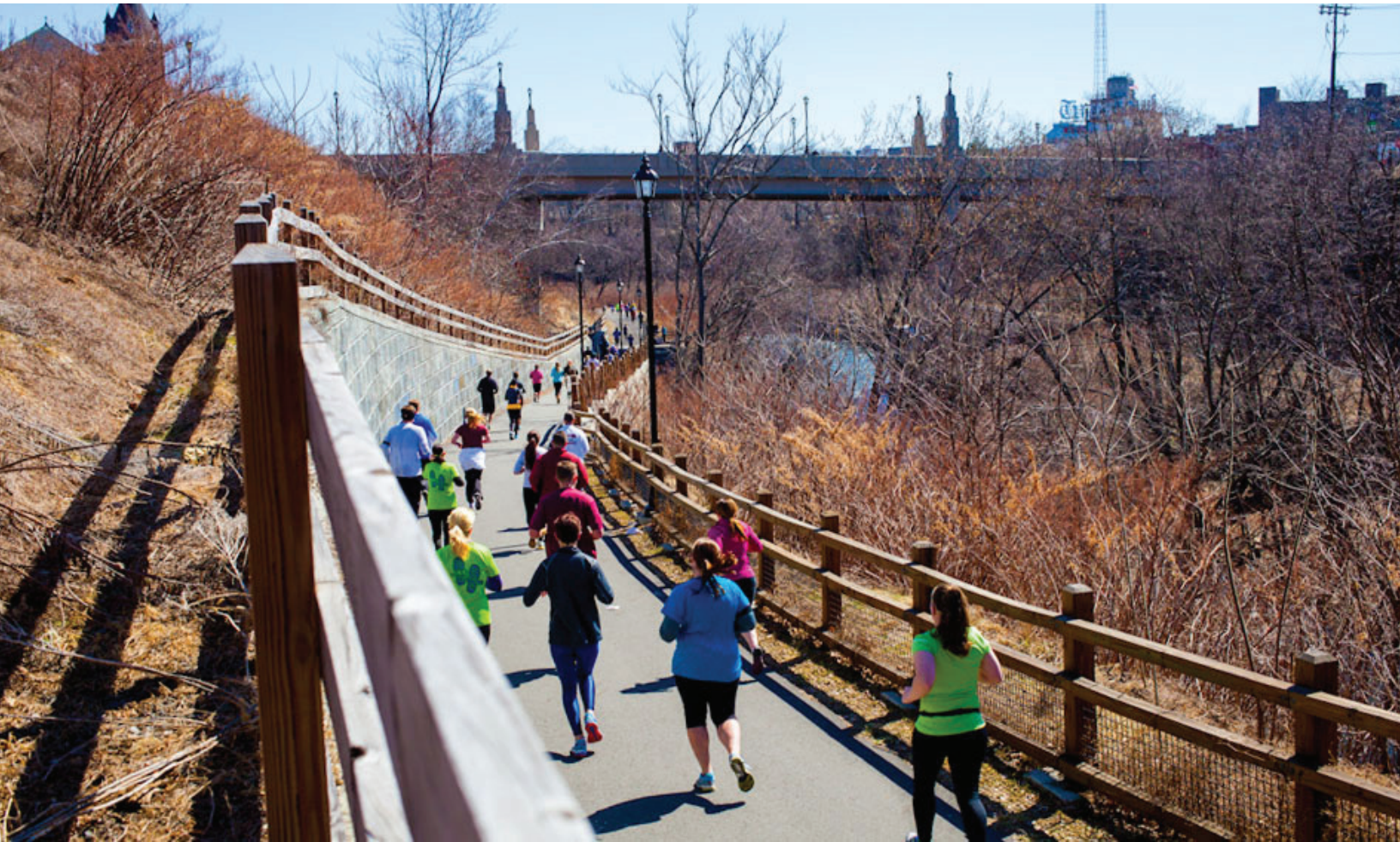


Lackawanna Valley National Heritage Area

Evaluation Findings



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July 2015

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Executive Summary

Purpose of the Report

The purpose of this report is to evaluate the accomplishments, investments, and sustainability of the Lackawanna Valley National Heritage Area from its inception to the present (review period 2000 to 2015).

In 2000, the U.S. Congress officially designated the Lackawanna Valley National Heritage Area (LVNHA) through P.L. 106-278, becoming one of 23 NHAs at the time; there are currently 49. In January 2014, LVNHA's funding sunset was extended to 2015 (P.L. 113-76), and in December 2014, Congress extended this date once more to 2021 (P.L. 113-291).

NHAs are deemed to represent nationally important historical, cultural, and/or natural resources, and are charged with enhancing and maintaining this heritage for the public. The LVNHA encompasses the Lackawanna River watershed, including most of Lackawanna County, and parts of Luzerne, Susquehanna, and Wayne Counties. The authorizing legislation specifically noted the anthracite and anthracite-related industries (anthracite mining, iron-making, textiles, rail transportation) as nationally significant, and referenced the social and cultural traditions of the region's residents, as well as the regional labor movement's role in contributing to the development of labor unions and improving conditions for workers.

The LVNHA's authorizing legislation named the Lackawanna Heritage Valley Authority (LHVA), a municipal authority in Scranton, Pennsylvania, as the management entity of the heritage area. In 2008, Heritage Valley Partners (HVP) was established as a non-profit organization to serve as the developmental partner of LHVA by garnering additional funding and support to further LVHA's goals. HVP and LHVA share an executive director and three board members.

Lackawanna Valley National Heritage Area (LVNHA): the National Heritage Area designated by Congress in 2000 encompassing the Lackawanna River watershed.

Lackawanna Heritage Valley Authority (LHVA): the municipal authority that serves as the coordinating entity for the LVNHA.

Heritage Valley Partners (HVP): a non-profit organization established in 2008 to generate funding and other support to expand the LHVA's work.

Congress has mandated the evaluations of many of the existing NHAs to review their accomplishments. The reauthorizing legislation for the LVNHA requires an evaluation to be conducted for consideration of a funding extension when the timeframe of the current authorized funding comes to a close.

Key Evaluation Questions

Evaluation Question 1 Based on its authorizing legislation and general management plan, has the heritage area achieved its proposed accomplishments?

Evaluation Question 2 What have been the impacts of investments made by Federal, State, Tribal and local government and private entities?

Evaluation Question 3 How do the heritage area's management structure, partnership relationships, and current funding contribute to its sustainability?

The key findings from the LVNHA evaluation are organized by three questions introduced in Section 1 and derived from Public Law 110-229, serving as a framework for this evaluation.

Key Findings

Evaluation Question 1 Based on its authorizing legislation and general management plan, has the heritage area achieved its proposed accomplishments?

As part of the evaluation process, the legislated purposes for the LVNHA and the goals of the management plan were articulated into four Activity Areas that framed the inquiry (see Figure 1.1). **This evaluation has determined that over the last 15 years, the LVNHA coordinating entity, LHVA, has addressed the legislated purposes and goals outlined in the management plan through the federal resources provided.** Its efforts have centered on Historic Preservation, Cultural Conservation, & Local Heritage; Interpretation & Education; Community & Economic Development, Tourism & Marketing; and Environmental Conservation & Recreation. A more complete assessment of the accomplishments and impacts in each of the areas is provided in Section 3.

Activity Area #1: Historic preservation, cultural conservation, and sustaining local heritage. Since 2000, efforts toward historic preservation, cultural conservation, and sustaining local heritage have included both traditional and more creative approaches, and have touched on all aspects of the heritage as noted in the LVNHA's authorizing legislation. LHVA has contributed funds toward restoring National Register-listed properties, but also to restoring artifacts and hardware from the region's history in the anthracite coal industry, the electric trolley system, railroading, ironmaking, and lacework. In addition, the region has rich ethnic diversity, owing to waves of mainly European immigrants settling in the area to work in the mining (and other) industries; LHVA works to support the maintenance and knowledge of these cultures through funding ethnic festivals, educational programming, and documentaries about these groups. LHVA usually funds or supports the work in preserving artifacts and information of historical or cultural significance via its partners rather than directly (although there are a few examples of direct involvement). These partners, and the specific projects selected for support, are fully

Figure 1.1 LVNHA Purposes, Goals, and Activities

Purposes as Specified in Legislation	LVNHA Management Plan Goals	LVNHA Activities
<p>Foster close working relationship among all levels of government, the private sector, and the local communities in the region, and enable the communities to conserve their heritage while continuing to pursue economic opportunities</p> <p>Conserve, interpret, and develop the historical, cultural, natural, and recreational resources related to the industrial and cultural heritage of the four-county region (Lackawanna, Luzerne, Wayne, and Susquehanna Counties)</p>	<p>Facilitate partnerships and strengthen local capacity</p> <p>Tell the Lackawanna Valley's story</p> <p>Preserve and enhance the physical character and economic vitality of communities in the Lackawanna Valley</p> <p>Improve the visitor experience</p> <p>Reconnect communities to the Lackawanna River</p>	<p>Historic Preservation, Cultural Conservation, & Local Heritage</p> <p>Interpretation & Education</p> <p>Community & Economic Development, Tourism & Marketing</p> <p>Environmental Conservation & Recreation</p>

relevant to the purposes and goals of the LVNHA; via these efforts, LHVA has contributed to the preservation and conservation of history and culture; moreover, the events, films, and exhibits that display this heritage are now available to the public and are viewed by both community members and visitors every year.

