage Area Management Plan/Environmental Assessment* is now available for public comment. The public review period extends to May 4, 2012, and the documents are available on the National Park Service's Planning, Environmental Review, and Public Comment Website: [http:// parkplanning.nps.gov/](http://parkplanning.nps.gov/) Navigate to the "Niagara Falls National Heritage Area" page and click on "Document List and download the plan.

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Niagara Falls National Heritage Area Commission

Niagara Falls National Heritage Area

National Park Service

United States Department of the Interior

c/o Niagara University

Timon Hall 119

P.O. Box 1932

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April 17, 2012

Dr. Thomas Chambers
Niagara Falls National Heritage Area
P.O. Box 1932/ Timon Hall
Niagara University, New York

Mr. Leo R. Henry
2006 Mt. Hope Road
Lewiston, NY 14092

Dear Mr. Henry,

The Niagara Falls National Heritage Area Commission, a 17 member panel appointed by the U.S. Department of Interior in consultation with local stakeholders is pleased to notify you that the *Niagara Falls National Heritage Area Management Plan/Environmental Assessment* is now available for public comment. Neil Patterson, Jr., was appointed to serve as a commissioner and has contributed significantly to the development of the plan. The public review period extends to May 4, 2012, and the documents are available on the National Park Service's Planning, Environmental Review, and Public Comment Website: <http://parkplanning.nps.gov/> Navigate to the "Niagara Falls National Heritage Area" page and click on "Document List and download the plan.

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Thomas A. Chambers, Chairman
Niagara Falls National Heritage Area Commission

Cc/ Neil Patterson, Jr.

Niagara Falls National Heritage Area

National Park Service

United States Department of the Interior

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Timon Hall 119

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Niagara University, NY 14109

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April 17, 2012

Dr. Thomas Chambers
Niagara Falls National Heritage Area
P.O. Box 1932/ Timon Hall
Niagara University, New York

Ms. Lana Watt
P.O. Box 231
Salamanca, NY 14779

Dear Ms. Watt,

The Niagara Falls National Heritage Area Commission, a 17 member panel appointed by the U.S. Department of Interior in consultation with local stakeholders is pleased to notify you that the *Niagara Falls National Heritage Area Management Plan/Environmental Assessment* is now available for public comment. Neil Patterson, Jr., representing the Tuscarora Nation, is an appointed commissioner and has contributed significantly to the development of the plan. The public review period extends to May 4, 2012, and the documents are available on the National Park Service's Planning, Environmental Review, and Public Comment Website: <http://parkplanning.nps.gov/> Navigate to the "Niagara Falls National Heritage Area" page and click on "Document List and download the plan.

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Niagara Falls National Heritage Area Commission

Cc/ Neil Patterson, Jr.

Niagara Falls National Heritage Area

National Park Service

United States Department of the Interior

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April 17, 2012

Dr. Thomas Chambers
Niagara Falls National Heritage Area
P.O. Box 1932/ Timon Hall
Niagara University, New York

Mr. Robert Porter
P.O. Box 231
Salamanca, NY 14779

Dear Mr. Porter,

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Sincerely,

Thomas A. Chambers, Chairman
Niagara Falls National Heritage Area Commission

Cc/ Neil Patterson, Jr.

Niagara Falls National Heritage Area

National Park Service

United States Department of the Interior

c/o Niagara University

Timon Hall 119

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April 17, 2012

Dr. Thomas Chambers
Niagara Falls National Heritage Area
P.O. Box 1932/ Timon Hall
Niagara University, New York

Mr. Clint Halftown
2540 SR-89
Seneca Falls, NY 13148

Dear Mr. Halftown,

The Niagara Falls National Heritage Area Commission, a 17 member panel appointed by the U.S. Department of Interior in consultation with local stakeholders is pleased to notify you that the *Niagara Falls National Heritage Area Management Plan/Environmental Assessment* is now available for public comment. The public review period extends to May 4, 2012, and the documents are available on the National Park Service's Planning, Environmental Review, and Public Comment Website: [http:// parkplanning.nps.gov/](http://parkplanning.nps.gov/) Navigate to the "Niagara Falls National Heritage Area" page and click on "Document List and download the plan.

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Sincerely,

Thomas A. Chambers, Chairman
Niagara Falls National Heritage Area Commission

Niagara Falls National Heritage Area
National Park Service

United States Department of the Interior
c/o Niagara University
Timon Hall 119
P.O. Box 1932
Niagara University, NY 14109
<http://www.nps.gov/nifa/index.htm>



April 17, 2012

Dr. Thomas Chambers
Niagara Falls National Heritage Area
P.O. Box 1932/ Timon Hall
Niagara University, New York

Mr. Arnold L. Printup
412 State Route 37
Akwesasne, NY 13655

Dear Mr. Printup,

The Niagara Falls National Heritage Area Commission, a 17 member panel appointed by the U.S. Department of Interior in consultation with local stakeholders is pleased to notify you that the *Niagara Falls National Heritage Area Management Plan/Environmental Assessment* is now available for public comment. The public review period extends to May 4, 2012, and the documents are available on the National Park Service's Planning, Environmental Review, and Public Comment Website: [http:// parkplanning.nps.gov/](http://parkplanning.nps.gov/) Navigate to the "Niagara Falls National Heritage Area" page and click on "Document List and download the plan.

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We welcome your comments on the document. Please provide all comments no later than May 4, 2012. If you have any questions, do not hesitate to contact me by telephone (716) 286-8091 or e-mail at chambers@niagara.edu

Sincerely,

Thomas A. Chambers, Chairman
Niagara Falls National Heritage Area Commission

Niagara Falls National Heritage Area

National Park Service

United States Department of the Interior

c/o Niagara University

Timon Hall 119

P.O. Box 1932

Niagara University, NY 14109

<http://www.nps.gov/nifa/index.htm>



April 17, 2012

Dr. Thomas Chambers
Niagara Falls National Heritage Area
P.O. Box 1932/ Timon Hall
Niagara University, New York

Mr. Jesse Bergevin
1256 Union Street
P.O. Box 622
Oneida, NY 13421-0662

Dear Mr. Bergevin,

The Niagara Falls National Heritage Area Commission, a 17 member panel appointed by the U.S. Department of Interior in consultation with local stakeholders is pleased to notify you that the *Niagara Falls National Heritage Area Management Plan/Environmental Assessment* is now available for public comment. The public review period extends to May 4, 2012, and the documents are available on the National Park Service's Planning, Environmental Review, and Public Comment Website: [http:// parkplanning.nps.gov/](http://parkplanning.nps.gov/) Navigate to the "Niagara Falls National Heritage Area" page and click on "Document List and download the plan.

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Sincerely,

Thomas A. Chambers, Chairman
Niagara Falls National Heritage Area Commission

Niagara Falls National Heritage Area

National Park Service

United States Department of the Interior

c/o Niagara University

Timon Hall 119

P.O. Box 1932

Niagara University, NY 14109

<http://www.nps.gov/nifa/index.htm>



April 17, 2012

Dr. Thomas Chambers
Niagara Falls National Heritage Area
P.O. Box 1932/ Timon Hall
Niagara University, New York

Mr. Raymond Halbritter
5218 Patrick Road
Verona, NY 13478

Dear Mr. Halbritter,

The Niagara Falls National Heritage Area Commission, a 17 member panel appointed by the U.S. Department of Interior in consultation with local stakeholders is pleased to notify you that the *Niagara Falls National Heritage Area Management Plan/Environmental Assessment* is now available for public comment. The public review period extends to May 4, 2012, and the documents are available on the National Park Service's Planning, Environmental Review, and Public Comment Website: [http:// parkplanning.nps.gov/](http://parkplanning.nps.gov/) Navigate to the "Niagara Falls National Heritage Area" page and click on "Document List and download the plan.

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Sincerely,

Thomas A. Chambers, Chairman
Niagara Falls National Heritage Area Commission

Niagara Falls National Heritage Area

National Park Service

United States Department of the Interior

c/o Niagara University

Timon Hall 119

P.O. Box 1932

Niagara University, NY 14109

<http://www.nps.gov/nifa/index.htm>



April 17, 2012

Dr. Thomas Chambers
Niagara Falls National Heritage Area
P.O. Box 1932/ Timon Hall
Niagara University, New York

Mr. Darwin Hill
7027 Meadville Road
Via Basom, NY 14013

Dear Mr. Hill,

The Niagara Falls National Heritage Area Commission, a 17 member panel appointed by the U.S. Department of Interior in consultation with local stakeholders is pleased to notify you that the *Niagara Falls National Heritage Area Management Plan/Environmental Assessment* is now available for public comment. Neil Patterson, Jr., representing the Tuscarora Nation, is an appointed commissioner and has contributed significantly to the development of the plan. The public review period extends to May 4, 2012, and the documents are available on the National Park Service's Planning, Environmental Review, and Public Comment Website: [http:// parkplanning.nps.gov/](http://parkplanning.nps.gov/) Navigate to the "Niagara Falls National Heritage Area" page and click on "Document List and download the plan.

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Sincerely,


Thomas A. Chambers, Chairman
Niagara Falls National Heritage Area Commission

Cc/Neil Patterson, Jr.

Niagara Falls National Heritage Area

National Park Service

United States Department of the Interior

c/o Niagara University

Timon Hall 119

P.O. Box 1932

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April 17, 2012

Dr. Thomas Chambers
Niagara Falls National Heritage Area
P.O. Box 1932/ Timon Hall
Niagara University, New York

Ms. Corina Burke
P.O. Box 365
Oneida, WI 54155

Dear Ms. Burke,

The Niagara Falls National Heritage Area Commission, a 17 member panel appointed by the U.S. Department of Interior in consultation with local stakeholders is pleased to notify you that the *Niagara Falls National Heritage Area Management Plan/Environmental Assessment* is now available for public comment. The public review period extends to May 4, 2012, and the documents are available on the National Park Service's Planning, Environmental Review, and Public Comment Website: [http:// parkplanning.nps.gov/](http://parkplanning.nps.gov/) Navigate to the "Niagara Falls National Heritage Area" page and click on "Document List and download the plan.

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Sincerely,

Thomas A. Chambers, Chairman
Niagara Falls National Heritage Area Commission

Niagara Falls National Heritage Area

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April 17, 2012

Dr. Thomas Chambers
Niagara Falls National Heritage Area
P.O. Box 1932/ Timon Hall
Niagara University, New York

Mr. Paul Barton
23701 So. 655 Road
Grove, OK 74344

Dear Mr. Barton,

The Niagara Falls National Heritage Area Commission, a 17 member panel appointed by the U.S. Department of Interior in consultation with local stakeholders is pleased to notify you that the *Niagara Falls National Heritage Area Management Plan/Environmental Assessment* is now available for public comment. The public review period extends to May 4, 2012, and the documents are available on the National Park Service's Planning, Environmental Review, and Public Comment Website: <http://parkplanning.nps.gov/> Navigate to the "Niagara Falls National Heritage Area" page and click on "Document List and download the plan.

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Sincerely,

Thomas A. Chambers, Chairman
Niagara Falls National Heritage Area Commission

Cc/ Neil Patterson, Jr.

Niagara Falls National Heritage Area

National Park Service

United States Department of the Interior

c/o Niagara University

Timon Hall 119

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April 17, 2012

Dr. Thomas Chambers
Niagara Falls National Heritage Area
P.O. Box 1932/ Timon Hall
Niagara University, New York

Mr. Irving Powless, Jr.
RR #1, Box 319-B
Nedrow, NY 13120

Dear Mr. Powless, Jr.,

The Niagara Falls National Heritage Area Commission, a 17 member panel appointed by the U.S. Department of Interior in consultation with local stakeholders is pleased to notify you that the *Niagara Falls National Heritage Area Management Plan/Environmental Assessment* is now available for public comment. The public review period extends to May 4, 2012, and the documents are available on the National Park Service's Planning, Environmental Review, and Public Comment Website: [http:// parkplanning.nps.gov/](http://parkplanning.nps.gov/) Navigate to the "Niagara Falls National Heritage Area" page and click on "Document List and download the plan.

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Sincerely,

Thomas A. Chambers, Chairman
Niagara Falls National Heritage Area Commission

*Appendix G • Public Meeting Press Releases &
Notices*



National Park Service
U.S. Department of the Interior

Niagara Falls
National Heritage Area

c/o Fort Stanwix N.M.
112 E Park Street
Rome, NY 13440
315 338-7730 phone
315 334-5051 fax
www.nps.gov/nifa

Niagara Falls NHA News Release

Release date: Immediate
Contact(s): Debbie Conway
Phone number: 315 336-3113
Date: October 20, 2010

Secretary of Interior Approves Niagara Falls National Heritage Area Commissioners

Secretary of Interior Ken Salazar recently named 19 individuals to serve as Commissioners or alternates on the Niagara Falls National Heritage Area Commission. The Commission is tasked with the development and implementation of a management plan for the national heritage area.

Commissioners were recommended by local, state and federal political leaders as outlined in the legislation creating the heritage area. The Commissioners are:

Mr. Robert H. Borgatti; Mr. Bill Bradberry; Ms. Deborah L. Conway; Mr. Thomas A. Chambers; Mr. Willie Dunn; Honorable Paul A. Dyster, Mayor of Niagara Falls; Mr. Christopher M. Glynn; Ms. Margaret-Ann Hanson; Mr. John H. Percy, Jr.; Mr. Christopher J. Schoepflin; Mr. Mark W. Thomas; Dr. Jan van Harssel; Mr. Barry White; Mr. Jeffrey D. Williams; and Dr. Lillian Williams

Alternates include: Mr. Timothy Adamson; Mr. Robert A. Gallucci, P.E.; Ms. Marjorie E. Gillies; and Mr. Michael J. Marra

Created in May, 2008, Niagara Falls National Heritage Area was designated to recognize the national importance of the Niagara River gorge. It includes the City of Niagara Falls, the Villages of Lewiston and Youngstown and the Towns of Lewiston and Porter. The heritage area designation will help to preserve, support, conserve and interpret the natural, scenic, cultural and historic resources of the Niagara River gorge while promoting heritage, cultural and recreational tourism throughout the region. Four primary themes were identified by the National Park Service in its 2005 feasibility study. They focus on natural beauty and magnificence of the gorge, tourism and recreation, power and industry and borderland/ border crossing.

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Rome, NY 13440
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Niagara Falls NHA News Release

Release date: Immediate
Contact(s): Debbie Conway
Phone number: 315 336-3113 or 315-271-5374
Date: November 30, 2010

Niagara Falls National Heritage Area Commissioners to meet for the First Time

The first Niagara Falls National Heritage Area Commission meeting will be held on Wednesday, December 8, 2010 in the Community Meeting Room on the lower level of Power Vista from 2 to 5 p.m. The federally appointed Commission serves as the guiding body for Niagara Falls National Heritage Area. The meeting's agenda includes an overview of national heritage areas, the Niagara Falls National Heritage Area legislation (P.L. 110-229) as well as the role of the Commission. The development of a management plan for the national heritage area will be discussed. Other Commission business includes the review of the charter, memorandum of understanding and by-laws, election of officers, potential staffing and funding, Commission term and sustainability. The meeting is open to the public.