In addition to specific projects and events, LHVA hosts the Heritage Valley Roundtable (HVR), a monthly gathering of community members and organizational representatives working toward the preservation and/or conservation of historic and cultural resources. Key informants spoke of the important role that is played by the HVR in connecting partners, sharing information, and coordinating activities with similar purposes.

Overall, the evaluation found that these activities contributed to the protection and conservation of resources; visitation of LVNHA's historic and cultural sites; and complementary and harmonized efforts by diverse community members and groups. Further, making additional heritage resources available to the public has likely increased awareness, understanding, and pride in heritage history and ethnic diversity, which several key stakeholders found to be quite compelling.

Activity Area #2: Education and interpretation. LHVA's key activities related to education and interpretation have included developing exhibits and interpretive displays, funding projects that connect people to environmental, historic, and cultural resources, and providing mini-grants for education and community outreach. For example, LHVA partially funds and co-executes the Heritage Explorer Train in August of each year, providing a discounted fare on a historic locomotive. A total of 85 mini-grants at \$500 each have been disbursed to educators in at least 12 school districts across the region. Although we do not have data for all years of the review period (2000-2015), LHVA reported participation in education programs run by themselves or a partner between 169,000 and 283,000 each year from 2007 to 2012. In addition, the documentaries and exhibits that LHVA has supported

are discussed under another activity area (Historic and Cultural Conservation), but have also contributed to the education of Lackawanna Heritage Valley (LHV) residents and visitors.

LHVA has run or supported numerous activities over the past 15 years that include free or reduced-priced events and programming in addition to their educational mini-grants that reach students primarily via school systems. Lastly, several stakeholders conveyed their perceptions that awareness, understanding, and pride in heritage history and ethnic diversity not only has developed over time, but that much of the increase should be attributed to development of the LVNHA and related resources. **Therefore, the evaluation found that LHVA's activities in this area provided access to educational opportunities for both local and visiting families; and contributed to awareness, understanding, and pride in heritage history and ethnic diversity.**

Activity Area #3: Community development, economic development, tourism, and marketing. Activities in this area span a broad range. Community development programming involves events and projects that enrich community life, but may not have direct educational or historic preservation goals. In many cases, however, LHVA still utilizes a heritage resource, such as a historic steam engine for the Santa Train that operates between 6 area communities for an annual event, and has become a beloved community tradition; or the Arts on Fire Festival, an annual arts festival that centers on historic iron furnaces in Scranton. Attendance at these (and other similar) events has increased over time and key informants confirmed their popularity and importance to local communities. In addition, LHVA provides many opportunities for residents to engage in their communities through volunteerism, with trail and river cleanups, events, and other activities. Their coordinated volunteer program, Ambassadors in Action, draws hundreds of volunteers each year.

Economic development activities for LVHA take the form of feasibility or impact studies, and as programs or projects that often double for other purposes.

For example, the Lackawanna Greenway and the Lackawanna River Heritage Trail (LRHT) are drivers of economic development, while also providing recreational resources for local communities (a publication by the National Park Service¹ indicated that rivers, trails, and greenways “have the potential to create jobs, enhance property values, expand local businesses, increase local tax revenues, decrease local government expenditures, and promote a local community,” (p. III)). LHVA has made efforts to demonstrate this potential for their own activities and sites by quantifying the economic impact. In 2009, a LRHT user survey and economic impact analysis conducted by LHVA and partners showed that many LRHT users contributed economically to the area, such as purchasing soft goods on their trip to the LRHT, purchasing items related to LRHT usage, or staying overnight in conjunction with visits to the LRHT. Further, an economic impact study commissioned and co-authored by LHVA in 2014 indicated that the total effect of the LVNHA exceeded \$31 million. In addition, LHVA engages in marketing and tourism activities via a range of approaches that include a website, brochures, and promotional videos.

The evaluation found that LHVA's activities contributed to the visibility and promotion of LHV historic and cultural message; visitation; financial and human capital capacity for others to contribute to LHV goals; tourism and investment in the region from businesses; and quality of life for residents in the LHV.

Activity Area #4: Environmental conservation and recreation. LHVA's investments toward environmental conservation and recreation represent their most substantial efforts, and they have been quite successful in both providing opportunities and attracting residents and visitors to take advantage of them. The LRHT is considered LHVA's “signature” project that they fund, lead, manage, and publicize. LHVA staff work to close gaps in the LRHT, maintain existing segments, and provide amenities for users. In addition, they use the

LRHT as a linear park and event space, holding a variety of recreational, educational, and community events on the LRHT itself. It is important to note that the LRHT is part of a system that spans more than 70 miles and connects LHV communities; therefore, the LRHT is a core opportunity to provide an important community and economic resource to the entire region, especially the smaller or less prominent localities in the LHV who do not have the populations or historic assets to match Scranton's. Additionally, although the LRHT fits easily in this activity area, it is used in many ways that contribute to the outcomes associated with other activity areas. For example, the LRHT is a driver of economic development and serves as an event space for educational programming. LHVA's analysis of their 2009 LRHT user survey estimated that there are about 128,000 visits to the LRHT annually, and the evaluation team's interviews with key informants and conversations with community members indicated that the LRHT is highly valued and used by communities.

In addition to developing and holding events on the LRHT, LHVA has contributed to environmental conservation and recreation through numerous other programs; a few examples include volunteer cleanups and events on the Lackawanna River, administrating the TreeVitalize Metro Program in local municipalities, and hosting the Conservation Alliance of more than 80 organizations and community members. Environmental activities overlap with those in other activity categories as well, since many of the programs that LHVA supports regarding the environment also serve to educate community members, especially schoolchildren, about the environment and how they can interact with it.

LHVA's activities in this area have contributed to the protection, conservation, and stewardship of natural and scenic resources; the continued development of the LRHT; increased quality of life for residents in the LHV; and have likely contributed to increased awareness, understanding, and pride in natural resources.

Cross-category summary points. **LHVA's activities are in line with the purposes outlined in their authorizing**

¹ U.S. Department of the Interior: National Park Service. (1995). Economic impacts of protecting rivers, trails, and greenway corridors: A resource book. Available at http://www.nps.gov/pwro/rtca/econ_all.pdf

legislation and to the goals identified by their management plan. The level of LHVA's involvement in specified activities ranges from providing nominal sponsorship money to full funding and leadership of an event or program. Key informants indicated that whereas LHVA originally provided larger grants, the amounts have decreased and LHVA is now looked to more for support, technical assistance, and small funding as opposed to larger amounts of money. This reflects a strategic shift in LHVA's agenda toward leading and/or managing activities themselves (or in strong partnership with other organizations). Given this, **some of the activities that LHVA supports with small sums of money might be able to subsist without it, but the work that is spearheaded by LHVA, often representing activities and assets of value to the community, would not be sustainable without their efforts.** Indeed, interviewees indicated that LHVA plays a critical role in fostering collaboration and coordination, and in mediating differing priorities and interests both within and between communities. Several respondents felt that it is unlikely that any other organization could fill this role effectively.

The Management Action Plan developed in accordance with designation as an NHA was issued in 2004, and has not been officially updated since. Current LHVA leaders utilize the plan (and its predecessors prior to NHA designation) as guides, ensuring that their work furthers the major goals that the plans articulated. Flexibility in operationalizing the broader goals of the LVNHA without being limited to implementing every suggestion in the plan has allowed LHVA to strategically adapt to changing conditions in its funding situation (sources, amounts, funder priorities), project feasibility, and community needs. Over time, the relative emphasis, funding, and staff support devoted to each of the activity areas has varied as LHVA considered its role and future strategically.

Evaluation Question 2 What have been the impacts of investments made by Federal, State, Tribal and local government and private entities?

The evaluation assessed how the investments made to the LVNHA coordinating entity, LHVA, were used to support the goals and mission of the LVNHA and the impacts of these investments in fulfilling the purpose of the legislation. **Based on our analysis, LHVA has successfully met and exceeded the 50 percent federal funding match requirements over the entire funding period.** From 2000 to 2014, the LHVA successfully obtained matching funds for each year since funding began. The total match ratio was 0.36, with a total of over \$12.0 million in matching funds to \$7.1 million NPS/Heritage Partnership Program (HPP) funds through the end of fiscal year 2014. LHVA has successfully leveraged the NPS/HPP dollars to attract funding from other state and local sources such as State of Pennsylvania, Lackawanna County Commissioners, and federal Transportation Enhancements Program and to generate its own revenue through rental income, LRHT maintenance income, contributions from partner organizations, and the sale of the Lackawanna Heritage Center building.

The LHVA expended funds in fulfillment of the LVNHA goals and objectives specified in the legislation. The largest expenditures have occurred in the area of parks and restoration (72% of funding), which includes activities such as environmental programming and initiatives, LRHT, and Lackawanna Heritage Valley Riverfront Greenway. Regarding the amount of funding spent on other programmatic areas, the second largest amount of spending (13% of funding) occurred in the area of community development, which included activities such as guide and trails book development, special events, Partnership Grants Program; National Heritage Corps; heritage area education and promotion; and Community Challenge Grants. Historic preservation, cultural conservation, and public involvement and programming (11%) and education and exhibits (4%) rounded out the programmatic spending areas. **The evaluation concludes that the LHVA has been fiscally responsible in expending funds for programmatic and operational activities as it pertains to the authorizing legislation and management goals.**

Evaluation Question 3 How do the heritage areas management structure, partnership relationships, and current funding contribute to its sustainability?

To guide the assessment of sustainability, we have adopted the definition developed by NPS with the assistance of stakeholders from a number of NHAs. Sustainability for an NHA is defined as follows:

“...the National Heritage Area coordinating entity’s continuing ability to work collaboratively and reciprocally with federal, state, community, and private partners through changing circumstances to meet its mission for resource conservation and stewardship, interpretation, education, recreation and economic development of nationally significant resources.”

In terms of the heritage area management structure and partnership relationships, the evaluation found that LVNHA has the governance in place and partner relationships to operate a sustainable NHA organization. The Board of Directors for LHVA and its current Executive Director provide an appropriate level of leadership and oversight that ensures that the LHVA is actively working towards adaptive management and strategic planning. Along with their more than 100 partners,

which include federal, state, and local governments, educational, historical, and environmental organizations, libraries, local businesses, other non-profit organizations, and more, LHVA actively works toward meeting the goals established for LVNHA.

The LVNHA coordinating entity has been successful at generating revenue from non-Federal sources in addition to NPS/Heritage Partnership Program (HPP) funding, which can support limited activity. However, the NPS NHA designation and funding are critical to continued sustainability of core LVNHA activities. NPS funding has provided flexibility, a consistent source of discretionary and operational funds, and the ability to leverage other resources from state agencies. If the NPS/HPP funding is reduced or eliminated, the general view among those interviewed is that progress towards meeting the goals of LVNHA would be severely restrained, and that many core activities (e.g., ambassador tours, educational mini grants, LRHT) would halt completely. Almost without exception, interviewees who were asked about this topic noted the importance of the NHA designation to the LVNHA and its capacity. Heritage Valley Partners, a non-profit organization sharing LHVA’s Executive Director, will be of strategic importance in fundraising for LHVA, but will likely be unable to replace critical funding from NPS/HPP for operational and programmatic activities.

Structure of the Report

The report is divided into 5 sections

Section 1 defines and describes the National Heritage Areas (NHA) and NHA coordinating entities in general and describes the evaluation methodology. It also introduces the Lackawanna Valley National Heritage Area (LVNHA) which is the focus of this evaluation report.

Section 2 provides an overview of the LVNHA, the structure of the coordinating entity, LHVA; the authorizing legislation, mission and goals; and relationships between community and NPS partners.

Section 3 explores the first evaluation question, “Based on its authorizing legislation and general management plan, has the heritage area achieved its proposed accomplishments?” It describes the LVNHA’s goals and objectives as required by the authorizing legislation and management plan; the relationship of these goals to program areas and activities; and the LHVA’s relationship with various NPS organizations.

Section 4 explores the second evaluation question, “What have been the impacts of investments made by Federal, State, Tribal and local government and private entities?” It provides an overview of the investments made in the LVNHA and an analysis of how the LHVA has used the investments, and their impact.

Section 5 explores the third evaluation question, derived from legislation (P.L. 110-229), “How do the coordinating entity’s management structure, partnership relationships, and current funding contribute to the NHA’s sustainability?” This section presents an analysis of the interrelationship of the LVNHA’s staffing and ability to obtain resources and the sustainability of the LVNHA.

Section 1 – Introduction

1.1 National Heritage Areas

An NHA is a designation given by the United States Congress to an area that has places and landscapes that collectively represent a unique, nationally important American story. An NHA can be any size and is intended to encourage conservation and an appreciation of the natural, cultural, historic, and scenic resources that have been shaped by the area’s geography and history of human activity.

A coordinating entity or management entity is typically the organization within the NHA boundary that is tasked with bringing together diverse interests, goals and activities, resources and efforts to define and work collectively toward the common goals of the NHA. The coordinating entity is charged with the responsibility for developing and implementing a management plan that will achieve the goals specified in the heritage area’s enabling legislation. It also manages the federal and additional funding obtained by the heritage area. The coordinating entity may be a federal commission, state agency, local university, local government, or nonprofit organization. The coordinating entity usually creates an Advisory Board and/or working groups whose members provide a balanced representation of diverse interests, disciplines, backgrounds, and ethnicities to plan and implement actions that meet the requirements of the heritage area legislation and plans. Members of the Boards or working groups may include elected officials, nonprofit practitioners, business representatives, librarians, historians, naturalists, landscape architects, educators, and civic organization leaders.

1.2 Report Purpose

“...National Heritage Areas are places where natural, cultural, historic, and scenic resources combine to form a cohesive, nationally important landscape arising from patterns of human activity shaped by

geography.”² Since President Reagan signed the law establishing the first NHA on August 24, 1984, Congress has officially authorized 49 NHAs, each with federal funds provided over a subsequent amount of years as specified in the authorizing legislation. Oversight of this program was assigned to the National Park Service (NPS). The purpose of this report is to document the evaluation findings and accomplishments of the LVNHA since its designation, and to establish whether it has succeeded in meeting the goals established by the authorizing legislation.

This evaluation follows three previous rounds of NHA evaluation projects:

2008 - Development of a National Heritage Area Evaluation Strategy: Report on Phase 1 (NPS Conservation Study Institute)

Based on The Conservation Study Institute’s experience conducting evaluations of three Heritage Areas

- John H. Chaffee Blackstone River Valley National Heritage Corridor, 2005
- Delaware and Lehigh National Heritage Corridor, 2006
- Cane River National Heritage Area, 2008

Incorporated substantial input from the Alliance of National Heritage Areas (ANHA) Peer-to-Peer Committee

Provides a comprehensive overview of the core ingredients, guiding strategies, implementation activities, and accomplishments of a generic heritage area

² National Park System Advisory Board. “Charting a Future for National Heritage Areas.” Available online at <http://www.nps.gov/history/heritageareas/NHAreport.pdf>

2009 – First congressionally mandated evaluations (CPM/Westat)

The Center for Park Management conducted an evaluation of the Essex National Heritage Commission which:

- Built on the structure and content of the program models developed by CSI
- Differed from the CSI evaluations in its objectives and focus; focused on the processes that heritage areas make use of in order to accomplish their goals and the role and benefits of partnership and collaboration
- Focused on outcomes as they related to the authorizing legislation and general management plan, the impact of financial investments, and the role of partnerships in the sustainability of Essex National Heritage Area

CPM/Westat evaluations of Augusta Canal NHA and Silos and Smokestacks NHA build on CPM's evaluation of the Essex National Heritage Commission.

- Differs from the first CPM evaluation in that it focuses on developing a replicable model of evaluation that can be conducted by a consultant working for NPS.
- Model is based on triangulated qualitative data collection through topic-centered interviews and document review. It does not include large-scale surveys due to cost and OMB Paperwork Reduction Requirement issues.

2012 – Six Congressionally-mandated evaluations (Westat)

- Tennessee Civil War National Heritage Area; South Carolina National Heritage Corridor; Hudson River Valley National Heritage Area; National Coal Heritage Area; Ohio and Erie Canal National Heritage Corridor; Rivers of Steel National Heritage Area
- Followed model used for Augusta Canal National Heritage Area and Silos and Smokestacks National Heritage Area
- Based on the findings from each evaluation, the Secretary of the Interior prepared a report to Congress with recommendations regarding the future role of NPS with respect to each NHA.

2015 – Additional Congressionally-mandated evaluations (Westat)

There are currently four 2015 evaluations underway on the following heritage areas/ corridors: Lackawanna Valley National Heritage Area, Last Green Valley National Heritage Corridor, Yuma Crossing National Heritage Area, and MotorCities National Heritage Area. These evaluations are also based on the model used for the 2012 evaluations. These evaluations were referenced in Public Law 113-291 which states: (B) Evaluation.--An evaluation conducted under subparagraph (A)(i) shall (i) assess the progress of the local management entity with respect to—

- (I) accomplishing the purposes of the authorizing legislation for the national heritage area; and
- (II) achieving the goals and objectives of the approved management plan for the national heritage area;

- (ii) analyze the investments of Federal, State, tribal, and local government and private entities in each national heritage area to determine the impact of the investments; and
- (iii) 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.³

The legislation also goes on to state that authorization shall be to 2020 if an evaluation is not performed, and to 2021 if an evaluation under the auspices of the Department of Interior is performed. This report focuses on the Lackawanna Valley National Heritage Area.