###



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U.S. Department of the Interior

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www.nps.gov/nifa

Niagara Falls NHA News Release

Release date: Immediate
Contact(s): Sara Capen
Phone number: 716-286-8579
Date: October 18, 2011

Niagara Falls National Heritage Area Commission to Meet

The Niagara Falls National Heritage Area Commission will meet on Wednesday, October 26, 2011 at the Power Vista Community Room at 9:00 a.m. Agenda items for the Commission meeting include review of the minutes of the August 31, 2011 meeting, committee reports, updates on projects, introduction of Jeff Dawson, Dawson Associates who will be working on the graphic identity of the national heritage area and a discussion with consultants regarding the heritage area management plan.

The Commission meeting is open to the public. Public comments will be heard at the beginning of the meeting in accordance with the Commission's by-laws, passed at the January 26 meeting. Comments will be limited to 5 minutes per person.

The federally appointed Commission serves as the guiding body for Niagara Falls National Heritage Area, one of only 49 areas across the United States that have been recognized by Congress. The Commission is tasked with the development of a management plan for the heritage area by May of 2012, and is now working with the assistance of planning consultants hired by the National Park Service, including John Milner Associates, Inc. and Heritage Strategies, LLC.

The Niagara Falls National Heritage Area was recognized by Congress in 2008 for its nationally significant natural phenomenon of Niagara Falls and the Niagara River Gorge, its tourism and recreation, and its stories of power, industrial development, and borderland history. It provides a mechanism for organizations, governments, and residents of Niagara Falls, Lewiston, Youngstown, and surrounding communities to come together to conserve, enhance, and interpret

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the region's natural, scenic, cultural, historic, and recreational resources. The Commission comprises 21 community leaders nominated by federal, tribal, state, and local officials and appointed by Secretary of the Interior Ken Salazar, including 15 commissioners, four alternates, and three awaiting appointment, Neil Patterson, representing the Tuscarora Nation, and representatives of the New York Power Authority and the Seneca Nation of Indians, both to be named.

The Niagara Falls National Heritage Area is one of 49 nationally distinguished, lived-in landscapes located in 28 states that tell rich and distinctly American stories. Usually managed by a partnership of organizations and local governments with a single coordinating body similar to the Commission, they pool resources (cultural, natural, and financial) to promote and conserve the region for the benefit of present and future residents and visitors. Recognition signifies a region's importance to American history and culture and supports interpretation to show how a region's geography, people, and ways of life have shaped both the immediate vicinity and the nation.

###



National Park Service
U.S. Department of the Interior

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National Heritage Area

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315 338-7730 phone
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Niagara Falls NHA News Release

Release date: Immediate REVISED
Contact(s): Debbie Conway
Phone number: 315 336-3113 or 315-271-5374
Date: January 19, 2011

Niagara Falls National Heritage Area Commission Meeting Planned

Niagara Falls National Heritage Area Commission will meet on Wednesday, January 26, 2011 at 9:00 a.m. in the Community Room at the Power Vista Visitor Center. Agenda items for this meeting include review of the minutes of December 8, 2010 meeting, review and adoption of the by-laws, nomination and election of officers, and reports from the finance and staffing committees. The Commissioners will also review a Memorandum of Understanding between the Commission and the National Park Service, which provides technical assistance to the organization. Early action items will be explored by the Commission as well as a discussion of the need for a non-profit organization in the future. The meeting is open to the public. Public comments will be heard at the beginning of the meet in accordance with the draft by-laws. Comments will be limited to 5 minutes per person.

The federally appointed Commission serves as the guiding body for Niagara Falls National Heritage Area. The Commission is tasked with the development of a management plan for the Niagara Falls National Heritage Area by May of 2012. The Commission will begin their first workshop on the management plan on the afternoon of January 26. The workshop will be facilitated by representatives from John Milner and Associates, Inc. and Heritage Strategies, consultants hired by the National Park Service to assist with the development of the management plan. Public meetings will be held throughout the management plan development to solicit comments on the development of the plan and to gather input and ideas.

Power Vista Visitor Center is located at 5777 Lewiston Road in Lewiston, New York. **From Downtown Niagara Falls:** Take the Robert Moses Parkway north about four miles to the exit marked Power Vista, Devils Hole, Niagara University. After exiting the parkway, turn left onto Route 104 and continue about one mile. The Power Vista entrance is on the right.

###



National Park Service
U.S. Department of the Interior

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Niagara Falls NHA News Release

Release date: Immediate
Contact(s): Debbie Conway
Phone number: 315 336-3113 or 315-271-5374
Date: February 16, 2011

Niagara Falls National Heritage Area Commission Meeting Planned

The Niagara Falls National Heritage Area Commission will meet on Wednesday, February 23, 2011 at 4:00 p.m. in the Castellani Art Museum at Niagara University, ending at 6:30 p.m., and will host a public information meeting at the same location that evening, 7:00 p.m. to 9:00 p.m.

Agenda items for the Commission meeting include review of the minutes of the January 26, 2011 meeting, roles of Commission officers and committees, continued planning for administrative coordination, budgeting, public outreach, and management planning. The Commission will continue to investigate pros and cons of establishing a non-profit organization as a parallel support group. Leaders of organizations associated with commemoration of the bicentennial of the War of 1812 have been invited by the Commission to discuss their plans. The Commission will also discuss potential participation in field trips to be offered by the National Trust for Historic Preservation during its national conference, to be held next October in Buffalo.

The meeting is open to the public. Public comments will be heard at the beginning of the meeting in accordance with the Commission's by-laws, passed at the January 26 meeting. Comments will be limited to 5 minutes per person.

The federally appointed Commission serves as the guiding body for Niagara Falls National Heritage Area, one of only 49 areas across the United States that have been recognized by Congress. The Commission is tasked with the development of a management plan for the heritage area by May of

2012, and is now working with the assistance of planning consultants hired by the National Park Service, including John Milner Associates, Inc. and Heritage Strategies, LLC. The February 23 public information meeting is the Commission's first public event and is an occasion for public discussion of opportunities and challenges to be addressed by the plan. It will also feature a presentation by Elizabeth Watson of Heritage Strategies on approaches followed by other National Heritage Areas. Public meetings will be held throughout development of the management plan to gather input and ideas and solicit comments.

Public parking for the Castellani Art Museum is available nearby at the Power Vista Visitor Center, located at 5777 Lewiston Road in Lewiston, New York. **From Downtown Niagara Falls:** Take the Robert Moses Parkway north about four miles to the exit marked Power Vista, Devils Hole, Niagara University. After exiting the parkway, turn left onto Route 104 and continue about one mile. The Power Vista entrance is on the right.

For those planning to attend both meetings, refreshment is available at the University's student center food court. ###

The Niagara Falls National Heritage Area was recognized by Congress in 2008 for its nationally significant natural phenomenon of Niagara Falls and the Niagara River Gorge, its tourism and recreation, and its stories of power, industrial development, and borderland history. It provides a mechanism for organizations, governments, and residents of Niagara Falls, Lewiston, Youngstown, and surrounding communities to come together to conserve, enhance, and interpret the region's natural, scenic, cultural, historic, and recreational resources. The 49 National Heritage Areas located in 28 states are places that tell rich and distinctly American stories. Usually managed by a partnership of organizations and local governments with a single coordinating body similar to the Commission, they pool resources (cultural, natural, and financial) to promote and conserve the region for the benefit of present and future residents and visitors. Recognition signifies a region's importance to American history and culture and supports interpretation to show how a region's geography, people, and ways of life have shaped both the immediate vicinity and the nation. The Commission comprises 21 community leaders nominated by federal, tribal, state, and local officials and appointed by Secretary of the Interior Ken Salazar, including 15 commissioners, four alternates, and two awaiting appointment, Neil Patterson, representing the Tuscarora Nation, and Joseph Kessler, representing the New York Power Authority.



National Park Service
U.S. Department of the Interior

Niagara Falls
National Heritage Area

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Niagara Falls NHA News Release

Release date: Immediate
Contact(s): Debbie Conway
Phone number: 315 336-3113 or 315-271-5374
Date: March 21, 2011

Niagara Falls National Heritage Area Commission Meetings Planned

The Niagara Falls National Heritage Area Commission will hold its regularly scheduled Commission meeting on Wednesday, March 30, 2011 at 9 a.m. in the Power Vista Community Room. In addition, later that evening the Commission will also host a public workshop regarding the development of the Niagara Falls National Heritage Area Management Plan at 6 p.m. at the Niagara Falls Public Library at 1425 Main Street, Niagara Falls, New York.

Agenda items for the Commission meeting include review of the minutes of the February 23, 2011 meeting, committee reports, continued planning for administrative coordination, budgeting, public outreach, and management planning. The Commission will also discuss potential participation in the War of 1812 Bicentennial commemoration.

The meeting is open to the public. Public comments will be heard at the beginning of the meeting in accordance with the Commission's by-laws, passed at the January 26 meeting. Comments will be limited to 5 minutes per person.

The federally appointed Commission serves as the guiding body for Niagara Falls National Heritage Area, one of only 49 areas across the United States that have been recognized by Congress. The Commission is tasked with the development of a management plan for the heritage area by May of 2012, and is now working with the assistance of planning consultants hired by the National Park Service, including John Milner Associates, Inc. and Heritage Strategies, LLC. The March 30 public

workshop is the Commission's second public event and is an occasion for public input into the development of the management plan. Public meetings will be held throughout development of the management plan to gather input and ideas and solicit comments.

The Niagara Falls National Heritage Area was recognized by Congress in 2008 for its nationally significant natural phenomenon of Niagara Falls and the Niagara River Gorge, its tourism and recreation, and its stories of power, industrial development, and borderland history. It provides a mechanism for organizations, governments, and residents of Niagara Falls, Lewiston, Youngstown, and surrounding communities to come together to conserve, enhance, and interpret the region's natural, scenic, cultural, historic, and recreational resources. The 49 National Heritage Areas located in 28 states are places that tell rich and distinctly American stories. Usually managed by a partnership of organizations and local governments with a single coordinating body similar to the Commission, they pool resources (cultural, natural, and financial) to promote and conserve the region for the benefit of present and future residents and visitors. Recognition signifies a region's importance to American history and culture and supports interpretation to show how a region's geography, people, and ways of life have shaped both the immediate vicinity and the nation. The Commission comprises 21 community leaders nominated by federal, tribal, state, and local officials and appointed by Secretary of the Interior Ken Salazar, including 15 commissioners, four alternates, and two awaiting appointment, Neil Patterson, representing the Tuscarora Nation, and a representative of the New York Power Authority.

###



National Park Service
U.S. Department of the Interior

Niagara Falls
National Heritage Area

c/o Fort Stanwix N.M.
112 E Park Street
Rome, NY 13440
315 338-7730 phone
315 334-5051 fax
www.nps.gov/nifa

Niagara Falls NHA News Release

Release date: Immediate
Contact(s): Debbie Conway
Phone number: 315 336-3113 or 315-271-5374
Date: April 20, 2011

Niagara Falls National Heritage Area Commission Meeting Planned

The Niagara Falls National Heritage Area Commission will hold its regularly scheduled Commission meeting on Wednesday, April 27, 2011 at 4 p.m. in the Power Vista Community Room. Agenda items for the Commission meeting include review of the minutes of the March 30, 2011 meeting, committee reports, and a facilitated discussion with consultants regarding the management plan.

The meeting is open to the public. Public comments will be heard at the beginning of the meeting in accordance with the Commission's by-laws, passed at the January 26 meeting. Comments will be limited to 5 minutes per person.

The federally appointed Commission serves as the guiding body for Niagara Falls National Heritage Area, one of only 49 areas across the United States that have been recognized by Congress. The Commission is tasked with the development of a management plan for the heritage area by May of 2012, and is now working with the assistance of planning consultants hired by the National Park Service, including John Milner Associates, Inc. and Heritage Strategies, LLC.

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Niagara Falls NHA News Release

Release date: Immediate
Contact(s): Debbie Conway
Phone number: 315 336-3113 or 315-271-5374
Date: May 19, 2011

Niagara Falls National Heritage Area Commission Meeting Planned

The Niagara Falls National Heritage Area Commission will hold its regularly scheduled Commission meeting on Wednesday, May 25, 2011 at 9 a.m. at the Niagara Falls Conference Center. Agenda items for the Commission meeting include review of the minutes of the April 27, 2011 meeting, committee reports, and a facilitated discussion with consultants regarding the management plan.

The meeting is open to the public. Public comments will be heard at the beginning of the meeting in accordance with the Commission's by-laws, passed at the January 26 meeting. Comments will be limited to 5 minutes per person.

The federally appointed Commission serves as the guiding body for Niagara Falls National Heritage Area, one of only 49 areas across the United States that have been recognized by Congress. The Commission is tasked with the development of a management plan for the heritage area by May of 2012, and is now working with the assistance of planning consultants hired by the National Park Service, including John Milner Associates, Inc. and Heritage Strategies, LLC.

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Niagara Falls NHA News Release

Release date: Immediate
Contact(s): Debbie Conway
Phone number: 315 336-3113 or 315-271-5374
Date: July 19, 2011

Niagara Falls National Heritage Area Commission to Host Public Workshops

The Niagara Falls National Heritage Area Commission will host two public workshops to obtain feedback on four preliminary alternative scenarios to be included in the heritage area's management plan.

The first meeting will be held Monday, July 25, 2011 at the Lewiston Public Library, 305 South 8th St., Lewiston, NY from 7:00 – 9:00 p.m. The second public meeting will be the following evening, Tuesday, July 26, 2011 at the Niagara Arts and Cultural Center (NACC), 1201 Pine Ave., Niagara Falls, NY from 7:00 – 9:00 p.m. Representatives of the Commission's consulting team will present the four alternatives to the audiences and provide opportunity for feedback.

In addition to the public meetings on the alternatives, the Commission will hold its regularly scheduled Commission meeting on Wednesday, July 27, at 9:00 a.m. at Power Vista. Agenda items for the Commission meeting include review of the minutes of the May 25, 2011 meeting, committee reports, updates on projects and a facilitated discussion with consultants regarding the management plan and alternatives.

The Commission meeting is open to the public. Public comments will be heard at the beginning of the meeting in accordance with the Commission's by-laws, passed at the January 26 meeting. Comments will be limited to 5 minutes per person.

The federally appointed Commission serves as the guiding body for Niagara Falls National Heritage Area, one of only 49 areas across the United States that have been recognized by Congress. The

Commission is tasked with the development of a management plan for the heritage area by May of 2012, and is now working with the assistance of planning consultants hired by the National Park Service, including John Milner Associates, Inc. and Heritage Strategies, LLC.