1.3 Lackawanna Valley National Heritage Area

The Lackawanna Valley National Heritage Area (LVNHA) encompasses the Lackawanna River watershed in northeastern Pennsylvania, comprising most of Lackawanna County, and parts of Luzerne, Susquehanna, and Wayne Counties. Key aspects of the heritage include the anthracite and anthracite-related

³ <http://www.gpo.gov/fdsys/pkg/PLAW-113publ291/html/PLAW-113publ291.htm>

industries (anthracite mining, iron-making, textiles, rail transportation), as well as the social and cultural traditions of the region’s residents. In addition, the regional labor movement played a role in contributing to the development of national labor unions and improving conditions for workers. See Table 1.1 for an overview of the LVNHA.

The authorizing legislation (P.L. 106-278), outlined two broad-based purposes for the LVNHA:

- Foster close working relationship among all levels of government, the private sector, and the local communities in the region, and enable the communities to conserve their heritage while continuing to pursue economic opportunities
- Conserve, interpret, and develop the historical, cultural, natural, and recreational resources related to the industrial and cultural heritage of the 4-county region (Lackawanna, Luzerne, Wayne, and Susquehanna Counties)

Overview Area	LVNHA Description
Designation	1991: The Lackawanna Heritage Valley (LHV) is designated as the first State Heritage Area in Pennsylvania by Governor Robert P. Casey 2000: The LHV is designated via P.L. 106-278 as an NHA by Congress 2014: Funding for the LVNHA is reauthorized via P.L. 113-76 through 2021 by Congress
Location	Northeastern Pennsylvania
Area of Encompassment	Lackawanna River watershed, including portions of Lackawanna County, Luzerne County, Wayne County, and Susquehanna County
National Historic Themes	Anthracite coal and anthracite-related industries (anthracite mining, ironmaking, textiles, rail transportation), social and cultural traditions, regional labor movement
Organizational Structure	Coordinating entity is a municipal authority overseen by a Board of Directors with 7 members appointed by the Lackawanna County Commissioners; LHVA staff of seven is led by an Executive Director
National Park Partner	Steamtown National Historic Site
Other Partners	Over 100 partners: federal, state, and local governments, school districts, universities, museums, historical sites, environmental conservation organizations, arts organizations, libraries, businesses, historical groups, travel and convention bureaus, other non-profit organizations, and more

Figure 1.1 LVNHA Map



1.4 Evaluation Methodology

1.4.1 Methodology

The methodology, captured in the National Heritage Area Evaluation Guide, May 2014 is designed to maximize both the use of existing data and the ability to measure specific outcomes of the LVNHA activities. The period covered by the evaluation starts with the 2000 designation as an NHA through 2015, 15 years during which the LVNHA received federal funding.

The following questions—derived from the Congressional mandate—guided the evaluation:

1. Based on its authorizing legislation and general management plan, has the coordinating entity achieved its proposed accomplishments for the NHA?
2. What have been the impacts of investments made by Federal, State, Tribal and local government and private entities in the NHA?
3. How do the coordinating entity’s management structure, partnership relationships and current funding contribute to the NHA’s sustainability?

The evaluation used a case study design to address these questions. This design allowed for the examination of multiple variables of interest and multiple sources of data. The evaluation also incorporated a collaborative approach with project stakeholders to ensure that the findings are grounded in the local knowledge of the site. To guide the evaluation design and plans for implementation, we included the perspectives of NPS, the NPS Comptroller, the NPS Liaison with each heritage area, and NHA leadership. The tailored data collection tools and this report reflect the comments provided by NPS, and the NHA evaluation site. The following sections describe each phase of the evaluation.

1.4.2 Site Introduction and Background Research

During the initial phases of the evaluation process, Westat contacted LHVA staff to discuss preliminary planning details and initial background research requests. Over the course of a two-day onsite face-

to-face meeting (Meet & Greet Visit), multiple email exchanges, and several telephone conversations during December 2014 to January 2015, Westat introduced the evaluation team and evaluation methodology to the LHVA staff.

During the Meet & Greet Visit in January 2015, Westat project staff worked with LHVA staff to develop a logic model for LHVA’s review. Figure 3.2 is the final logic model that guided the development of the data collection protocols. Also, at this time, roles and responsibilities for all parties involved in this evaluation were discussed. The evaluation team provided to LHVA an evaluation methodology (Appendix C) and data collection protocols (Appendix D).

1.4.3 Data Collection

Figure 1.2 Data Collection Process



Data collection methods included reviews of documents and financial audits, in-person and telephone interviews with key informants from the LVNHA partner and

stakeholder organizations, and community intercept interviews with individuals visiting the LVNHA. A protocol guided the data collection, outlining the domains and measures of interest to collect from each identified source (i.e., prospective interviewees, program documents, financial documents, legislation). During data collection, evaluation staff used topic-centered guides for conducting interviews and abstracting documents. Data collection began in December of 2014 and was completed in May of 2015.

Numerous documents were reviewed to understand the background of the LVNHA (e.g., legislative documents, plans, by-laws), LHVA's staffing and structure (e.g., reports), funding received and expenditures (e.g., yearly audit reports), and strategies and activities conducted (e.g., annual reports, management plans, concept plans). These documents also provided information on the outcomes that have occurred from LHVA activities.

Individual interviews were conducted with the LHVA executive director, several board members (both the LHVA Board of Directors and the board of their non-profit partner, HVP), grantees, partner organizations, and individuals within the community, as well as a group interview with the entire LHVA staff. These interviews helped the evaluators gain an understanding of the background and history of LVNHA, the LHVA's activities and investments and their associated outcomes, and the LHVA's contribution to LVNHA's sustainability.

Interviews were conducted with representatives from many stakeholder and partner organizations. These interviews discussed the genesis of the organization's relationship with LVHA; the influence and impact that the stakeholder perceives that LVNHA has made in the community; and additional ways the interviewee believes the LVNHA could serve the needs of the region. Stakeholder interviewees were selected by Westat from a list of organizations with which the LHVA has relationships and who have a vested interest in the work of the LVNHA. We also utilized snowball sampling to select additional interviewees based on suggestions and comments from the partners we interviewed. Stakeholders were selected to be representative of the four LVNHA strategy and

activity areas specified in the Logic Model: historic preservation, cultural conservation, and local heritage; interpretation and education; community and economic development, tourism and marketing; and environmental conservation and recreation.

Thirty-seven community intercept interviews were conducted with members of the public to learn how familiar they were with the history and culture of the LVNHA and the ways in which they gained this knowledge and familiarity, whether they had visited the LVNHA and used its resources, and their views on the impact the activities sponsored by the LVNHA has had on the community (i.e., economic, cultural, historic, restorative).

See Appendix D for the management interview protocol, partner interview protocol, stakeholder interview protocol, and community intercept interview protocol.

1.4.4 Data Analysis

The focus of the data analysis was to document the extent to which LVNHA had achieved its organizational and programmatic goals as articulated in the mandating legislation and the LVNHA foundational documents. Findings have been triangulated; that is, information has been documented from multiple sources. In addition, efforts have been made to ensure that the information gathered from key informants also has been substantiated with data from documents and other written sources, when possible.

1.4.5 Evaluation Limitations

To the greatest extent possible, Westat has tried to ensure this evaluation methodology thoroughly addresses the three research questions. However, we recognize that there are parameters to this methodology that result in a few limitations on evaluation findings. In some instances, there is a trade-off between maximizing the time and efficiency for the evaluation and the ability to thoroughly collect information from a range of stakeholders. For instance, to obtain input from community stakeholders, a survey is not possible within the current evaluation due to OMB Paperwork Reduction Requirements. Therefore,

the data received from intercept conversations represents a more qualitative assessment of the community's perceptions of the LVNHA. As noted, limitations to the community input include convenient, rather than representative, samples of tourists, local residents, and volunteers, and impressionistic evidence on the impact of the LVNHA on stakeholder knowledge, attitudes, and involvement. We collected 37 intercept interviews at LVNHA sites such as various areas along the Lackawanna River Heritage Trail (LRHT) (Scranton, Carbondale, and Taylor), at the Scranton Half Marathon, the Lackawanna County Coal Mine Tour, the Lackawanna County Visitors Center, the PNC Field (baseball stadium), and Nay Aug Park. We also held informal conversations with community members in non-LVNHA sites such as a local shopping mall (the Mall at Steamtown) and local restaurants; these conversations allowed us to obtain additional commentary on topics included in the interview protocol. However the number of interviewees and the nature of the additional interviews constitute limitations on the completeness of these data.

Additional limitations relate to our ability to provide definitive evidence of the LVNHA's achievement of outcomes based on the evaluation design, especially attributions to the NPS funding and NHA designation. In some cases, we lack data for certain years or of certain types. Even when trend data over time exist, it is difficult to attribute increases in certain measures, such as regional visitation, specifically to the activities of the LVNHA as opposed to other community development activities undertaken by the local counties and municipalities, general economic trends, or the efforts of other organizations. Because of this, we must often rely on the reports of experienced and knowledgeable staff, key stakeholders, and community members for their views.