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The Niagara Falls National Heritage Area is one of 49 nationally distinguished, lived-in landscapes located in 28 states that tell rich and distinctly American stories. Usually managed by a partnership of organizations and local governments with a single coordinating body similar to the Commission, they pool resources (cultural, natural, and financial) to promote and conserve the region for the benefit of present and future residents and visitors. Recognition signifies a region's importance to American history and culture and supports interpretation to show how a region's geography, people, and ways of life have shaped both the immediate vicinity and the nation.

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Niagara Falls NHA News Release

Release date: Immediate
Contact(s): Debbie Conway
Phone number: 315 336-3113 or 315-271-5374
Date: August 24, 2011

Niagara Falls National Heritage Area Commission to Meet

The Niagara Falls National Heritage Area Commission will meet on Wednesday, August 31, 2011 at the Power Vista Community Room at 1:00 p.m. Agenda items for the Commission meeting include review of the minutes of the July 27, 2011 meeting, committee reports, updates on projects and a facilitated discussion with consultants to select a preferred alternative for the heritage area management plan.

The Commission meeting is open to the public. Public comments will be heard at the beginning of the meeting in accordance with the Commission's by-laws, passed at the January 26 meeting. Comments will be limited to 5 minutes per person.

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Niagara Falls NHA News Release

Release date: Immediate
Contact(s): Sara Capen
Phone number: 716-286-8579
Date: February 22, 2012

Niagara Falls National Heritage Area Commission to Meet

The Niagara Falls National Heritage Area Commission will meet on Wednesday, February 29, 2012 at the Village Center (Red Brick Schoolhouse) in the Cora Gushee Room at 9:00 a.m. Agenda items for the Commission meeting include review of the minutes of the December 7, 2012 meeting, committee reports, updates on projects, a presentation by Jeff Dawson, Dawson Associates who will be reporting on the graphic identity of the national heritage area and a discussion with consultants regarding the heritage area management plan.

The Commission meeting is open to the public. Public comments will be heard at the beginning of the meeting in accordance with the Commission's by-laws, passed at the January 26 meeting. Comments will be limited to 5 minutes per person.

The federally appointed Commission serves as the guiding body for Niagara Falls National Heritage Area, one of only 49 areas across the United States that have been recognized by Congress. The Commission is tasked with the development of a management plan for the heritage area by May of 2012, and is now working with the assistance of planning consultants hired by the National Park Service, including John Milner Associates, Inc. and Heritage Strategies, LLC.

The Niagara Falls National Heritage Area was recognized by Congress in 2008 for its nationally significant natural phenomenon of Niagara Falls and the Niagara River Gorge, its tourism and recreation, and its stories of power, industrial development, and borderland history. It provides a mechanism for organizations, governments, and residents of Niagara Falls, Lewiston, Youngstown, and surrounding communities to come together to conserve, enhance, and interpret

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REMINDER:

**NIAGARA FALLS NATIONAL
HERITAGE AREA COMMISSION
MEETING**

**WEDNESDAY, FEBRUARY 29
9:00 A.M.**

**YOUNGSTOWN VILLAGE OFFICE
(RED BRICK SCHOOLHOUSE)
CORA GUSHEE ROOM**



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Niagara Falls NHA News Release

Release date: Immediate
Contact(s): Sara Capen
Phone number: 716-286-8579
Date: March 21, 2012

Niagara Falls National Heritage Area Commission to Meet

The Niagara Falls National Heritage Area Commission will meet on Wednesday, March 28, 2012 at the Power Vista at 9:00 a.m. At this meeting, the Commission will be voting to adopt the management plan. Additional agenda items include recognition of the War of 1812 grant recipients, approval of the February 29, 2012 meeting minutes, finalizing a graphic identity selection and updates on current projects. In addition, there will be a public presentation of the management plan on Wednesday, March 28, 2012 beginning at 7:00 p.m. in the auditorium of the Niagara Falls Public Library.

The Commission meeting is open to the public. Public comments will be heard at the beginning of the meeting in accordance with the Commission's by-laws, passed at the January 26, 2011 meeting. Comments will be limited to 5 minutes per person.

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Youngstown, and surrounding communities to come together to conserve, enhance, and interpret the region's natural, scenic, cultural, historic, and recreational resources. The Commission comprises 21 community leaders nominated by federal, tribal, state, and local officials and appointed by Secretary of the Interior Ken Salazar, including 15 commissioners, four alternates, and three awaiting appointment, Neil Patterson, representing the Tuscarora Nation, and representatives of the New York Power Authority and the Seneca Nation of Indians, both to be named.

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Niagara Falls NHA News Release

Release date: Immediate
Contact(s): Sara Capen
Phone number: 716-286-8579
Date: March 21, 2012

Niagara Falls National Heritage Area Commission to Meet

The Niagara Falls National Heritage Area Commission will meet on Wednesday, March 28, 2012 at the Power Vista at 9:00 a.m. At this meeting, the Commission will be voting to approve the draft management plan for public review. Additional agenda items include recognition of the War of 1812 grant recipients, approval of the February 29, 2012 meeting minutes, finalizing a graphic identity selection and updates on current projects and committee reports. In addition, there will be a public presentation of the management plan on Wednesday, March 28, 2012 beginning at 7:00 p.m. in the auditorium of the Niagara Falls Public Library.

The Commission meeting is open to the public. Public comments will be heard at the beginning of the meeting in accordance with the Commission's by-laws, passed at the January 26, 2011 meeting. Comments will be limited to 5 minutes per person.

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REMINDER:

**NIAGARA FALLS NATIONAL
HERITAGE AREA**

COMMISSION MEETING
Wednesday, March 28th
9 a.m.
Power Vista

**PUBLIC MEETING ON DRAFT
MANAGEMENT PLAN**
Wednesday, March 28th
7p.m.
**Niagara Falls Public
Library**

**FOR MORE INFORMATION
CALL, PROJECT MANAGER
SARA CAPEN AT 716-286-8579.**



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Niagara Falls NHA News Release

Release date: Immediate
Contact(s): Sara Capen
Phone number: 716-286-8579
Date: April 23, 2012

Niagara Falls National Heritage Area Commission to Meet

The Niagara Falls National Heritage Area Commission will have a workshop meeting on Wednesday, April 25, 2012 at Niagara University in Room 250 of Bisgrove Hall at 6:00 p.m. The commission will be meeting to discuss the *Niagara Falls National Heritage Area Management Plan/Environmental Assessment*. The *Niagara Falls National Heritage Area Management Plan/Environmental Assessment* is now available for public comment. The public review period extends to May 4, 2012, and the documents are available on the National Park Service's Planning, Environmental Review, and Public Comment Website: <http://parkplanning.nps.gov/> Navigate to the "Niagara Falls National Heritage Area" page and click on "Document List and download the plan."

The Commission meeting is open to the public. Public comments will be heard at the beginning of the meeting in accordance with the Commission's by-laws, passed at the January 26, 2011 meeting. Comments will be limited to 5 minutes per person.

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Niagara Falls NHA News Release

Release date: Immediate
Contact(s): Sara Capen
Phone number: 716-286-8579
Date: April 25, 2012

Niagara Falls National Heritage Area Commission to Meet

The Niagara Falls National Heritage Area Commission will meet on Wednesday, May 2, 2012 at the Village Center (Red Brick Schoolhouse) in Youngstown beginning at 4:00 p.m. The meeting will take place in the Cora Gushee Room. Agenda items for the Commission meeting include review of the minutes of the March 29, 2012 meeting, committee reports, updates on projects, a discussion on graphic identity and review of public comments to date on the draft management plan/ environmental assessment.

The Commission meeting is open to the public. Public comments will be heard at the beginning of the meeting in accordance with the Commission's by-laws, passed at the January 26, 2011 meeting. Comments will be limited to 5 minutes per person.

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Niagara Falls NHA News Release

Release date: Tuesday, April 3, 2012
Contact(s): Sara Capen
Phone number: 716-286-8579
Date: April 3, 2012

Niagara Falls National Heritage Area Releases Draft Plan for Comments

The Niagara Falls National Heritage Area Commission voted at their Commission meeting on Wednesday, March 28, 2012 to release the Draft Niagara Falls National Heritage Area Management Plan and Environmental Assessment for public comment starting April 2, 2012. The 30-day comment period will close May 1, 2012. Comments on the plan can be made by accessing the National Park Service's Planning, Environment and Public Comment (PEPC) website at <http://parkplanning.nps.gov/> or by sending written comments to Dr. Tom Chambers, Chairman of the Commission, at Niagara Falls National Heritage Area, Timon Hall 119, P.O. Box 1932, Niagara University, NY 14109. Copies of the plan are also available for review in the reference sections of the Niagara Falls Public Library, Lewiston Public Library and the Youngstown Free Library. It can also be accessed at the Niagara Falls National Heritage Area website, www.nps.gov/nifa, under the park planning section.

The management plan presents the National Heritage Area vision and concept, and describes the program that has been crafted for its implementation. Each chapter of the management plan provides guidance to a particular area of activity, outlining strategies and actions that the partnership will use to shape its program over time. A companion document, *The Niagara Falls National Heritage Area Environmental Assessment*, describes the planning process through which the management plan was developed.

The federally appointed Commission serves as the guiding body for Niagara Falls National Heritage Area, one of only 49 areas across the United States that have been recognized by Congress. The Commission's primary task since being seated in December of 2010 has been the development of a management plan for the heritage area. Working with the assistance of planning consultants hired by

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the National Park Service, including John Milner Associates, Inc. and Heritage Strategies, LLC, The Commission has held several stakeholder and public meetings through the corridor to gather input and information to develop the plan. Please take this opportunity to review the plan and provide feedback to shape this important document.

The Niagara Falls National Heritage Area was recognized by Congress in 2008 for its nationally significant natural phenomenon of Niagara Falls and the Niagara River Gorge, its tourism and recreation, and its stories of power, industrial development, and borderland history. It provides a mechanism for organizations, governments, and residents of Niagara Falls, Lewiston, Youngstown, and surrounding communities to come together to conserve, enhance, and interpret the region's natural, scenic, cultural, historic, and recreational resources. The Commission comprises 21 community leaders nominated by federal, tribal, state, and local officials and appointed by Secretary of the Interior Ken Salazar, including 15 commissioners, four alternates, and two awaiting appointment, representatives of the New York Power Authority and the Seneca Nation of Indians, both to be named.

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###

REMINDER:

**NIAGARA FALLS NATIONAL
HERITAGE AREA
PUBLIC WORKSHOPS**

**MONDAY, JULY 25TH
7-9 P.M.**

**LEWISTON PUBLIC
LIBRARY**

**TUESDAY, JULY 26TH
7-9 P.M.**

**NIAGARA ARTS AND
CULTURAL CENTER**

**FOR MORE INFORMATION
CALL, PROJECT MANAGER
SARA CAPEN AT 716-286-8579.**

Appendix H • Expressions of Support

Letters of support from the following individuals and organizations are included in this appendix:

- Charles E. Schumer, United States Senate
- Louise M. Slaughter, 28th District, U. S. House of Representatives
- Kathleen C. Hochul, 26th District, U.S. House of Representatives
- Brian Higgins, 27th District, U.S. House of Representatives
- George D. Maziarz, 62nd District, New York State Senate
- John Ceretto, 138th District, New York State Assembly
- New York State Parks, Western (Niagara) District - Mark W. Thomas, Director,
- City of Niagara Falls, New York - Paul A. Dyster, Mayor
- Village of Youngtown, New York - Raleigh B. Reynolds, Mayor
- Town of Lewiston, New York - Steven Reiter, Supervisor
- Niagara Tourism & Convention Corporation (Niagara USA) - Frank Strangio, Chairman
- Maid of the Mist Corporation, Niagara Falls, NY – Christopher M. Glynn, President
- Old Fort Niagara, Youngstown, NY – Robert L. Emerson, Executive Director
- Empire State Development Corporation – Kenneth Adams, President and CEO
- Niagara University, Lewiston, NY – Joseph L. Levesque, President
- Niagara University – Gary D. Praetzel, Dean, College of Hospitality & Tourism Management
- Niagara Experience Center, Inc., Niagara Falls, NY – Eddie Friel, Chairman
- Erie Canalway National Heritage Corridor, Waterford, NY – Beth Sciumeca, Executive Director
- Niagara Falls Underground Railroad State Heritage Area – William Bradberry, Chairman
- Town of Porter Historical Society, Youngstown, NY – Toby Jewett, President
- Historical Association of Lewiston, Lewiston, NY – Bruce Sutherland, President
- The Niagara Beautification Commission, Inc., Niagara Falls, NY – Marjorie E. Gillies, Chairperson
- The McClew Interpretive Center at Murphy Orchards, Burt, NY – Carol L. Murphy, Executive Director
- Visit Buffalo Niagara, Buffalo, NY – Dottie Gallagher-Cohen, President and CEO
- Niagara County Legislature, Lockport, NY – William L. Ross, Chairman
- Office of the County Historian, Niagara County – Catherine L. Emerson, County Historian
- School District of the City of Niagara Falls, NY – Cynthia Bianco, Superintendent of Schools
- Niagara Falls Housing Authority, Niagara Falls, NY – Stephanie W. Cowart, Executive Director
- Niagara Falls Public Library, Niagara Falls, NY – Michelle Petrazzoulo
- Niagara Falls Block Club Council, Niagara Falls, NY – Roger Spurbach, President
- LaSalle PRIDE, Inc., Niagara Falls, NY – Eric N. Miller, Chairman
- Highland Community Revitalization Committee, Niagara Falls, NY – Charletta Tyson, Director
- Youngstown Business & Professional Association, Youngstown, NY – Cheryl D. Butera, President
- Youngstown Village 1812 Commemoration – Gretchen A. Dooling, Educator
- University of Buffalo - E. Bruce Pitman, Dean

CHARLES E. SCHUMER
NEW YORK

United States Senate

WASHINGTON, DC 20510-3203

COMMITTEES:
JOINT ECONOMIC
JUDICIARY
FINANCE
BANKING
RULES

June 4, 2012

Jon Jarvis
Director
National Park Service
1849 C Street, NW
Washington, DC 20240

Dear Mr. Jarvis:

I am pleased to write in support of the Niagara Falls Heritage Area Commission's proposed plan to rejuvenate the Niagara Falls National Heritage Area. Approval of this plan will enable the Heritage Area to receive millions of dollars in federal aid to implement their strategy.

After its creation by Congress in 2008, the Commission has worked diligently with the community and other stakeholders to formulate a plan that will once again make the Niagara River gorge corridor one of the world's pre-eminent tourism destinations. I am pleased to be part of the heritage area and look forward to working with the Commission or its successor on future endeavors. The work put in by the Commission over the past several years is worthy of the highest praise and the continued backing of the Federal Government.

With additional funding, the Niagara Falls National Heritage Area can implement its well-formulated strategy, including the use of uniform signage through the region and uniform visitor passes for admission to historic sites throughout the Niagara Falls region. In addition, the plan smartly emphasizes the need for further cooperation among the various municipalities and stakeholders throughout the Heritage Area. I applaud the Niagara Falls Heritage Area Commission in its foresight and hope its plan is met with approval.

Sincerely,



Charles E. Schumer
United States Senator

RANKING MEMBER

WASHINGTON OFFICE:
2468 RAYBURN BUILDING
WASHINGTON, D.C. 20515-3221
(202) 225-3615



LOUISE M. SLAUGHTER
CONGRESS OF THE UNITED STATES
28TH DISTRICT, NEW YORK
June 1, 2012

DISTRICT OFFICES:

3120 FEDERAL BUILDING
100 STATE STREET
ROCHESTER, NY 14614
(585) 232-4880

465 MAIN STREET, SUITE 105
BUFFALO, NY 14203
(716) 853-5613

640 PARK PLACE
NIAGARA FALLS, NY 14301
(716) 262-1274

Website: <http://www.louise.house.gov>

Dr. Thomas Chambers
Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, New York 14109

Dear Dr. Chambers,

I would like to offer my utmost support and congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. As the author of the original Niagara Falls Heritage Act, which designates Niagara Falls as a National Heritage Area, and as the Congressional Representative for this great community, I am pleased to see the plan and assessment come to fruition.

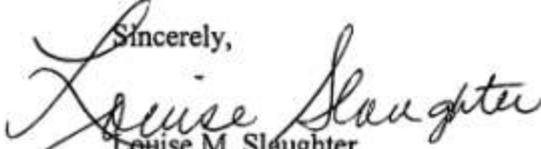
As one of our nation's natural wonders, this designation brings the much needed, and long awaited, distinction that Niagara Falls and the Niagara River Gorge deserve. The plan that has been presented outlines a clear vision and strong goals. As a Heritage Area, Niagara Falls will reap the benefits of historical preservation, the engagement of young people through educational programs, enhanced visitor experience and an economic revitalization through heritage tourism.

Niagara Falls plays a rich role in American history. When President James Madison and the U.S. Congress declared war on British-controlled Canada in 1812, Niagara Falls served as a central battleground in a pivotal war. The history of the Niagara region transcends colonialism, Europeanism, and both Native American and African American history. This region is also home to a long history of invention and innovation. Niagara Falls has repeatedly been on the cutting edge of modernization, such as hydroelectric power and the technologies that revolutionized heavy industries in the region.

For over 200 years visitors from all over the United States and the world have visited the Niagara Region to view the phenomena, beauty and power of the Falls. Niagara Falls continues to inspire people and serves as both a local and national symbol of grandeur.

The projects and programs suggested in the Niagara Falls National Heritage Area Management Plan and Environmental Assessment draw on this rich history, highlight the bounty and beauty of our region and will enhance the Niagara River Gorge corridor for many years to come. The heritage area plan will be a key tool to ensuring our community's role as a worldwide tourist destination for generations to come.

I am proud to support the Niagara Falls National Heritage Area Management Plan and Environmental Assessment, and I commend the Commission on their work to bring this plan to reality.

Sincerely,

Louise M. Slaughter
Member of Congress

KATHLEEN C. HOCHUL
26th District, New York

COMMITTEE ON
HOMELAND SECURITY

COMMITTEE ON
ARMED SERVICES

Congress of the United States
House of Representatives
Washington, DC 20515-3226

1711 LONGWORTH HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
(202) 225-5265 — PHONE
(202) 225-5910 — FAX

325 ESSJAY ROAD, SUITE 405
WILLIAMSVILLE, NY 14221
(716) 634-2324 — PHONE
(716) 631-7610 — FAX

<http://www.hochul.house.gov>

May 22, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

I am pleased to offer my support for the development of the Niagara Falls National Heritage Area (NFNHA) Management Plan and Environmental Assessment. The plan, designed to strengthen heritage tourism along the NFNHA corridor, from the City of Niagara Falls to Youngstown, outlines a clear vision and goals for the heritage area. One of forty-seven NHAs in the United States, the projects and programs discussed in NFNHA's plan will enhance the Niagara River gorge corridor by boosting regional economic development and helping to provide a high-quality experience for tourists.

Western New York has the potential to become a tourism-based economy, but many of the region's cultural attractions are underdeveloped or in need of restoration and revitalization. Niagara County is rich with arts, culture, history, architecture, natural resources and world wonders like Niagara Falls; tourism spending in the county already exceeds \$450 million annually. In order to further enhance the county's tourism sector, it is imperative that projects like the NFNHA come to fruition in order to progress toward collaboration and coordination among our assets.

The Management Plan creates a regional approach to economic development, with participation from all municipalities within the NFNHA. In addition, as a National Park Service initiative, the NFNHA ensures a highly regarded standard of historical interpretation and technical assistance to local groups developing their own interpretive plans. It also offers the possibility of extending tourist stays in the region, and thus creating a more stable economic basis for job development. Individuals will learn to better understand their area's history. It is imperative that we embrace our past as integral to our future. This plan takes an important step in realizing that goal.

Once again, I am pleased to write in support of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. I look forward to working with stakeholders to enhance the project in the future.

Sincerely,



Kathleen C. Hochul
Member of Congress

BRIAN HIGGINS
27TH DISTRICT, NEW YORK

COMMITTEE ON HOMELAND SECURITY
SUBCOMMITTEE ON
BORDER AND MARITIME SECURITY
SUBCOMMITTEE ON COUNTERTERRORISM
AND INTELLIGENCE

COMMITTEE ON FOREIGN AFFAIRS
SUBCOMMITTEE ON THE
MIDDLE EAST AND SOUTH ASIA
SUBCOMMITTEE ON TERRORISM,
NONPROLIFERATION AND TRADE

REVITALIZING OLDER CITIES
TASK FORCE
CO-CHAIR

Congress of the United States
House of Representatives
Washington, DC 20515-3227

WASHINGTON OFFICE:
2455 RAYBURN HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
(202) 225-3308
(202) 226-0347 (FAX)

WESTERN NEW YORK OFFICE:
LARKIN BUILDING
726 EXCHANGE STREET
SUITE 601
BUFFALO, NY 14210
(716) 852-3501
(716) 852-3925 (FAX)

FENTON BUILDING
2 EAST 2ND STREET
SUITE 300
JAMESTOWN, NY 14701
(716) 484-0728
(716) 484-1048 (FAX)
higgins.house.gov

May 17, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

I write to add my support and congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. It is especially impressive in its outline of a clear vision and goals for the area. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provided a high quality visitor experience for our guests.

A principal effort of my time in public service has been to push for the transformation of the Western New York waterfront. This plan encompasses that fundamental belief that when communities come together to strategically plan to protect and promote its natural assets and scenic resources while embracing and enhancing its authentic cultural and historic experience, the entire region is made stronger.

I look forward to working with the Commission or its successor on future endeavors. Thank you for your leadership and extend my gratitude to all those who contributed to the development of this very important work.

Sincerely,


Brian Higgins
MEMBER OF CONGRESS

VICE PRESIDENT PRO TEMPORE

CHAIRMAN
ENERGY & TELECOMMUNICATIONS

COMMITTEE MEMBER
CRIME VICTIMS, CRIME & CORRECTION

EDUCATION

ENVIRONMENTAL CONSERVATION

HIGHER EDUCATION

RULES

TRANSPORTATION

**THE SENATE
STATE OF NEW YORK**



GEORGE D. MAZIARZ
Senator, 62nd District

ALBANY OFFICE:
ROOM 708
LEGISLATIVE OFFICE BUILDING
ALBANY, NY 12247
(518) 435-2024
FAX: (518) 426-0987

DISTRICT OFFICE:
175 WALNUT STREET
SUITE 6
LOCKPORT, NY 14094
(716) 434-0680
FAX: (716) 434-3297

E-MAIL ADDRESS:
maziarz@nysenate.gov

May 22, 2012

To Whom It May Concern:

It is my great pleasure to submit this letter of support on behalf of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment.

The Niagara Falls National Heritage Area Management Plan outlines a clear vision and goals for the heritage area. The projects and programs that are fully outline in the plan will go a long way to enhance the Niagara River Gorge corridor and will help provide a high quality visitor experience for all of our guests. I am confident that the funds awarded through this grant will be used to bring this area, which brings in numerous guests each year, to the next level.

Thank you very much for your consideration, and please let me know if you should have any questions or concerns.

Sincerely,

A handwritten signature in black ink that reads "George D. Maziarz". The signature is written in a cursive style with a large, sweeping flourish at the end.

George D. Maziarz
Senator, 62nd District

THE ASSEMBLY
STATE OF NEW YORK
ALBANY

John Ceretto
Assemblyman 138th District



RANKING MINORITY MEMBER
Cities

COMMITTEES
Election Law
Environmental Conservation
Housing
Tourism, Parks Arts and Sports Development

May 28, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Thomas Chambers:

I would like to offer my support and congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. The plan outlines a clear vision and goals for the heritage area.

The projects and programs suggested in this comprehensive plan will certainly enhance the Niagara River gorge corridor and help provide a higher quality visitor experience for our guests. The historical relationship between the Niagara Falls and the rest of the world will undoubtedly attract new visitors.

I look forward to seeing this plan attract visitors and new residents alike through beautifying the surrounding areas of the Niagara River and the Niagara Falls. We are pleased to be a part of the heritage area and look forward to working with the Commission or its successors on future endeavors.

Sincerely,

A handwritten signature in cursive script that reads "John D. Ceretto".

John D. Ceretto
NYS Assemblyman
District 138



New York State Office of Parks, Recreation and Historic Preservation

Andrew M. Cuomo
Governor

Rose Harvey
Commissioner

Mark W. Thomas
Director, Western Distr

Western District, Niagara Region • Prospect Park, PO Box 1132
Niagara Falls, New York 14303-0132
Phone 716-278-1770, Fax 716-278-1744
www.nysparks.com

May 30, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

New York State Office of Parks, Recreation and Historic Preservation extends our support and congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. The plan outlines a clear vision and goals for the heritage area. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provide a high-quality visitor experience.

Since NYS Parks and our sister bureaus at State Historic Preservation are currently engaged as primary providers of services to Niagara region visitors and businesses, we look forward to embracing with enthusiasm the opportunities this plan holds forth. As our resources permit, we will be an active partner in the implementation of this vision for the Niagara River Corridor.

We are pleased to be such a key part of the heritage area and look forward to working with the Commission and/or its successor on future endeavors.

Sincerely,

Mark W. Thomas
Director, Western District

MWT:dw



Paul A. Dyster
Mayor

City of Niagara Falls, New York

P.O. Box 69, Niagara Falls, NY 14302-0069

City Hall
745 Main Street

Website: www.niagarafallsusa.org
e-mail: paul.dyster@niagarafallsny.gov

Phone: (716) 286-4310
Fax: (716) 286-4349

May 29, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

The City of Niagara Falls would like to offer support and congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. The plan outlines a clear vision and goals for the heritage area. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provide a high quality visitor experience for our guests.

We all want our community to be successful, to be prosperous and to grow sustainably. The secret of achieving these results is getting started and the secret of getting started is planning. The Niagara Falls National Heritage Area Commission has not only worked hard to bring the many interested stakeholders to the table, but has managed to establish a plan with shared aspirations that will provide for effective co-ordination and alignment to the broader heritage vision, a vision that will allow us to make positive interpretive, environmental, economic, and social improvements benefiting residents and visitors alike.

The City of Niagara Falls is pleased to be a central part of the heritage area and looks forward to working with the Commission, or its successor, on implementation.

Sincerely,

Paul A. Dyster, Mayor
City of Niagara Falls, NY

Village of Youngstown

VILLAGE CENTER • 240 LOCKPORT STREET
P. O. Box 168
YOUNGSTOWN, NEW YORK 14174-0168



INCORPORATED:
APRIL 18, 1854

TELEPHONE:
(716) 745-7721
FAX:
(716) 745-3400

May 14, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

The Village of Youngstown Board of Trustees would like to offer their support and congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. The plan outlines a clear vision and goals for the heritage area. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provide a high quality visitor experience for our guests. We are pleased to be part of the heritage area and look forward to working with the Commission or its successor on future endeavors.

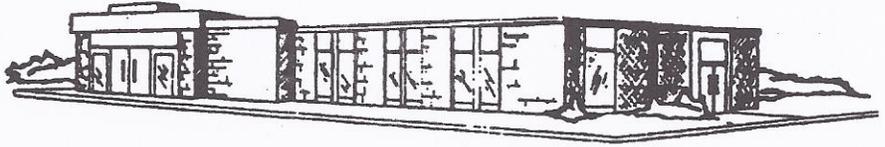
Sincerely,

A handwritten signature in black ink, appearing to read 'Raleigh B. Reynolds', written in a cursive style.

Raleigh B. Reynolds
Mayor

Town of Lewiston

P.O. Box 330
1375 Ridge Road
Lewiston, New York 14092
Phone: (716) 754-8213 or 754-8214
Fax: (716) 754-2821

**SUPERVISOR**

Steven Reiter

DEPUTY SUPERVISOR

Gary Catlin

COUNCIL MEMBERS

Alfonso M. Bax
Michael J. Marra
Ernest C. Palmer
Ronald R. Winkley

TOWN CLERK

Carol J. Brandon
Box 330
Lewiston, NY 14092

RECEIVER OF TAXES

Joan Brandel Stephens
Box 109
Model City, NY 14107

HIGHWAY

Supt. Douglas Janese
1445 Swann Road
Lewiston, NY 14092
754-8218

TOWN JUSTICES

Thomas J. Sheeran
Hugh C. Gee

ASSESSOR

Linda E. Johnson
Box 330
Lewiston, NY 14092

ATTORNEY

Michael Dowd
920 Center Street
Lewiston NY 14092
754-7865

Mark Davis

mdavis@websterszanyi.com
842-2800

**BUILDING INSPECTOR
PLANNING-ZONING**

Timothy R. Masters
754-8213

CHIEF OF POLICE

Christopher P. Salada
4059 Creek Road
Youngstown, NY 14174
754-8477

LWPCC**CHIEF OPERATOR**

Jeffrey Ritter
501 Pletcher Road
Lewiston, NY 14092
754-8291

WATER DEPARTMENT

Box 109
Model City, NY 14107
754-8213

SENIOR SERVICES

Jeanette L. Collesano
4361 Lower River Road
Youngstown, NY 14174
754-2071

June 11, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

The Town of Lewiston would like offer their support and congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. The plan outlines a clear vision and goals for the heritage area. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provide a high quality of life for our residents and a tremendous visitor experience for our guests.

The Town of Lewiston has worked very hard to maintain and upgrade our many unique parks and the enhancement these programs and projects will provide is very welcome.