1.5 Roles

External Evaluator

Westat served as the external evaluator. Westat prepared and revised a logic model to guide the evaluation in collaboration with the LHVA staff, prepared data collection protocols, collected and analyzed data, and prepared this document.

National Park Service (NPS)

NPS revised the methodology used in prior evaluations conducted for NHAs, provided advice and resources for the evaluation team, and provided oversight of the entire evaluation process. The NPS Representatives included the NPS National Coordinator for Heritage Area, and the NPS Assistant National Coordinator for Heritage Areas. In addition, we spoke with the NPS Regional NHA Coordinator for the Northeast Region as well as the local NPS Liaison at Steamtown National Historic Site.

Lackawanna Valley National Heritage Area

The staff of LHVA (the Director, program, accounting, outreach, trails, and administrative staff) played key roles in facilitating this evaluation. They provided data and documents, helped as needed with scheduling and planning site visits, identified a pool of contacts for interviews, provided feedback on the evaluation process, and participated in interviews. LHVA collaborated with the evaluation team to develop the logic model. LHVA was not involved in the development of the methodology or data collection protocols though they were provided an opportunity to comment. LHVA staff and Board had the opportunity to review this document for factual accuracy after the draft was completed by Westat in June 2015.

Westat (External Evaluator)

- Prepared and finalized logic model
- Prepared data collection protocols
- Collected and analyzed the data
- Prepared this findings documents

National Park Service (NPS)

- Revised methodology
- Evaluation sponsor
- Provided advice, resource, oversight for the evaluation

LVNHA

- Provided feedback on the evaluation process
- Provided data documents
- Participated in interviews

Section 2 – Overview of the Lackawanna Valley National Heritage Area

This section of the evaluation report begins with an overview of the physical and operational aspects of the Lackawanna Valley National Heritage Area (LVNHA), and the roles and responsibilities of the coordinating entity, the Lackawanna Heritage Valley Authority (LHVA). This is followed by descriptions of the types and significance of relationships that exist between and among the LHVA staff, stakeholder/partners organizations, and the National Park Service (NPS) in Section 2.2. Finally, Sections 2.3 and 2.4 present a timeline of key events and key evaluation findings, including investments and their long-term impacts.

2.1 Introduction to the Lackawanna Valley

LVNHA is located in northeastern Pennsylvania and encompasses the Lackawanna River watershed, including parts of Lackawanna County, Luzerne County, Wayne County, and Susquehanna County. During the 19th and 20th centuries, the Lackawanna Valley represented a core industrial area that focused on the extraction, processing, and transport of anthracite coal. A cheap and abundant source of fuel, anthracite coal grew in popularity, with a great majority of the source coal located in Northeastern Pennsylvania.

The age of anthracite extraction began in the early 1800s when the Wurts brothers purchased land in the Lackawanna Valley and began to mine coal, later founding the city of Carbondale and developing rail lines and the Gravity Railroad to transport the coal throughout the Valley and to marketplaces. Other cities emerged as the industry developed. The Valley's location made it convenient to supply fuel to the northeastern region of the U.S.

In addition to anthracite, the Lackawanna Valley was the site for other industries of national importance, including ironmaking, textiles, and rail. In 1840, the Scranton Brothers founded the Lackawanna Steel Company and built stone blast furnaces in what would later become the city of Scranton to produce iron for T-rails and other iron products. The company was a leading producer of T-rails during the Civil War, and by 1880 had become the second largest iron producer in the U.S. Silk, lace, and textiles industries also emerged, utilizing a labor force drawn from the wives and daughters of miners. By 1919, the silk textile industry was ranked first in the nation in value, product, and employees.

As these industries and their need for workers grew, thousands of immigrants resettled to the region, forming communities and bringing their unique traditions, languages, faiths, and cultural resources. The first major wave of workers to the Valley included skilled English and Welsh during the 1820s and 1830s, followed by Irish and German immigrants in the 1840s and 1850s. The second wave, spanning the 1870s to the 1920s, brought additional immigrants from Southern and Eastern Europe. These workers and families developed rich cultural communities and neighborhoods, including ethnic churches and social clubs.

During this boom, extremely harsh conditions for both adult and child laborers contributed to the development of labor unions and the broader labor movement in the U.S. Conflicts between workers and management were frequent and sometimes violent. The 1902 strike by the United Mine Workers marked the first time that the federal government intervened in a labor dispute. This and other key strikes resulted in increased wages, an eight-hour work day, and laws limiting the use of child laborers.

As the industries developed, the city of Scranton emerged as the banking and commercial center of the Valley, with five major rail lines that connected the city to Canada and the east coast. In 1886, Scranton established what became a highly successful commercial trolley system, earning Scranton the nickname “Electric City.”

The Lackawanna Valley was also the site of other notable historic developments. Dr. Matthew Shields developed the founding principles of First Aid to treat injured miners; classes were formed to teach miners to implement these tactics. The world’s first distance learning program was also developed in the Lackawanna Valley to provide the opportunity for laborers to gain an education despite their taxing work schedules. Lastly, the Underground Railroad of routes for slaves to escape captivity had substantial portions that ran through the area.

The Valley’s industrial supremacy began to decline in the first half of the 20th century. In 1902, the Lackawanna Iron & Coal Company relocated to Buffalo, NY. Electricity, gas, and oil emerged as alternatives to anthracite coal for use in homes and industry. Economic depression, labor disputes, competition against silk arising from the emergence of artificial fibers, and environmental degradation due to its massive exploitation, were all contributing factors. Finally in 1959, the Knox Mine Disaster flooded a major mine field and effectively ended mining in the area. Below are some of the major events in the Valley’s history.

- **1775:** Mining of anthracite coal in northeastern PA begins
- **1814:** Wurts brothers of Philadelphia begin to exploit the Valley’s coal
- **1823:** Wurts brothers organize the Delaware and Hudson Canal Company to oversee mining and improve transportation of anthracite
- **1829:** First American labor unions are established in the northeastern PA coal fields; the first locomotive is run in the U.S. on the D & H Gravity Line
- **1840:** Lackawanna Steel Company is founded by the Scranton Brothers; they build the first successful commercial anthracite furnace at Slocum Hollow (later becomes the city of Scranton)
- **1849:** Pennsylvania and Reading Railroad links Schuylkill County’s anthracite to Philadelphia; the first unions in the United States are formed
- **1850:** Scranton grows as immigrants arrive to take jobs in the anthracite industry
- **1865:** Iron works reaches an annual productive capacity of 60,000 tons of rails, the second largest in the United States
- **1868:** Workingmen’s Benevolent Association becomes established as the first industry-wide labor union for anthracite miners in the U.S.
- **1871:** Rail transportation in the Valley expands to include passenger operations; the Bureau of Mine Inspectors is established
- **1886:** First commercially viable electric trolley system is established in Scranton
- **1890:** Scranton Lace Company is established and is the world leader in Nottingham lace for the next 50 years
- **1891:** International Correspondence School is established to provide specialized education for miners, and eventually for all industrial trades
- **1899:** Physician from Valley community Jermyn developed basic medical care standards for injuries to mine workers that became the foundation for First Aid
- **1902:** Anthracite Strike of 1902 occurs (among the largest strikes in U.S. history); the Lackawanna Iron and Steel Company moves to Buffalo, New York
- **1914:** Employment in the anthracite industry reaches an all-time high of 180,000
- **1917:** Anthracite production peaks
- **1919:** Silk textile industry in Lackawanna Valley is ranked first in the nation in value, product, and number of employees
- **1930:** Anthracite industry begins to decline as new energy sources (electric, oil, and gas) gain ground and environmental degradation begins to show in the land
- **1944:** Women garment workers begin to organize
- **1959:** Knox Mine Disaster incurs 12 deaths and an end to deep mining in the area

- **1972:** The NPS conducts the ‘New Area Study – Master Plan for a Proposed Cultural Coal Park.’
- **1984:** Pennsylvania considers creating a statewide heritage park system based upon a study called “Pennsylvania Heritage Park: A Concept with Applications.”
- **1986:** Congress designates the Delaware, Lackawanna and Western Railyards as Steamtown National Historic Site
- **1988:** Steamtown Comprehensive Management Plan recommends that a heritage park be developed
- **1990:** Lackawanna Heritage Valley is designated as one of the first Pennsylvania State Heritage Park Planning Areas
- **1991:** “Plan for the Lackawanna Heritage Valley” is completed, articulating an approach for understanding and sharing the Valley’s story, as well as an agenda for stewardship of the heritage; an update is issued in 2001
- **1992:** The trail plan for the Lackawanna River Heritage Trail is assembled in a partnership effort that including NPS and the Army Corps

There has been a long history of NPS involvement in the Lackawanna Valley even prior to its designation as a National Heritage Area; for example, an NPS staff member worked on the first Management Plan (1991), and the Northeast Region of NPS greatly contributed to the original planning for the Lackawanna River Heritage Trail (LRHT) in the early 1990s that has formed the basis for LRHT development for the past two decades. In addition, LHVA received NPS funds through their Statutory Aid budget prior to designation. In 2000, under P.L. 106-278, Lackawanna Valley was designated as a national heritage area by Congress, making it eligible for Heritage Partnership Programs funding, and assigning the LHVA as the management entity. A new Environmental Impact Statement and Management Action Plan was issued in 2004, addressing gaps in previous plans. In 2014, via P.L. 113-76, Congress reauthorized the LVNHA to receive federal funding through 2021.