We are pleased to be part of the heritage area and look forward to working with the Commission or its successor on future endeavors.

Sincerely,

Steven L. Reiter



Niagara Tourism & Convention Corporation

10 Rainbow Boulevard
Niagara Falls, New York 14303

phone: 1.877.FALLS US
fax: 716.285.0809
www.niagara-usa.com

June 1, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

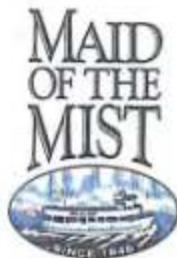
On behalf of the Board of Directors of the Niagara Tourism and Convention Corporation, I would like to offer our support and congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. The plan outlines a clear vision and goals for the heritage area. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provide a high quality visitor experience for our guests.

We are also pleased that our President and CEO is a seated member on this commission and I guarantee that our organization will support the implementation of the plan. Also, as the official Tourism Promotion Agency for Niagara Falls and Niagara County, we are pleased to be part of the heritage area and look forward to working with the Commission or its successor on future promotion and marketing of the region.

Sincerely,

A handwritten signature in black ink, appearing to read "Frank Strangio", written over a horizontal line.

Frank Strangio
Chairman
Niagara Tourism and Convention Corporation



May 16, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

Maid of the Mist Corporation would like offer their support and congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment.

The plan outlines a clear vision and goals for the heritage area. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provide a high-quality visitor experience for our guests.

We are pleased to be part of the heritage area and look forward to working with the Commission or its successor on future endeavors.

Sincerely,
MAID OF THE MIST CORPORATION

Christopher M. Glynn
President

CMG/ks



June 11, 2012

Mr. Thomas Chambers
Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

Empire State Development (ESD) would like offer its support for the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment.

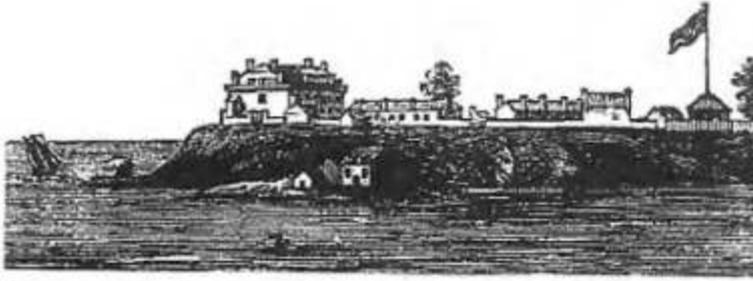
The plan clearly identifies goals and strategies that focus on the distinct qualities and nationally significant sites that make the Niagara River gorge corridor and its communities unique. The projects and programs suggested in the plan will also help provide a high quality visitor experience for our guests.

As New York State's lead economic development agency, with a subsidiary dedicated to the support and promotion of economic development initiatives in Niagara Falls, ESD is particularly pleased that the plan outlines the need to work with the City of Niagara Falls to develop its downtown and work with municipalities, such as Lewiston and Youngstown, to create waterfront plans that highlight their historical and cultural significance. This will strengthen the ties between communities and business and result in economic growth for the area.

We are pleased to be part of the Heritage Area and look forward to working with the Commission on future initiatives that will lead to its long-term success, and a Greater Niagara Region for both its residents and visitors.

Sincerely,

Kenneth Adams
President & CEO, Empire State Development
Commissioner, NYS Department of Economic Development



OLD FORT NIAGARA

P.O. Box 169 • Youngstown, NY 14174-0169 • USA • tel. (716) 745-7611 • www.oldfortniagara.org

May 17, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area Commission
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

Old Fort Niagara would like offer our support and congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. The plan outlines a clear vision and goals for the heritage area. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provide a high quality visitor experience for our guests.

Of particular benefit are the Commission's efforts to foster partnerships among the many heritage organizations in the region. With the advent of the Bicentennial of the War of 1812 over the next three years, the initiatives proposed by the plan are especially timely.

We are pleased to be part of the heritage area and look forward to working with the Commission or its successor on future endeavors.

Sincerely,

Robert L. Emerson
Executive Director



Office of the President

May 14, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

Please be assured of Niagara University's support as you begin implementing the recommendations of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment authored by your Commission. The plan outlines a clear vision and goals for the heritage area. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provide a high quality visitor experience for guests to our region.

Niagara University is proud to have been a partner in this year-long process. Faculty and students have already contributed and developed recommendations for the plan. Our physical location is at the heart of the Niagara Falls Heritage Area and we recognize the importance our campus represents to the Commissioners as they seek to implement and achieve their goals.

We are pleased to be part of the heritage area and look forward to an ongoing partnership between our neighboring communities, the local heritage, cultural, and tourism constituencies, and the Commission or its successor on future endeavors to help bring about an ever more "experiential" dimension for visitors to Western New York.

Sincerely,

Joseph L. Levesque, C.M.
President



College of Hospitality and Tourism Management

May 15, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Niagara University
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

Niagara University's College of Hospitality and Tourism Management gladly offers our support and congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment.

The plan outlines a clear vision and goals for the heritage area. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provide a high quality visitor experience for our guests. Our region attracts a large number of visitors per year but many guests stay for a limited period of time, providing only a small economic impact. The development of the heritage region will make us a more complete destination, helping us to better fulfill our tourism potential. The national heritage area designation plus the many investments that the community is making in the tourism infrastructure augurs well for the growth of tourism in our region.

We are pleased to be part of the heritage area and look forward to working with the Commission or its successor on future endeavors.

Sincerely,

Gary D. Praetzel, Ph.D.
Dean



IN REPLY REFER TO:

United States Department of the Interior

NATIONAL PARK SERVICE
Erie Canalway National Heritage Corridor
P.O. Box 219
Waterford, NY 12188

May 29, 2012

Dr. Tom Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers,

On behalf of the Erie Canalway National Heritage Corridor, I'd like to congratulate you and the Commission on the completion of the Niagara Falls National Heritage Area Management Plan. It is a comprehensive work that provides an excellent framework for preserving, enhancing, and sharing the extraordinary resources of the Niagara region.

As a neighboring National Heritage Corridor in New York State, we know very well the effort required to produce a management plan that reflects the values, priorities, and standards of the many stakeholders that you serve. Clearly your efforts have paid off with a document that articulates ambitious and inspiring goals with innovative strategies to achieve them. It will surely become an essential guidebook for Niagara's Commission and its many partners working toward your shared vision of international recognition and sustainable development for the region.

While the geographic area and interpretive themes for Niagara Falls National Heritage Area are different from those of Erie Canalway's, we are eager to be as helpful as possible as you move into implementation of your management plan. Please don't hesitate to reach out to us if we can assist you in any way.

Again, congratulations on your exemplary Management Plan.

Sincerely,

Beth Sciumeca
Executive Director

222 First Street
7th Floor
Niagara Falls,
NY 14303 USA



June 4th 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

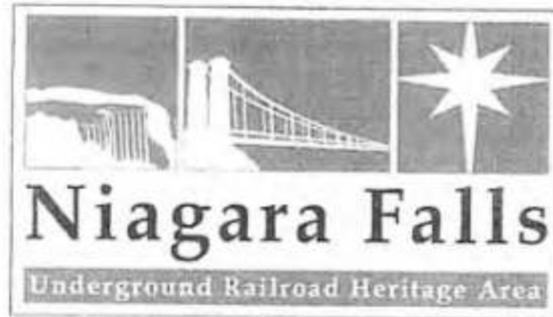
On behalf of the Niagara Experience Center I would like to offer our sincere congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment.

We believe the plan represents not only a clear vision for the heritage area but also presents significant opportunities for partnership with the Niagara Experience Center. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provide a high quality visitor experience. We are pleased to be part of the heritage area and look forward to working with the Commission or its successor on future endeavors.

Sincerely,

Professor Eddie Friel OBE

Chairman



May 29, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

On behalf of the Niagara Falls Underground Railroad Heritage Area Commission, I offer our full support and congratulations on the completion of the Niagara Falls National Heritage Area Management Plan and its Environmental Assessment. The plan clearly establishes a well-coordinated community vision and set of goals for the heritage area. It also more generally sets a direction for Niagara's future in that it creates and maintains our own sense of itself, our own sense of place. And while the projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provide a high quality visitor experience for our guests through direct preservation of historic community structures or protection of natural resources. The plan will indirectly generate new pride in this community, as well as, stability and predictability of public investment regarding future development.

The Commission and their consultants have managed to craft a wonderful invitation to everyone to participate in the building of a unified, lasting recognizable place. This is no small task. Studies have demonstrated the fact that building and enhancing trust and facilitating effective communication are foundational keys to success —and we all want our community to be successful, to be prosperous and to grow sustainably. The Niagara Falls National Heritage Area Commission has established a plan with shared aspirations to a vision that will allow us to make long-lasting improvements that will benefit us locally and regionally and make our brand even more revered in the future.

The Niagara Falls Underground Heritage Area Commission is pleased to be an integral part of the heritage area and look forward to working together with the Commission, or its successor, and the National Parks Service for years to come.

Sincerely,



William Bradberry, Chairman

Niagara Falls Underground Railroad Heritage Area Commission



PORTER HISTORICAL SOCIETY
YOUNGSTOWN, N.Y. 14174



FOUNDED
APRIL 18, 1901
May 30, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers,

The Town of Porter Historical Society would like to offer their support and congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. The plan outlines a clear vision and goals for the heritage area. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provide a high quality visitor experience for our guests. We currently offer walking tours with costumed guides through the village of Youngstown, some in connection with battleground sites and others covering general history and life in the 18th century. Interpreting our past and telling our story is our passion and our pleasure. We are pleased to be part of the heritage area and look forward to working with the Commission or its successor on future endeavors.

Sincerely,

Toby Jewett, President
Town of Porter Historical Society



*Historical Association of Lewiston
Lewiston Museum*

P.O. Box 43, 469 Plain Street
Lewiston, New York 14092
716.754.4214 866.754.4214
www.HistoricLewiston.org

May 16, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, New York 14109

Dear Dr. Chambers:

The Historical Association of Lewiston would like to offer congratulations and our support for the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment.

The clear vision and goals of the plan will enhance the Niagara River region of Western New York and increase the quality of time spent in the area by our many visitors and residents. We believe the plan offers the Niagara Falls National Heritage Area a tremendous opportunity to leverage our region's assets while dramatically improving our natural, historical and local culture offerings to residents and visitors alike.

We are pleased to be a part of the heritage area and look forward to working with the Commission or its successor on future programs and projects.

Sincerely,

Bruce Sutherland
President

Pamela S. Hauth
Executive Director

Preserving and promoting Lewiston's rich heritage.



Niagara Beautification Commission
P. O. Box 1945
Niagara Falls, New York 14302-1945
10 Rainbow Blvd. Niagara Falls NY 14303
Niagara.beautification@verizon.net

May 28, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

On behalf of the Board of Directors of the Niagara Beautification Commission, Inc. (NBC), I fully support the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. The Plan identifies clear goals and a vision for the future that focuses on a high quality visitor experience from LaSalle in Niagara Falls to Fort Niagara. Details of the plan are consistent with the goals of NBC, specifically to protect and conserve the scenic landscape along the Niagara River Gorge corridor according to the vision of Frederick Law Olmsted Sr.

The Niagara Beautification Commission looks forward to being an active supporter for the Niagara Falls National Heritage Area in its endeavors.

Sincerely yours,

Marjorie E. Gillies

Marjorie E. Gillies
Chairperson
The Niagara Beautification Commission, Inc.
mgillies@verizon.net
(716) 283-8829
(716) 807-6754



*The McClew Interpretive Center
at Murphy Orchards*

2402 McClew Road
Burt, New York 14028-9740
Telephone: 716-778-7926
Fax No.: 716-778-8979
www.murphyorchards.com

March 30, 2012

Dr. Thomas Chambers:
NIAGARA UNIVERSITY
Timon Hall
Niagara University, NY 14109

Dear Dr. Chambers:

Thanks you so very much for all of the hard work that you, the Niagara Falls National Heritage Area Commission and the consulting team that you have retained have done to bring history alive and expand the tourists' experience in the Niagara Falls area. The energy, fun and enthusiasm you have all brought to the project is tangible and inspiring! What a great job you have done.

Thank you, also, for embracing Murphy Orchards and the heritage of the McClew Farmstead in your plan. Because of our remote, rural location and because of the lackluster job I have done promoting the importance of our site, we have been excluded from the geographic boundaries of all of the exciting recent initiatives to enhance and develop tourism and the resulting economic development in the Niagara region. I cannot tell you how grateful we are that we have been included in your vision. We will make every effort to make your Commission proud to have us as a facet of your Heritage Area.

Sincerely,

A handwritten signature in cursive script that reads "Carol L. Murphy".

Carol L. Murphy, Executive Director



June 1, 2012

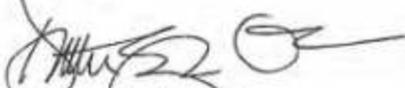
Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

Visit Buffalo Niagara would like to offer our support and congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. The plan outlines a clear vision and goals for the heritage area. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provide a high quality visitor experience for our guests.

We are pleased to be part of the heritage area and look forward to working with the Commission or its successor on future endeavors.

Sincerely,



Dettie Gallagher-Cohen
President and CEO



NIAGARA COUNTY LEGISLATURE
NIAGARA COUNTY COURTHOUSE
175 HAWLEY STREET
LOCKPORT, NY 14094-2740

WILLIAM L. ROSS
Chairman

MARY JO TAMBURLIN
Clerk

(716) 439-7000
(716) 439-7124 Fax

June 5, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

The Niagara County Legislature would like offer their support and congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. The plan outlines a clear vision and goals for the heritage area. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provide a high quality visitor experience for our guests.

We are pleased to be part of the heritage area and look forward to working with the Commission or its successor on future endeavors.

Sincerely,

William L. Ross, Chairman
Niagara County Legislature



NIAGARA COUNTY
OFFICE OF COUNTY HISTORIAN
139 NIAGARA STREET
LOCKPORT, NEW YORK 14094-2740

Catherine L. Emerson
County Historian

Craig E. Bacon
Deputy Historian

Ron Cary
Deputy Historian

(716) 439-7324
(716) 439-7322 Fax
historian@niagaracounty.com

23 May 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

The Niagara County Historians Office would like offer their support and congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. The plan outlines a clear vision and goals for the heritage area. Many visitors are unaware of the natural, historical and cultural richness of the area. In one small space, geology displays one of the great wonders of nature; human events have changed the international complexion of the continent, scientific discovery and innovation have powered and transported a nation's people and products, and two countries have co-operated peacefully for over a century, something few other places in the world can boast. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provide a high quality and educational visitor experience for our guests.

We are pleased to be part of the heritage area and look forward to working with the Commission or its successor on future endeavors.

Sincerely,

Catherine L. Emerson
Niagara County Historian



School District of the City of Niagara Falls, New York

630 66th Street ♦ Niagara Falls, NY 14304 ♦ (716) 286-4211 ♦ Fax: (716) 286-4283

May 22, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

The City School District of the City of Niagara Falls would like offer its support and congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. The plan outlines a clear vision and goals for the heritage area. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provide a high quality visitor experience for our guests. The District is pleased to be part of the heritage area and looks forward to working with the Commission or its successor on future endeavors.

Sincerely,

Cynthia Bianco
Superintendent of Schools



Niagara Falls Housing Authority

Administrative Offices: 744 Tenth Street • Niagara Falls, NY 14301
Phone: (716) 285-6961 • Fax: (716) 285-3407 • TDD: 1-800-545-1833 x405
Website: www.nfha.org Email: nfha@nfha.org

Stephanie W. Cowart, Executive Director

Commissioners
Carmele M. Rotella
Chairman

Rev. Kevin Dobbs
Vice Chairman

Vivian M. Watkins
Secretary

Cynthia A. Bianco
Antonio S. Restaino
Jeff Paterson
Owen T. Steed

May 30, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

The Niagara Falls Housing Authority offers its support and congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment.

The plan outlines a clear vision and goals for the heritage area. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provided a high quality visitor experience for our guests.

We are pleased to be part of the heritage area and look forward to working with the Commission or its successor on future endeavors.

Very truly yours,

NIAGARA FALLS HOUSING AUTHORITY

STEPHANIE W. COWART
Executive Director
swc/mvv

WE EMPOWER • WE ENRICH • WE BUILD STRONG COMMUNITIES!

Harry S. Jordan Gardens • Anthony Spallino Towers • Henry E. Wrobel Towers • Packard Court • Center Court
Doris W. Jones Family Resource Building • Packard Court Community Center



*NIAGARA FALLS PUBLIC LIBRARY
Earl W. Brydges Library Building*

May 18, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

The Niagara Falls Public Library would like offer their support and congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. The plan outlines a clear vision and goals for the heritage area. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provide a high quality visitor experience for our guests. The Library shares many of the same goals and objectives as the Commission. We are pleased to be part of the heritage area and look forward to working with the Commission or its successor on future endeavors.

Sincerely,

Michelle Petrazzoulo
Executive Director, Niagara Falls Public Library



NIAGARA FALLS BLOCK CLUB COUNCIL, P O BOX 2132 NIAGARA FALLS, NEW YORK 14302
Roger Spurbach, President

May 30, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall Room 119
P.O.Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

The Niagara Falls Block Club Council offers their support and congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. The plan outlines a clear vision and goals for the heritage area. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provided a high quality visitor experience for our guests.

Your group made a presentation at one of our monthly Block Club Council meetings and it was well received by our individual club leaders. We are pleased to be part of the heritage area and look forward to working with the Commission or its successor on future endeavors.

Sincerely,

Roger Spurbach

Roger Spurbach, President



HEREABOUT. IN MAY, 1679 ROBERT CAVALIER DE LA SALLE BUILT THE GRIFFON. "OF SIXTY TONS BURTHEN." THE FIRST VESSEL TO SAIL THE UPPER LAKES.

ERECTED BY NIAGARA FRONTIER HISTORICAL SOCIETY AND PRESENTED TO NIAGARA FRONTIER LANDMARKS ASSOCIATION MAY 1902.

Copyright © LaSalle PRIDE, Inc. 2010

LaSalle PRIDE... in our history, our waterfront, our community and our people!

67 South 87th Street

Niagara Falls, New York 14304

Email:

lasallepride@lasallepride.org

April 29, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

LaSalle PRIDE, Inc. would like offer their support and congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. The plan outlines a clear vision and goals for the heritage area. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provide a high quality visitor experience for our guests. (add in your specific comments regarding the plan.) We are pleased to be part of the heritage area and look forward to working with the Commission or its successor on future endeavors.

Sincerely yours,

Eric N. Miller
Chairman
LaSalle PRIDE, Inc.



May 31, 2012

2616 Highland Avenue, Ste 101
Niagara Falls, NY 14305
Phone/Fax: (716) 282-2325
www.HighlandCommunity.org

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

BOARD OF DIRECTORS

Deborah Hicks
President

Constance Mathews
Vice President

Carnell Burch
Treasurer

Bob Belton
Secretary

Mae Ellen Nix

Richie Gore

Darlene Betton

Highland Community Revitalization Committee, Inc. (HCRC) would like to congratulate you on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. The plan outlines a clear vision and goals for the heritage area. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provide a high quality visitor experience for our guests.

One of the heritage area's initiatives is to support community revitalization and enhancement, focusing upon engaging residents and encouraging the use of heritage resources to build community character and heritage development to strengthen the local economy. This initiative falls right in line with HCRC's initiative to revitalize and rebuild the city's North end.

We fully support the plan and are pleased to be part of the heritage area. We look forward to working with the Commission or its successor on future endeavors.

Sincerely,

Charletta Tyson
Executive Director

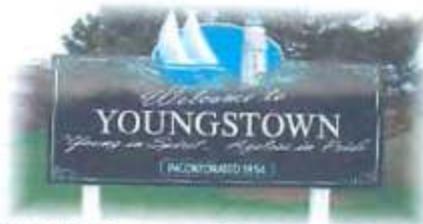
STAFF AND ADVISORS

Charletta Tyson
Executive Director

William Henwood
Rehabilitation Specialist

Gail Bimont
*Neighborhood Development
Specialist, NF Dept. of Community
Development*





Youngstown Business and Professional Association
P.O. Box 336
Youngstown, NY 14174

May 30, 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
Niagara University, NY 14109

Dear Dr. Chambers,

We are the Youngstown Business and Professional Association officers. We are very supportive of the development of the Niagara Falls Heritage Area Management Plan and Environmental Assessment. In reference to the enhancement of the Niagara River gorge corridor and noting that our region has recently won recognition for world-wide travelers to our region (Erie and Niagara Counties) the timing of this project is perfect.

In the Village of Youngstown, NY we are working hard with others on ideas such as the return of the Ferry from Youngstown, New York to Niagara-on-the-Lake, Ontario, Canada. The "Black Pearl" and the soon to arrive "Liberty" cruises to and from Youngstown up and down the Niagara Gorge are also upcoming for Youngstown. The Youngstown Village officials are currently working to improve public docks partly for these purposes. The vacant property known as "the signature view" showing the mouth of the Niagara River entering Lake Ontario in our village (located at 347 Main St.) is high on everyone's list to secure as a water view/ overlook park to preserve for future generations.

Your group is doing a fantastic job. Please let us know if you would like to come and speak to our members at our next meeting on 9/11/12. We love for everyone to be part of the Heritage Project as time moves forward.

Sincerely,

Cheryl D. Butera
YBPA President

On behalf of The Youngstown Business and Professional Association (YBPA)

Gretchen A. Duling, PhD
Appointed Official Representative for Planning and Implementation
Youngstown Village 1812 Celebration/Commemorating
by the Mayor and Village Board of Trustees for Youngstown, NY

May 23, 2012
Dr. Thomas Chambers
Niagara Falls National Heritage Area
Timon Hall Room 119
P. O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

I, Gretchen A. Duling, PhD, would like to offer my support and congratulations on the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. The plan outlines a clear vision and goals for the heritage area. The projects and programs suggested in the plan will definitely enhance the Niagara River gorge corridor and help provide a high quality visitor experience for our guests. I am particularly supportive of signage and monuments representing the social historical impact of our region by historical events and Youngstown's part as a frontier village in this history. Youngstown needs your help in alerting and presenting ourselves to tourists; educators; amateur and professional historians; and regional people about our special relationship to the Niagara River gorge corridor. I am pleased to be part of the heritage area and look forward to working with the Commission or its successor on future endeavors.

Sincerely,

Gretchen A. Duling, PhD

Educator, Independent Researcher, Historian, Author & Citizen of the Village of Youngtown

My credentials include:

Youngstown's Citizen of the Year: 2008

Chairperson WWII POWs at New Fort Niagara Conference – May, 2007

Field Team Leader for the Oral History project: focusing on the social/historical impact of POWs in Niagara Co

Author of : *Legacy of Mutual Trust: The Diary (June 1944-2005) of OTTO HEBOTH, WWII German Prisoner of War Interned at Fort Niagara, New York*, published by the Old Fort Niagara Association, 2009

Vice President and Chair of Educational Programming

Town of Porter Historical Society 2005 - 2011

Chairperson for the Bi-national Writing Project Committee of the Whole:

Book: *From the Mouth of the Lower Niagara River:*

Lewiston, NY, USA; Queenston, ON. Canada; Niagara-on-the-Lake (Old Town), On., Canada;

and Youngstown, NY, USA -- Niagara River Greenway Commission approved consistency for funding from a Host Community on May 15, 2012 - current

Member of the Youngstown, NY, International Peace Garden Committee - current

Original research and presentation of accumulative data on

Youngstown, NY and the Underground Railroad (UGRR) – on-going research - current

Member of the Board for Murphy's Orchard UGRR Interpretative Center

Murphy's Orchard, Burt, New York - current



University at Buffalo
The State University of New York

College of Arts and Sciences
Office of the Dean

26 June 2012

Dr. Thomas Chambers, Chairman
Niagara Falls National Heritage Area
Timon Hall, Room 119
P.O. Box 1932
Niagara University, NY 14109

Dear Dr. Chambers:

On behalf of the University at Buffalo's College of Arts and Sciences I offer congratulations to the Commission for the development of the Niagara Falls National Heritage Area Management Plan and Environmental Assessment. The plan outlines a clear vision and goals for the heritage area. The projects and programs suggested in the plan will enhance the Niagara River gorge corridor and help provide a high quality visitor experience for guests from all over the world. The College recognizes the potential impact that implementing these plans will have on economic development in Western New York and the role these activities may have in increasing our understanding of the social and cultural diversity of the region.

The College of Arts and Sciences is committed to civic engagement as one of its core responsibilities, and is pleased that our colleague Dr. Lillian S. Williams is a member of this important group. We are pleased to be part of the heritage area and look forward to working with the Commission on future endeavors.

Sincerely,

A handwritten signature in black ink, appearing to read 'E. Bruce Pitman'.

E. Bruce Pitman
Dean

xc: L. Williams

*Appendix I • Work Plan, Financial Plan, &
List of Potential Funding Sources*

The following pages present interlocking analyses of three critical – and equally important – aspects of implementing the operations and programs of the coordinating entity for the Niagara Falls National Heritage Area. They represent planning documents to be maintained and evolved over the coming years as the coordinating entity manages its operations and gains experience.

Work Plan

The work plan describes high-priority short-term actions (projects and programs) to be undertaken or begun in the first year of Phase I (years 1-3), in the order in which they are described more fully in the Niagara Falls National Heritage Area Management Plan. For each, the plan names the entity expected to lead, estimated timeframe, estimated project cost, and specific performance goal or goals. The performance goals (not to be confused with the broad general goals that guide the Management Plan) allow evaluators to state whether or not a specific action met its target in terms of timeframe, completion, or other aspect of implementation (e.g., number of participants served, as in the case of the first year of the Junior Ranger program).

Each project is keyed to potential or anticipated funding sources listed in the page that follows the Work Plan, and to the summary matrix of actions in the Management Plan, Table 7.3 in Chapter 7. (The Work Plan also appears as Table 7.2.) Supporting actions from Table 7.3 are also listed where relevant to a particular project. In a few cases, for the sake of completeness, the Work Plan includes projects that are underway which are using Fiscal Year 2012 (FY12) funds and do not appear in the Financial Plan.

This Work Plan is an example of a product that is to be generated on an annual basis. The most detailed understanding of activities is provided for the first year, with out-years affected as activities overlap into more than one year. In reality, in the years ahead the Work Plan will be contingent on available or anticipated funding, and will evolve according to practice and experience.

Financial Plan for FY13 – FY16

The Financial Plan provides a detailed analysis of the expenses and therefore the potential annual revenue needs of the coordinating entity's operations for its fiscal years 2013 through 2016. The coordinating entity is expected to adopt the federal fiscal year as its own fiscal year, October 1 through September 30.

The first page of the financial plan, Statement of Revenues and Expenses, is a compilation of planning shown in the Revenue Plan and the General Expense Plan. The General Expense Plan is a compilation of planning and analysis shown in the Personnel Plan and Overhead Expense Plan, and spreads project costs identified in the Work Plan across fiscal years.

The Revenue Plan suggests ways in which the coordinating entity and its supporters might raise the necessary funds. A detailed development plan that will confirm and expand on these possibilities is among the high-priority short-term actions in the Work Plan (see reference 7-36). The development plan will provide feedback for a more refined Revenue Plan, as will actual experience and practice over the years to come.

The Financial Plan makes an assumption that the coordinating entity will operate with no funds in reserve, whereas in reality any revenues greater than expenses from one budget year to the next are carried in reserve, and in fact any organization should hold some funds in reserve as a hedge against lower-than-expected revenues. For a National Heritage Area coordinating entity, reserves may also assist in insuring that funds are available to spend ahead of reimbursement; under current procedures, annual National Heritage Area grants are provided on a reimbursable basis, that is, the organization must first spend the amount of the grant, including matching funds; show proof of spending; and then obtain the grant as a reimbursement.