2.2 Introduction to the Lackawanna Heritage Valley Authority

The Lackawanna Heritage Valley Authority (LHVA) was appointed the management entity for the LVNHA by its designating legislation in 2000. LHVA was thus charged with developing a management plan for LVNHA, implementing activities that further the goals specified in the management plan, and providing technical assistance to government and non-profit organizations in their activities to promote the LVNHA.

2.2.1 Authorizing Legislation and LVNHA Vision and Mission

The LVNHA’s Management Plan was intended to provide recommendations for the conservation, funding, management, and development of the LVNHA. It described the historical background and significance, which focused primarily on role that anthracite coal played in the history and economic development of the region and the nation. The initial *Plan for the Lackawanna Heritage Valley* was released in 1991 (prior to designation as a State or National Heritage Area) and a major recommendation was to achieve designation as a State Heritage Area; this was accomplished within a year. This plan documented the cultural and historical importance of the area and outlined guiding principles for the work of LHVA. These principles focused on developing and preserving the area to maintain historic and cultural resources, integrating the heritage into educational programs within the area, and connecting individuals to the heritage resources through increased tourism activities and economic revitalization. Ten years later in 2001, the plan was updated for the purpose of reviewing the LHVA’s work and reorienting LHVA with new strategies and activities. The 2001 plan update introduced five core commitments that now serve as the LHVA’s goals for the LVNHA:

- Facilitate partnerships and strengthen local capacity;
- Tell the Lackawanna Valley’s story;
- Preserve and enhance the physical character and economic vitality of Lackawanna Valley communities;
- Improve the visitor experience; and
- Reconnect communities to the Lackawanna River.

The LVNHA was officially designated as an NHA in 2000; however, neither the 1999 plan nor its 2001 update provided the Environmental Impact Statement required by the National Environmental Policy Act (NEPA) of 1969. Therefore, in 2004, an *Environmental Impact Statement and Management Action Plan* was issued that provided such an assessment, as well as an extensive Education and Interpretation Plan. This new plan notes that it draws on the previous plans as well as other local plans that have similar themes around restoring and maintaining natural and water resources, and historic and cultural resources, as well as establishing recreational connections between existing communities. The 2004 plan presents several alternative options for moving forward, and recommends a “Heritage Explorer” theme which includes some of the previous elements such as constructing a Heritage Interpretive Center and completing the LRHT. However, the key focus of the new plan was providing a “cohesive visitor experience while telling a compelling story of the Heritage Valley’s plan in the nation’s history.” The LHVA staff draw from all of the plans, but focus primarily on the five goals when making decisions about which activities and programming to engage in or support.

2.2.2 The LHVA’s Organizational Structure

As the coordinating entity of the Heritage Area, LHVA manages NPS funds allocated to the LVNHA and maintains a staff to carry out its various activities (see Section 3). LHVA’s Board of Directors currently has six sitting members and one vacant seat. The Board is appointed by three Lackawanna County Commissioners, who govern the County. Members of the current LHVA Board include lawyers, a political Chief of Staff, and managers or executives at educational institutions, heritage sites, and businesses. Board members bring knowledge from different arenas that can be applied to the needs of the LVNHA.

The current chair of the LHVA Board, appointed in 2014, has served as a member since 2006. She and other Board members are responsible for overseeing contracts, deeds, hiring, finances, and major grantmaking. In addition to their official

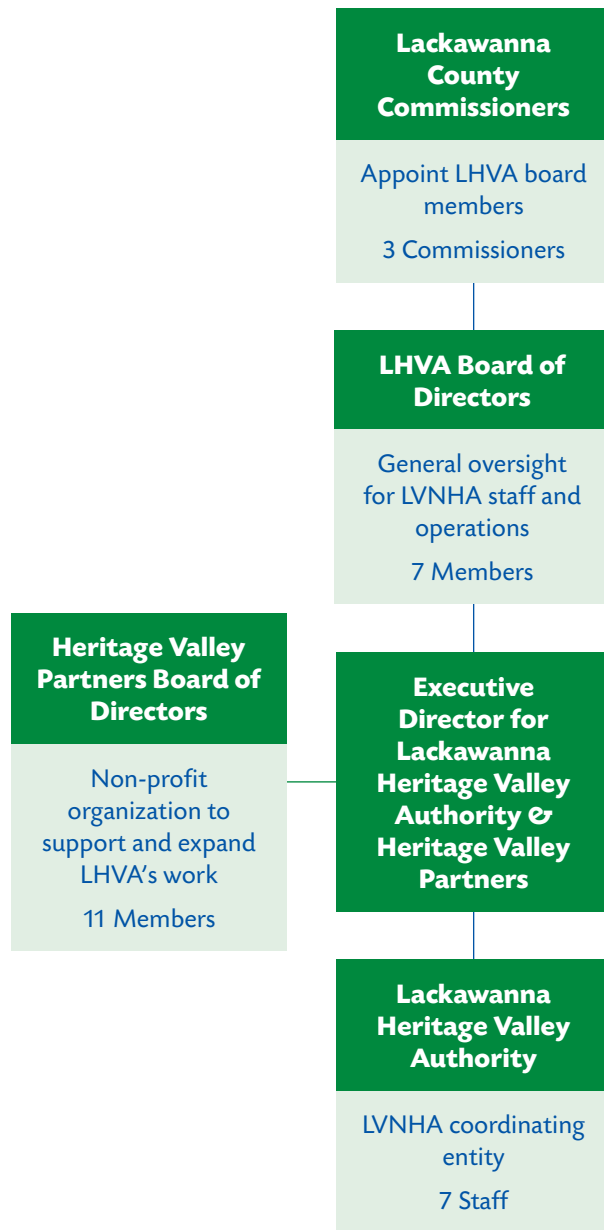
responsibilities, some board members participate enthusiastically in LHVA’s activities, and some utilize personal networks and resources to promote and/or publicize the LVNHA.

LHVA currently operates with seven staff—an Executive Director, Director of Operations, Fiscal Director, Assistant Fiscal Director, Trail Manager & Environmental Program Officer, Executive Assistant and Director of Community Engagement. The staff size has varied over the years from a high of 11 in 2005 to its current staff of seven.

LHVA’s status as a municipal authority allows it to develop capital projects, issue bonds (although this authority has never been exercised), acquire and operate property and other facilities, and receive public funds. In addition, although this status also renders it eligible for certain types of grants and support, it effectively prevents it from engaging in other types of fundraising activities via the general public. As a strategy for raising additional funding, Heritage Valley Partners (HVP) was formed as a 501(c)(3) non-profit organization in 2008, its office co-located with LHVA’s. Natalie Gelb, the Executive Director of LHVA, also serves as the Executive Director of HVP. Its Board of Directors consists of eleven members from multiple sectors, including leaders of businesses, educational institutions, and community organizations; three of these simultaneously sit on the board of LHVA.

Interviews with stakeholders indicated that the relationship between the LHVA and HVP Boards of Directors has not always been harmonious. For example, when HVP was first established, LVHA Board members questioned the necessity of the new organization and were wary of the influence that it might hold on LHVA’s operations and activities. In May of 2014, a Memorandum of Understanding was signed by LVHA with HVP recognizing their common mission and outlining the nature of their future collaborations. Interviews with current board members indicate a congenial relationship, with optimism toward future partnership. Figure 2.1 provides an organizational chart for LHVA:

Figure 2.1 Organizational Chart of LHVA



2.3 LVNHA’s Relationships with Partners/Stakeholders and NPS

One of the core commitments of the LVNHA is to facilitate partnerships and strengthen local capacity. LHVA works to maintain both formal and informal partnerships in which there is mutual benefit, including well over 100 organizations, and serving to extend capacity and reach, carry out diverse activities, and provide information and resources.

2.3.1 Partners and Stakeholder Organizations Relationships

The list of LVNHA partners has increased over the years, now numbering in the hundreds. These have included federal, state, and local agencies, recreation organizations, museums and historical sites, cultural and heritage associations, environment conservation groups, organizations focusing on the arts, schools and universities, libraries, private businesses, and others. Partners include those from whom LHVA receives funds, to whom they grant funds, and with whom they collaborate to design and carry out activities, as well as organizations that attend major events. The contributions of the partners and stakeholders to the LVNHA and its accomplishments are described more fully in Section 3; the importance of their contribution to sustainability are addressed in Section 5.