Table 7.2 Implementation of High-priority Short-term Actions

Ref #	Page #	Description	Lead Organization	Estimated Timeframe Start (Yr-Mo)	Estimated Timeframe End (Yr-Mo)	Duration	Estimated Cost of Project	Funding Source*	Performance Goals
Chapter 2 • Niagara's Interpretive Presentation									
2-1	2-11	Interpretive Committee	Coordinating entity	12-Oct	13-Jan	4 mos	na	A	By 1/13 seat interpretive committee
2-2	2-11	Phasing process	Coordinating entity	12-Oct	13-Jul	9 mos	na	A	By 7/13 organize phasing process
2-3	2-11	Plan review process	Coordinating entity	12-Oct	13-Jul	9 mos	na	A	By 7/13 organize plan review process
2-16	2-16	Family of publications	Coordinating entity	12-Oct	13-Mar	6 mos	\$25,000	B, C, E	By 3/13 print Phase 1 publications for 2013 season
		Supporting actions concurrently implemented: 2-17							
2-24	2-20	Orientation network	Coordinating entity	12-Oct	13-Jul	9 mos	include in 2-39		By 7/13 create plan for Phase 1 orientation network
2-26	2-20	Interim interpretive center	Coordinating entity	12-Oct	14-Apr	19 mos	\$220,000	B, C, F, G	By 4/14 open interim interpretive center; estimate here does not include operating costs and ordinary improvements in years to follow
2-28	2-20	Orientation kiosks	Coordinating entity	12-Oct	14-Apr	19 mos	\$50,000	B, C, F	By 4/14 install 5 initial kiosks
2-36	2-23	Program grants	Coordinating entity	12-Oct	13-Sep	12 mos	\$40,000	B	By 9/13 implement second year of program grants using FY12 funds
2-39	2-25	Interpretive plan	Coordinating entity	13-Jan	13-Dec	12 mos	\$180,000	B, C, F	By 12/13 complete interpretive plan
		Supporting actions concurrently implemented: 2-15, 2-31, 2-32, 2-34, 2-41 through 2-48							
2-40	2-25	Implement Ph 1 interp exhibits	Coordinating entity	14-Jan	15-Mar	15 mos	\$1,500,000	B, C, F, G	By 3/15 install Phase 1 interpretive exhibits
2-49	2-54	Regional interpretive coalition	Coordinating entity	12-Oct	13-Jul	9 mos	na	A	By 7/13 initiate regional discussions
Chapter 3 • Niagara's Visitor Experience									
3-1	3-4	Branding and identity	Coordinating entity	12-Oct	13-Sep	12 mos	\$30,000	A, B, E	By 9/13 complete branding and identity plan, undertake implementation into FY15 as needed
		Supporting actions concurrently implemented: 2-14, 3-2							
3-3	3-4	Stage 2 of Phase 1 website development/social media/mobile technology	Coordinating entity	12-Oct	13-Mar	6 mos	\$25,000	A, B	By 3/13 complete Phase 1, including Stage 1 costs supported by FY12 funds (\$20,000 not shown in FY13-FY16 budget) and Stage 2 supported by FY13 funds (\$25,000).
		Supporting actions concurrently implemented: 2-18, 2-20							
3-24	3-16	Shuttle service	Coordinating entity	12-Oct	14-Apr	19 mos	tbd	X	By 4/14 initiate Phase 1 shuttle plan, using grant funds (not projected in FY13-16 budget; this would be an additional cost supported by grant funds outside the current funding projections).
3-26	3-17	Trail system	State Parks	ongoing			tbd	D, E, F	Installation of phased trail improvements
		Supporting actions concurrently implemented: 4-14							
3-33	3-20	Marketing messages	NTCC	12-Oct	13-Mar	6 mos	na	D	By 3/13 publish 2013 marketing materials

Table 7.2 Implementation of High-priority Short-term Actions

Ref #	Page #	Description	Lead Organization	Estimated Timeframe Start (Yr-Mo)	Estimated Timeframe End (Yr-Mo)	Duration	Estimated Cost of Project	Funding Source*	Performance Goals
		Supporting actions concurrently implemented: 3-34							
3-38	3-21	Marketing partnership	NTCC	12-Oct	13-Mar	6 mos	na	D, E	By 3/13 partners initiate 2013 marketing
3-40	3-23	Measurement indicators	NTCC	12-Oct	13-Mar	6 mos	na	D, E	By 3/13 identify measurement indicators
3-41	3-23	Baseline data	NTCC	12-Oct	13-Sep	12 mos	\$47,000	B	By 9/13 collect baseline data (FY12 funds); an ongoing task is to collect data for comparison to the baseline.
Chapter 4 • Community Engagement									
4-26	4-17	School programs	Coordinating entity	12-Oct	13-Jul	9 mos	na	A, E, I	By 7/13 develop initial recommendations
4-29	4-17	History programs	Coordinating entity	12-Oct	13-Sep	12 mos	include in 2-36	A, E, I	15 programs conducted thru 9/13
4-30	4-17	Nature programs	Coordinating entity	12-Oct	13-Sep	12 mos	include in 2-36	A, E, I	15 programs conducted thru 9/13
4-34	4-20	Junior Ranger Program	Coordinating entity	12-Oct	13-Sep	12 mos	\$5,000	A, B, I	300 children participating thru 9/13
Chapter 5 • Preservation, Conservation & Stewardship									
5-1	5-4	County preservation coalition	Coordinating entity	12-Oct	13-Jun	12 mos	na	A	By 6/13 initiate coalition and meeting quarterly
5-2	5-4	Preservation Buffalo Niagara	Coordinating entity	12-Oct	13-Jun	12 mos	na	A	By 6/13 programmatic agreement w PBN
5-3	5-5	Greenway Commission	Coordinating entity	12-Oct	13-Jun	12 mos	na	A	By 6/13 regular coordination w Greenway Comm.
5-46	5-28	Alliance of National Heritage Areas	Coordinating entity	12-Oct	13-Jan	4 mos	\$2,000	A, B	By 1/13 support ANHA and engage partners
5-47	5-28	National Trust	Coordinating entity	12-Oct	13-Jun	12 mos	na	A	By 6/13 regular coordination w NTHP
Chapter 6 • Community Revitalization									
6-8	6-9	Communities working group	Coordinating entity	12-Oct	13-Jun	12 mos	na	A	By 6/13 regular coordination and meetings
6-10	6-9	Preservation Buffalo Niagara, Erie Canalway National Heritage Corridor	Coordinating entity	12-Oct	13-Jun	12 mos	na	A	By 9/13 initiate discussion w PBN & ECNHC
Chapter 7 • Management, Implementation and Business Plan									
7-1	7-4	Organize agendas	Coordinating entity	ongoing			na	A	Organization of agendas around plan topics
7-2	7-6	Standing committees	Coordinating entity	12-Oct	13-Jan	4 mos	na	A	By 1/13 organize standing committees
		Supporting actions concurrently implemented: 7-3, 7-4, 7-5, 7-8, 7-9, 7-33							
7-7	7-9	Letters of endorsement	Coordinating entity	ongoing			na	A	Obtain letters from all key partners
7-10	7-11	NPS interpretive services	Coordinating entity	12-Oct	13-Jan	4 mos	na	A	By 1/13 request technical assistance from NPS
7-12	7-11	MOU w NPS	Coordinating entity	12-Oct	13-Jul	10 mos	na	A	By 7/13 finalize memorandum of understanding
		Supporting actions concurrently implemented: 7-13							
7-30	7-20	Partner development	Coordinating entity	ongoing	13-Jun	9 mos	na	A	Ongoing relations / by 6/13 formalize program
		Supporting actions concurrently implemented: 7-16, 7-30, 7-22, 7-23, 7-24, 7-27							

Table 7.2 Implementation of High-priority Short-term Actions

Ref #	Page #	Description	Lead Organization	Estimated Timeframe Start (Yr-Mo)	Estimated Timeframe End (Yr-Mo)	Duration	Estimated Cost of Project	Funding Source*	Performance Goals
7-31	7-20	Partnership grants	Coordinating entity	12-Oct	13-Sep	12 mos	\$30,000	B, C	By 9/13 raise funds for 2013/14 grants
7-32	7-21	Ph 1 communications plan	Coordinating entity	12-Oct	13-Sep	12 mos	\$25,000	B, E	By 9/13 complete Phase 1 communications plan
7-36	7-24	Ph 1 development plan	Coordinating entity	12-Oct	13-Jun	9 mos	\$50,000	B, C, E	By 6/13 establish 3 year development plan
7-37	7-26	Staffing plan	Coordinating entity	12-Oct	13-Jun	9 mos	na	A	By 6/13 establish 3-year staffing plan
7-39	7-28	Financial mgmt system	Coordinating entity	12-Oct	13-Jan	4 mos	\$1,000	A, B	By 1/13 establish computer system & train staff
7-40	7-28	Financial procedures	Coordinating entity	12-Oct	13-Jan	4 mos	na	A	By 1/13 establish financial procedures
7-41	7-29	3-year strategic work plan	Coordinating entity	12-Oct	13-Jan	4 mos	na	A	By 1/13 establish 3-yr strategic work plan
7-42	7-29	Annual work plan	Coordinating entity	12-Oct	13-Jan	4 mos	na	A	By 1/13 establish annual work plan

* Project cost is for a single project over the duration shown, without regard to potential funding source's or sources' fiscal year(s); in the budgeting that follows this section, in many cases, these costs have been annualized or otherwise estimated in various ways to set up the four-year budget for which this work plan is a guide. It is not valid to sum or otherwise manipulate estimated costs here to reach any figures shown in the budget. Users should examine links, formulas, and assumptions carefully to understand how this work plan has formed the foundation of the estimated four-year budget that accompanies this worksheet, beginning with the worksheet entitled "General Expense Plan."

NFNHA Funding Sources for Phase 1 Projects

	Explanation
A	Cost of work item is to be covered primarily by administrative operating overhead of the NFNHA local coordinating entity as part of the annual work plan.
B[1]	Funding for the project is to be included as part of an annual appropriation request for National Heritage Areas submitted to the National Park Service.
C	Funding for the project is to be provided in part through fundraising efforts by the NFNHA local coordinating entity and its partners targeting corporate and/or individual donors.
D	Funding for the project is to be provided, all or in part, through an existing financial commitment made by an NFNHA partner agency or organization.
E	Funding for the project is to be provided, all or in part, through a proposed financial commitment made by an NFNHA partner agency or organization.
F[2]	Niagara River Greenway Commission Grants
G[3]	Western New York Regional Economic Development Council Consolidated Funding Application
H[4]	Certified Local Government grants
I[5]	National Park Foundation
X	Project funding from more than one grant source requiring preparation of detailed financial strategy.

[1] Program details for National Heritage Area annual appropriations

- *Administering organization*: National Park Service.
- *Project types*: Funds are potentially available for projects identified in the NFNHA management plan.
- *Eligible applicants*: Recognized local coordinating entities for active National Heritage Area programs.
- *Typical award amount*: \$300,000 for multiple projects and administrative costs. (However, Public Law 110-229 states that annual funding requests cannot exceed \$1 million and no more than \$15 million total over the program period.)
- *Funding match requirements*: Public Law 110-229 requires that matching funds be provided by local coordinating entity and partner organizations/agencies; documentation of all matching funds from other sources should be included in the appropriation request.
- *Submittal deadline*: See National Heritage Area program requirements and Niagara Falls National Heritage Area administrative agreement with the NPS; anticipated every year until May 8, 2023.

[2] Program details for Niagara River Greenway Commission Grants

- *Project types*: Funds are available for ...
- *Eligible applicants*: A municipal or non-profit organization partner located within the boundary of the Niagara River Greenway is needed to apply for this funding until non-profit status is achieved by the NFNHA local coordinating entity.
- *Typical award amount*:
- *Funding match requirements*:
- *Submittal deadline*: The third Tuesday of every other month starting in January of each year.

[3] Program details for New York State Regional Economic Development Council Consolidated Funding Applications

- *Project types*: The Consolidated Funding Application process is used to access grant resources currently available from multiple New York State agencies and authorities for community development, agricultural economic development, waterfront revitalization, energy improvements, environmental improvements, workforce development, direct assistance to businesses, and sustainability projects. Funds are potentially available for projects that are identified in the WNYREDC strategic plan.
- *Eligible applicants*: Local governments and non-profit organizations encouraging economic development and community revitalization located within the WNYREDC region.
- *Typical award amount*: The first round of grant funding for the new state program (2012) resulted in \$100.3 million awarded to 96 projects in the five county area.
- *Funding match requirements*: Depends on program.
- *Submittal deadline*: January and July each year.

[4] Program details for Certified Local Government Grants

- *Project types*: Funds are available for historic preservation planning projects including the identification, evaluation, nomination, and protection (excluding design and construction projects) of cultural resources in a community
- *Eligible applicants*: At the time this management plan was produced the City of Niagara Falls and the Village of Lewiston were eligible Certified Local Governments.
- *Typical award amount*: \$5,000 to \$15,000 range.
- *Funding match requirements*: Communities are encouraged to contribute funds or in-kind services equaling at least 40% of the total project cost.
- *Submittal deadline*: mid-July of each year.

[5] Program details for National Park Foundation Grants

- *Administering organization*: National Park Foundation
- Project types*: National Park System units, affiliated areas, regional, service and program offices, National Heritage Areas, National Wild and Scenic Rivers, National Historic Landmarks and National Trails
- *Eligible applicants*: small parks
 - *Typical award amount*: up to \$10,000
 - *Funding match requirements*: None
 - *Submittal deadline*: Ongoing
 - *Website*: <http://www.nationalparks.org>

Note: Although applications must be submitted by a National Park Service staff person, successful parks may direct a grant to a partner organization for a collaborative project.

Additional Funding Sources for Further Investigation

Community Foundation of Greater Buffalo – 21st Century Fund Grants

Administering organization: Community Foundation of Greater Buffalo

Project types : to support a high-impact project. Projects vary greatly, ranging from architectural restoration to the creation of urban farms. The 21st Century Fund is a special funding opportunity designed to support one high impact project every other year that is of strategic importance to Western New York. The Fund offers its members a unique opportunity to learn about key community issues and engage in a democratic, and participatory decision making process whereby each voting member of a broad, diverse, intergenerational membership has one vote to select the successful project. Through this process the organization hopes to develop a spirit of charitable giving among a new generation of leaders, encourage intergenerational philanthropy, and develop and enhance a spirit of mutual problem solving by members of our community.

- *Eligible applicants :* nonprofit 501(c)3 organizations
 - *Typical award amount :* \$100,000
 - *Funding match requirements :* None
- Submittal deadline :* RFP announced: July
 First applicant briefing session: September
 Second applicant briefing session: October
 Electronic applications received by: December
 Selection of semi-finalists: January
 Vote and winner announcement: February
- *Website :* <http://www.cfgb.org/for-nonprofits/for-grant-seekers/21st-century-fund-grants/>

Community Foundation of Greater Buffalo – Competitive Grants

Administering organization: Community Foundation of Greater Buffalo

Project types : Enhancing and leveraging significant natural, historic and architectural resources; Improving the region as a center for arts and culture

- *Eligible applicants :* nonprofit 501(c)3 organizations operating within the eight counties of Western New York
- *Typical award amount :* Not stated
- *Funding match requirements :* Not stated

Submittal deadline : Letter of Intent RFP posted online: January 1
 Letter of Intent submissions due: February 1 (submissions must be sent electronically through this website)
 Selected organizations notified to submit full applications: March 5
 Briefing for those invited to submit a full application: March 7 at 10:00 a.m.
 Selected organizations full applications due: April 2
 Funding decisions announced: May

Website: <http://www.cfgb.org/for-nonprofits/for-grant-seekers/community-foundation-grants>

Community Foundation of Greater Buffalo – Niagara Area Foundation Grants

Administering organization: Community Foundation of Greater Buffalo

• *Project types :* committed to supporting programs that will have maximum positive impact on Niagara County in the following categories: Health; Human services; Arts; Civic needs; Community development; Education; Environment. Preference will be given to grant applications that have the greatest impact on positive youth development and demonstrate collaboration with other organizations.