2.3.2 LVNHA Partnership with NPS

The National Park Service (NPS) provides funding as well as technical and administrative assistance to the LVNHA. Funding is established through a cooperative agreement between LHVA (on behalf of LVNHA) and the regional office of the NPS. Steamtown’s superintendent serves in an administrative capacity as the liaison for the LVNHA. In previous years, the superintendent of Steamtown had served as the Agreement Technical Representative in an oversight role (reviewing cooperative and task agreements, expenditure reports), but at the moment that role is filled by the Heritage Areas Program Coordinator for the Northeast Regional Office of NPS.

In addition, Steamtown is viewed as one of the key activity partners for LVNHA, and the relationship has been highly positive and productive. In fact, the partnership received a National Trust/Advisory Council on Historic Preservation Award for Federal Partnerships in Historic Preservation in 2004, and by all accounts, the strength of this relationship remains today. LHVA provides Steamtown with promotional and advertising, funding, partnership, and networking opportunities. For example, LHVA can sometimes be more flexible with its funding, and can provide small grant monies, serve as a funding conduit for restricted funding sources, and utilize money for

promotion when Steamtown is limited by its own funding restrictions. In turn, Steamtown provides LHVA with critical technical assistance, access to heritage and human resources, and much more. For example, Steamtown has agreed to provide valuable interpretation services to research and write for interpretive signage on the LRHT. The two entities work together on numerous activities, such as the Heritage Explorer Train (see Section 3 for more detail). Further, as a major national tourist site, Steamtown also attracts many visitors to the region, who then access the LVNHA. The superintendent of Steamtown also regularly attends LHVA board meetings, and representatives from both organizations collaborate through the Heritage Valley Roundtable (see Section 3).

In addition to working directly with Steamtown, LHVA staff participate in and benefit from regular meetings, workshops, trainings, and best practice calls organized and funded through the Northeast Regional Office.

2.3.3 LVNHA Relationship with Heritage Valley Partners

As described earlier in this section, HVP was established in 2008 as a not-for-profit 501(c)(3) organization to serve as a developmental arm of the LVNHA and to further expand and support its work. The goals of HVP mirror LVNHA's. The HVP board has steady communication with LHVA through their shared Executive Director. In addition, the HVP and LHVA board chairs work closely to encourage interaction between the two organizations (three of the LVHA board members also serve on the board of HVP). As an example of this, the LVNHA's recent strategic planning sessions were attended by members of both boards.

HVP was conceived of and established for the purpose of contributing to the sustainability of the LVNHA. As a non-profit organization, HVP is eligible for funding opportunities that are not available for LVHA, given its status as a municipal authority. Therefore, HVP

facilitates the diversification of LHVA's financial resources through private donations and additional grant mechanisms. At the moment, HVP is in the process of creating a strategic plan that will hopefully contribute to these sustainability goals.

2.3.4 LVNHA Partnership with Other Organizations

LVNHA has received a great deal of funding from Federal and state agencies, including the Federal Department of Transportation, the State of Pennsylvania Department of Conservation and Natural Resources, and the State of Pennsylvania Department of Community and Economic Development. LHVA is increasingly soliciting private contributions and utilizing HVP for grant funding available for non-profit organizations; however, the amounts generated through those sources is very small in comparison to their Federal and state funding. It is notable that LHVA has strong relationships with leaders in local communities (mayors, city council members, etc.) as they engage in building the Lackawanna River Heritage Trail (LRHT) throughout the LVNHA. Lastly, LVNHA actively participates in the Alliance of National Heritage Areas, and, as noted above, LHVA partners with many dozens of local organizations through grantmaking, project collaborations, and joint activities.

2.4 LVNHA Timeline

Since its inception, the LVNHA has worked to introduce and promote many programs and initiatives. As categorized by the Logic Model developed jointly between the evaluation team and the LVNHA staff, these activities focus on 1) historic and cultural preservation; 2) interpretation and education; 3) community and economic development and tourism and 4) environmental conservation and recreation. Table 2.1 below provides a timeline of selected significant activities and events throughout lifetime of the Heritage Area. A more extensive timeline is included as Appendix E to this report.

Table 2.1 LVNHA Timeline

Year	Activity
1991	<ul style="list-style-type: none"> Lackawanna Heritage Valley (LHV) is designated as a State Heritage Area.
1998	<ul style="list-style-type: none"> First section of Lackawanna River Heritage Trail (LRHT) opens in Scranton. First “Christmas in a Small Town” Santa Train to Carbondale, Archbald, and Jessup.
1999	<ul style="list-style-type: none"> In partnership with Steamtown NHS, the Northeast Intermediate Unit 19, LHVA begins to host the Heritage Express, which teaches 4th Grade Students about local history. On June 11th Don Sherwood sponsors bill to make LHV a National Heritage Area.
2000	<ul style="list-style-type: none"> The Educational Alliance begins, bringing local educators from schools, colleges, and universities, together with members of museums and local historical societies. The Steamtown Marathon uses the LRHT for the first time from Archbald to Blakely. LHVA partners with a local school for the first annual Festival of Trees event. The LHV is officially designated as a National Heritage Area.
2001	<ul style="list-style-type: none"> Update to original management plan is completed.
2002	<ul style="list-style-type: none"> LHVA works with the Lackawanna Historical Society on “Historic Hill House Tours” where local landowners allow people access to houses and tour the estates.
2003	<ul style="list-style-type: none"> LHVA begins the Conservation Alliance with the Lackawanna Co. Conservation District. The first Ambassador Tour is held to educate hospitality workers about the sites and programs of the area to relay the information to tourists.
2004	<ul style="list-style-type: none"> The Heritage Valley Roundtable begins, bringing historic, cultural, and environmental organizations together to collaborate on projects and programs in the LVNHA. The Environmental Impact Statement & Management Action Plan is completed.
2005	<ul style="list-style-type: none"> LVNHA introduces new Educational Mini-Grant program.
2006	<ul style="list-style-type: none"> LVNHA Hosts the Alliance of National Heritage Areas meeting.
2007	<ul style="list-style-type: none"> WVIA (public broadcasting company) works with LHVA to produce the “Extraordinary Journey” series documenting immigration to the Lackawanna Valley during the industrial boom period.
2008	<ul style="list-style-type: none"> Heritage Explorer Program officially launched, LHVA encourages local residents to be a tourist in their hometown. LHVA establishes non-profit partner, HVP, to help secure grant funding and provide support to LVNHA.
2009	<ul style="list-style-type: none"> LHVA launches new volunteer program “Ambassadors in Action.” First annual “Great NEPA Cleanup Program” begins with the Conservation Alliance.
2010	<ul style="list-style-type: none"> First annual Heritage Explorer Bike Tour takes place. First “Arts on Fire” program begins with LHVA support at the Scranton Iron Furnaces. LHVA hosts first Northeastern Pennsylvania Trails Forum.
2011	<ul style="list-style-type: none"> First annual “Bonfire at the Furnaces,” a celebration of Celtic Samhain (“new year”).
2012	<ul style="list-style-type: none"> LHVA sponsors Lackawanna County Library’s digital archives. LHVA purchases a new headquarters in Scranton located along the LRHT. LHVA releases new Downtown Scranton Walking Guidebook.
2013	<ul style="list-style-type: none"> LHVA begins to partner with Keystone Iron Works for installing iron sculptures along the LRHT, naming it “Confluence Sculpture Park.”
2014	<ul style="list-style-type: none"> LHVA works with partners to plan the first Scranton Half Marathon. LHVA publishes the LRHT Guidebook helping people navigate the LRHT and identify pieces of history they may pass.

Section 3 – LVNHA Fulfillment of the Authorizing Legislation and Management Plan

3.1 Goals and Objectives of the LVNHA

The authorizing legislation for the Lackawanna Valley National Heritage Area (LVNHA) recognized the unique contribution of the Lackawanna Valley to U.S. history. It noted the industrial, social, and cultural heritage of the people living in the region, especially related to the anthracite coal mining, iron making, textiles, and rail transportation industries, and to the regional labor movement. This legislation tasked the LVNHA to “...develop...programs and projects to conserve, protect, and interpret this heritage adequately for future generations, while providing opportunities for education and revitalization.” The purposes of the LVNHA were identified as follows:

1. Foster close working relationship among all levels of government, the private sector, and the local communities in the region, and enable the communities to conserve their heritage while continuing to pursue economic opportunities;
2. Conserve, interpret, and develop the historical, cultural, natural, and recreational resources related to the industrial and cultural heritage of the four-county region (Lackawanna, Luzerne, Wayne, and Susquehanna Counties).