Eligible applicants : nonprofit 501(c)3 organizations operating within the eight counties of Western New York

- *Typical award amount :* \$10,000
 - *Funding match requirements :* None
- Submittal deadline :* RFP posted online: September 14, 2012

Application Deadline: October 15, 2012
 Notification to applicants: December 14, 2012

Website: <http://www.cfgb.org/for-nonprofits/for-grant-seekers/niagara-area-foundation-grants/>

Note for the three grant programs for the Community Foundation of Greater Buffalo described here: If invited to submit a full application for funding, arts and cultural organizations will be required to complete a Data Profile through the New York State Cultural Data Project (New York State CDP; www.nysculturaldata.org) and submit it to the Foundation for review.

J. Paul Getty Trust

- *Administering organization:* J. Paul Getty Trust
 - *Project types:* Conservation- art and heritage
 - *Eligible applicants:* The Getty Foundation supports individuals and institutions committed to advancing the understanding and preservation of the visual arts locally and throughout the world. The majority of our funding is through initiatives that target a particular issue or region, and that are carried out in collaboration with the other Getty programs—the J. Paul Getty Museum, the Getty Research Institute, and the Getty Conservation Institute.
 - *Typical award amount:* \$1,000- \$230,000
 - *Funding match requirements:* None
 - *Submittal deadline:* Ongoing
- Website:* <http://www.getty.edu/>

John R. Oishei Foundation

- *Administering organization:* John R. Oishei Foundation
 - *Project types:* “issues-based” funding: Strengthening Neighborhoods and Building Communities; Expanding the Impact of Regional Assets
 - *Eligible applicants:* 501(c)(3) non-profit organization
 - *Typical award amount:* \$1,000- \$2,000,000
 - *Funding match requirements:* Not stated
 - *Submittal deadline:* Ongoing
- Website:* <http://www.oisheifdt.org>

Niagara Community Foundation

- *Administering organization:* Niagara Community Foundation
 - *Project types:* Build community leadership; foster cooperative, collaborative and innovative approaches to community issues; address an identifiable community need; have an impact across the region; leverage other funds; show evidence of sustainability (if appropriate to the project)
 - *Eligible applicants:* charities or by municipalities working in collaboration with not-for-profit organizations
 - *Typical award amount:* \$500- \$50,000
 - *Funding match requirements:* Not stated
 - *Submittal deadline:* Ongoing
- Website:* <http://www.niagaracommunityfoundation.org/>

Western New York Foundation

- *Administering organization:* Western New York Foundation
 - *Project types:* Education; Urban and Rural Development; Arts, Culture, and Humanities; Housing, Park and Land Use
 - *Eligible applicants:* 501(c)(3) non-profit organization
 - *Typical award amount:* \$500-\$50,000
 - *Funding match requirements:* Not stated
 - *Submittal deadline:* November 30th and June 30th
- Website:* <http://www.wnyfoundation.org/>

PROJECTED BUDGET
FY 2013 - 2016

Overall Statement of Revenues and Expenses
THIS IS NOT A PLAN AND NO EVALUATION SHOULD BE BASED ON PROJECTIONS PROVIDED

A	B	C	D	E	F	G	H
3	Niagara Falls National Heritage Area						
4	Financial Plan, 7/10/12						
5	Projected Budget/Revenue & Expense - FY 2013 - 2015						
6		Fiscal Year (Federal - 10/1 - 9/30)					
7	Revenues	2013	2014	2015	2016	Assumptions/Notes	
8	Earned Revenue	1,000	2,050	3,503	4,558	Continued federal National Heritage Area funding is assumed for the purposes of these projections. See Income Plan for additional notes and assumptions. Projections are to be refined through a development plan to be undertaken in FY2013.	
9	Support (raised by supporting nonprofit)						
10	Commission Contributions	1,200	500	500	500		
11	Individual Contributions	0	1,000	2,000	4,000		
12	Corporate Contributions	15,000	30,000	50,000	80,000		
13	Corporate Contributions - Nonprofit Supporters	0	200	400	500		
14	Foundation Contributions	30,000	40,000	50,000	60,000		
15	Government - Municipalities (5)	20,000	20,000	20,000	20,000		
16	Government - County	20,000	20,000	20,000	20,000		
17	Government - State	20,000	20,000	20,000	20,000		
18	Government - Federal						
19	National Heritage Area annual allocation	300,000	300,000	300,000	300,000		
20	Other Federal Funding	0	0	0	0		
21	Special Events - Fundraising	5,000	10,000	20,000	25,000		
22	Other Public Support	112,718	1,022,674	543,962	296,134		
23	Subtotal - Revenues	524,918	1,467,124	1,031,065	831,392		
24	Total fundraising obligation projected during Phase 1 work plan	224,918	1,167,124	731,065	531,392	Expenses for management plan implementation activities are estimated based on the FY13 Work Plan provided with the management plan (Table 7.2, Implementation of High-priority, Short-term Actions), which emphasizes activities in the first three years. Therefore, the fourth year is light on demands for funds for program activities. See additional information in the Income Plan worksheet.	
25	Potential leverage by federal funds (cash match estimate only)	0.7	3.9	2.4	1.8	Factor shown here states the number of dollars to be expended in relation to each federal NHA program dollar; 1:1 is required (nonfederal dollars only may be used as match), therefore additional match must be identified for FY2013. Match here is calculated using cash only, but the value of in-kind services and donations is also permitted as match, including "off-budget" nonfederal cash and noncash expenditures by partners on projects where NHA funds form a portion of the project budget; such non-cash matches will (1) be available to increase the match for FY13 at least to 1:1, and (2) will increase the leverage shown.	
26	Expenses						
27	Core Activities and Administration					For detailed notes on expenses, see worksheets re Personnel Plan, Overhead Expense Plan, and Expense Plan.	
28	Staff Salary & Benefits - ex dir	50,625	84,299	95,481	98,345		
29	Staff Salary & Benefits - project mgr	38,400	49,440	50,923	52,451		
30	Staff Salary & Benefits - community outreach & communications dir	9,000	37,080	38,192	39,338		
31	Staff Salary & Benefits - development specialist	0	18,000	36,000	37,080		
32	Professional Assistance (accounting, fundraising, other admin)	29,408	56,646	66,179	56,804		
33	Overhead (office expenses, travel costs)	30,485	34,109	37,612	39,478		
34	Management Plan Implementation Activities						
35	Family of publications & other printing	25,000	31,250	39,063	30,000		
36	Opening of interim interpretive center	0	220,000	55,000	57,750		
37	Orientation kiosks (5)	0	50,000	0	0		
38	Program grants	40,000	40,000	40,000	40,000	Will generate off-budget matching funds.	
39	Interpretive plan	135,000	45,000	0	0		
40	Implement interpretive plan	0	705,000	495,000	300,000		
41	Branding and identity	30,000	30,000	5,000	0		
42	Phase 1 website	25,000	30,000	36,000	43,200		
43	Junior Ranger program	5,000	5,250	5,513	5,788		
44	Partnership grants	30,000	30,000	30,000	30,000	Will generate off-budget matching funds.	
45	Phase 1 communications plan	25,000	0	0	0		
46	Phase 1 development plan	50,000	0	0	0		
47	Install financial management system	1,000	0	0	0		
48	Workshops/gatherings	1,000	1,050	1,103	1,158		
49	Reserve	0	0	0	0		
50	SUBTOTAL - Expenses	524,918	1,467,124	1,031,065	831,391		
51	Bottom Line: Excess Revenue Over Expense	0	0	0	0		

PROJECTED BUDGET

FY 2013 - 2016

General Expense Plan - Rough Projection

THIS IS NOT A PLAN AND NO EVALUATION SHOULD BE BASED ON PROJECTIONS PROVIDED

	B	C	D	E	F	G	H
2	Niagara Falls National Heritage Area						
3	Financial Plan, 7/10/12						
4	General Expense Plan						
5		Fiscal Year (Federal - 10/1 - 9/30)					
6	Expense Item	2013	2014	2015	2016		Assumptions/Notes
7	Core Activities and Administration						Amounts for personnel are "cost of position," not salary
8	Staff Salary & Benefits - ex dir	50,625	84,299	95,481	98,345		See Personnel Plan
9	Staff Salary & Benefits - project mg	38,400	49,440	50,923	52,451		See Personnel Plan
10	Staff Salary & Benefits - community outreach & communications di	9,000	37,080	38,192	39,338		See Personnel Plan
11	Staff Salary & Benefits - development specialis	0	18,000	36,000	37,080		See Personnel Plan
12	Professional Assistance (accounting, fundraising, other admin	29,408	56,646	66,179	56,804		See Personnel Plan
13	Overhead (office expenses, travel costs)	30,485	34,109	37,612	39,478		See Overhead Expense Plan
14	Projects						
15	Family of publications & other printing	25,000	31,250	39,063	30,000		
16	Opening of interim interpretive center		220,000	55,000	57,750		2015, 2016 show estimated costs for operations and ordinary improvements (25% in 2015, 25% in 2016 plus 5% allowance for inflation)
17	Orientation kiosks (5 - design, fabricate, install)		50,000				
18	Program grants	40,000	40,000	40,000	40,000		
19	Interpretive plan	135,000	45,000				
20	Implement Phase 1 interpretive exhibit		705,000	495,000	300,000		
21	Branding and identity	30,000	30,000	5,000			FY2014, 2015 estimates are for implementation cost:
22	Later stages of Phase 1 website development/social media/mobile technology	25,000	30,000	36,000	43,200		Stage 1 of Phase 1 website development is to be paid with FY12 funds in the amount of \$20,000. FY14-FY16 show assumption that investment in the website will continue throughout Phase 1 in additional stages, increasing by 20% per year.
23	Junior Ranger program	5,000	5,250	5,513	5,788		
24	Partnership grants	30,000	30,000	30,000	30,000		
25	Phase 1 communications plan	25,000					Cost of updating the communications plan from time to time can be paid for through the sums set aside for consulting.
26	Phase 1 development plan	50,000					Expenses after 2013 planning effort are incorporated into personnel plan, in the sum set aside for consulting in FY2014, and then partially for consulting in FY2015 and thereafter, and partially for staffing beginning in FY2015.
27	Install financial management system	1,000					
28	Workshops/gatherings	1,000	1,050	1,103	1,158		
29	SUBTOTAL - Expenses	524,918	1,467,124	1,031,065	831,391		

PROJECTED BUDGET
FY 2013 - 2016

Personnel Plan - Rough Projection

THIS IS NOT A PLAN AND NO EVALUATION SHOULD BE BASED ON PROJECTIONS PROVIDED

Niagara Falls National Heritage Area							
Financial Plan, 7/10/12							
Personnel Expense Plan							
Position #	Year Hired	Salaried Personnel	Fiscal Year (Federal - 10/1 - 9/30)				Assumptions/Notes
			2013	2014	2015	2016	
1	2011	Project Manager & Education Specialist	38,400	49,440	50,923	52,451	Salaries shown include full cost to the organization (that is, salary plus cost of benefits* 80% in first two years, FY2013 is second year; with partially funded benefits*, est. COLA raises of 3%; starting salary \$40,000 annualized
2	2013 - 2nd qtr	Executive Director	50,625	84,299	95,481	98,345	75% in first 12 months, start date January 1, 2013; starting salary is \$75,000 annualized, with benefits*, 3% COLA raises
3	2013 - last qtr	Community Outreach & Communications Directo	9,000	37,080	38,192	39,338	Starting salary \$30,000 annualized, start date July 1, 2013; est. COLA raises of 3%
4	2014 - 3rd qtr	Development Director		18,000	36,000	37,080	Half time thru 2016, with partially funded benefits*, est. COLA raises of 3%; starting salary \$60,000 annualized (development expertise prior to this is hired on contractual basis
		Subtotal, Salaries & Fringe*	98,025	188,819	220,597	227,214	
		Number of FTE (full-time equivalent)	1.31	2.50	3.50	3.50	
		Professional fees: other (contractual assistance)	29,408	56,646	66,179	56,804	Approx 30% of staffing budget until fourth year; 25% thereafter; consulting fees for special projects may require more or less from year to year and should be forecast through strategic planning; may include: accounting, ongoing or periodic data collection for comparison to the baseline (collected during FY12), marketing & communications professionals, graphic designers, fundraising professionals, legal fees, public relations, honoraria, interns, temps, and others
		GRAND TOTAL - STAFFING	127,433	245,465	286,776	284,018	*Benefits are estimated at 20% for full-time (full benefits) and part-time (partial benefits); includes payroll taxes, health benefits, disability, workers' compensation, pension and retirement, and other benefits to be established in a personnel policy

PROJECTED BUDGET
FY 2013 - 2016

Overhead Expense Plan - Rough Projection

THIS IS NOT A PLAN AND NO EVALUATION SHOULD BE BASED ON PROJECTIONS PROVIDED

	B	C	D	E	F	G	H
2	Niagara Falls National Heritage Area						
3	Financial Plan, 7/10/12						
4	Overhead Expense Plan						
5		Fiscal Year (Federal - 10/1 - 9/30)					
6	Overhead Item	2013	2014	2015	2016	Assumptions/Notes	
7						Note: Annual increases of 5% assumed unless otherwise indicat	
8	Insurances - public & employee liability insurance, directors' & officers insurance, workman's comp	2,000	2,100	2,205	2,315		
9	Interest expense					For borrowing on line of credit - this may not be available to a federal commissi	
10	Annual audit or financial review	7,500	7,875	8,269	8,682	Does not include production of annual repo	
11	Office Expenses						
12	Office rental	0	0	0	0	In-kind contribution assumed	
13	Dues and subscription:	2,000	2,000	2,000	2,000	Annual dues, Alliance of National Heritage Area	
14	Office supplies and expens	1,000	1,050	1,103	1,158	Does not include printing or copyin	
15	Postage & delivery	500	550	605	666	10% annual increase assume	
16	Cell phone	853	1,625	2,275	2,275	650/year per FTE (see Personnel Plan); no adjustment for inflatic	
17	Copying	500	525	551	579	Does not include reproduction of family of publications or other bulk printing nec	
18	Equipment, furnishing:	2,000	2,000	2,100	2,205		
19	Software/computer maintenanc	1,500	1,575	1,654	1,736		
20	Website maintenance	6,000	6,600	7,260	7,986	10% annual increase assume	
21	Travel, New York State	1,457	2,775	3,885	3,885	Staff to use personal cars, to be reimbursed at current IRS rate for mileage of \$.555/mi/2012; 2000 mi/FTE (on average) is estimated, for FTE see Personnel Pla	
22	Travel, outside state	5,175	5,434	5,705	5,991	One representative of NFNHA Commission/staff to travel to annual meeting of the Alliance of National Heritage Areas, plus two trips for NPS regional meetings per year, total of three trips; for each trip, estimate includes airfare @ \$600 (or mileage or train, etc.); per diem @ federal rate (estimated \$50/da, \$ days) to cover meals, local transport, incidentals; hotel \$200/night, 4 nights; airport parking @\$75; does not include NYS mileage	
23	Total	30,485	34,109	37,612	39,478		



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