A management plan was required to provide comprehensive recommendations for the conservation, funding, management, and development of the LVNHA. Building on prior management plans developed for the Lackawanna Heritage Valley ([LHV], 1991, 2001), a new plan acknowledging the LVNHA designation and including an environmental impact statement was released in 2004. This version built on its predecessors and renewed the “core commitments,” which LHVA staff currently view as the overarching goals of LVNHA:

- **Facilitate partnerships and strengthen local capacity:** foster collaboration and strengthen capacity among local governments, businesses, heritage organizations, community groups, and individuals;
- **Tell the LHV’s story:** tell a truthful and compelling story about the region’s history and culture to a wide range of audiences;
- **Preserve and enhance communities:** preserve and enhance the physical character and economic vitality of LHV communities;
- **Improve the visitor experience:** support and strengthen existing attractions, develop new attractions, market the region as a destination, and provide visitors with a memorable experience;
- **Reconnect communities to the river:** encourage public rediscovery of the Lackawanna River and waterfronts for recreational and community use;

Building on conversations and data-gathering prior to and during a “Meet and Greet Visit” conducted by Westat with LHVA in January, the evaluation team constructed a logic model which related the LVHVA’s mission and objectives to four Activity Areas:

- Historic Preservation, Cultural Conservation, & Local Heritage
- Interpretation & Education
- Community & Economic Development, Tourism & Marketing
- Environmental Conservation & Recreation

The relationships between the authorizing legislation purpose, the LVNHA Management Action Plan and the Activity Areas can be seen in Figure 3.1:

Figure 3.1 LVNHA Purposes, Goals, and Activities

Purposes as Specified in Legislation*	Management Plan Goals	Activities
<p>Foster close working relationship among all levels of government, the private sector, and the local communities in the region, and enable the communities to conserve their heritage while continuing to pursue economic opportunities</p> <p>Conserve, interpret, and develop the historical, cultural, natural, and recreational resources related to the industrial and cultural heritage of the four-county region (Lackawanna, Luzerne, Wayne, and Susquehanna Counties)</p>	<p>Facilitate partnerships and strengthen local capacity</p> <p>Tell the Lackawanna Valley’s story</p> <p>Preserve and enhance the physical character and economic vitality of Lackawanna Valley communities</p> <p>Improve the visitor experience</p> <p>Reconnect communities to the Lackawanna River</p>	<p>Historic Preservation, Cultural Conservation, & Local Heritage</p> <p>Interpretation & Education</p> <p>Community & Economic Development, Tourism & Marketing</p> <p>Environmental Conservation & Recreation</p>

*the federal legislation also outlines the duties of the management entity; see Appendix B for the list in its entirety.

3.2 LVNHA Activities and Impacts

The Logic Model depicting the relationships between LVNHA goals, resources, partners, strategies/ activities, and outcomes is presented in Figure 3.2. LHVA provides leadership and support to organizations throughout the LVNHA via numerous activities that serve to fulfill the legislative mandate of the LVNHA and contribute to the overarching goals of the LVNHA. The intensity and nature of LHVA involvement in a given activity varies according to the role, usually taking the form of one or more of the following:

- **Direct Leadership and/or Management:** LHVA spearheads the event/activity and takes primary responsibility for planning, coordination and execution.
- **Collaboration, Coordination, Facilitation:** LHVA brings together various members of the community, organizations, businesses, and government, to collaborate, share, connect, and/or work together toward a common theme, goal, or purpose.
- **Technical Assistance and Consultation:** LHVA serves as a resource to the community in the various topics of its staff members’ expertise.

- **Grant-making and Sponsorships:** LHVA provides funding for a particular project or activity; often the intent of these funds is to provide seed money that will function as a catalyst for other funding or contribute to a broader goal/purpose.
- **Other Support:** LHVA provides some other type of support to a partner (e.g., exhibition space).

Although this logic model categorizes various kinds of activities into types or “Activity Areas,” it is important to note that many of the activities serve multiple goals and span multiple areas. For example, the goal of facilitating partnerships is realized through activities in multiple categories, such as *interpretation and education* (e.g., Educational Alliance) and *environmental conservation and recreation* (e.g., Northeastern PA Trails Forum); likewise a single activity, such as the Scranton Half-Marathon, generates income and promotes the area to tourists (*community & economic development, tourism & marketing*), while also connecting both residents and non-residents to the trail system, the Lackawanna River, and other area resources (*environmental conservation & recreation*). That being said, the four Activity Areas are a helpful tool for organizing the vast information about activities conducted by LHVA, and are explained in further detail below.

Figure 3.2 LVNHA Logic Model



3.2.1 Historic Preservation, Cultural Conservation, & Local Heritage

Activities that fall into the category of historic preservation, cultural conservation, and local heritage relate to many of the LVNHA's goals as described in the 2004 management plan, especially *preserving and enhancing communities, but also telling the region's story, facilitating partnerships, and improving the visitor experience*. These activities are aimed at preserving and restoring historic resources (both hardware and narrative), and preserving and celebrating the rich cultural and ethnic diversity of the region.

Restoring National Register-listed properties and other historic sites

LHVA has consistently contributed funding through partnership grants to the restoration of historic monuments (e.g., Courthouse square monuments in Downtown Scranton, Coal Miners Monument in Olyphant, General O'Malley Memorial Statue in Carbondale), and historic properties (e.g., Dorflinger Glass Museum, Catlin House, Silkman

House, and Waverly Schoolhouse). In addition, focus has been placed on the particular industries that have contributed most to the LHV's heritage, and therefore, a number of railcars, trolleys, and gravity cars have been restored, in partnership with other organizations (e.g., Steamtown National Historic Site, the Lackawanna & Wyoming Valley Railway, the Electric City Trolley Station & Museum). See Table 3.1 for information about National Register properties.

Supporting cultural and historical programs and events

In support of the area's history and culture, LHVA contributes to programming and events in communities throughout the LVNHA, primarily through grants or sponsorship. Cultural events celebrate the diversity of ethnic groups that settled in the region during various periods of industry development (e.g., La Festa Italiana, Carbondale Ethnic Festival, PA polka festival). Historical events celebrate the region's history (e.g., Carbondale sesquicentennial, Young People's Heritage Festival). In recognition of the history of Native American presence in the area, LHVA worked with a representative from the Seneca Nation of Indians to ensure that Native-style art that had been placed on the LRHT was culturally and historically accurate.

Table 3.1 Number of Grants, Projects Begun or Continued, and Bricks-and-Mortar Projects to Listed or Eligible National Register Properties

Year	Grants	Projects	Bricks-and-Mortar Projects
2003	0	0	0
2004	0	1	0
2005	8	10	3
2006	7	7	1
2007	9	12	3
2008	19	19	4
2009	20	20	7
2010	12	6	2
2011	16	16	1
2012	8	5	3
2013	3	7	5
2014	1	7	5

Contributing to the documentation and development of historic and cultural resources

LHVA partners with the local public television station, WVIA, to support documentaries about industrial and cultural history, including *Stories from the Mines* (local anthracite coal mining industry in Northeastern PA), *Race of the Saints* (featuring local community, Jessup, and its annual Italian heritage event), the *Extraordinary Journey* series (featuring histories of various regional immigrant communities), and *Legacy: The Story of the Lackawanna Heritage Valley*.

In addition, LHVA has funded other types of projects aimed at documenting the LHV's unique history, such as the Center for Antislavery Studies' work to tell the story of the Underground Railroad, the reprinting of books about history, artifact inventories,

the Lackawanna Valley Digital Archive, and cultural heritage projects (e.g., Slovak heritage project, oral histories project). LVHA has also participated in efforts to develop historical centers, such as the Mid-Valley Heritage Center in Jessup and the Heritage Interpretive Center; however, neither has come to fruition. LHVA staff indicated that funding limitations and shifting priorities prevented the Heritage Interpretive Center from progressing.

Finally, one of the most substantial activities is the Heritage Valley Roundtable (HVR), initiated in 2004. Coordinated by LHVA, HVR is a monthly meeting of leaders from the region’s historical and cultural organizations, interested community members, and stakeholders. The meeting serves to connect individuals and organizations with overlapping objectives and/or projects, so that shared interests can lead to increased collaboration and reduced competition. Several projects have resulted directly from the HVR; these include, for example, an exhibit promoting the LVNHA and area attractions displayed at the local airport in the baggage claim section, the development and further conceptualization of an Iron District that would utilize the historic iron furnaces in Scranton and hold an annual Arts on Fire Festival, and a visitor’s guide to the Lackawanna Valley entitled *Pennsylvania’s Northeast Treasures*.

Table 3.2 highlights a subset of the LHVA’s activities in this area over time, with 1-2 activities per year selected (of many more) to convey the diversity in project type, location within the LHV, and funding amount.

Assessing Short- and Long-term Outcomes

As noted in Section 1, the evaluators obtained evidence of LHVA’s efforts toward its goals through a tour of the LVNHA, reviews of documents, interviews with key informants, and intercept conversations with members of the community.

We examined the following outcomes for Historic Preservation, Cultural Conservation, & Local Heritage activities:

- Protection and conservation of resources
- Increased visitation of LHV historic and cultural sites
- Increased awareness, understanding, and pride in heritage history and ethnic diversity
- Complementary and harmonized efforts by diverse community members and groups

Protection and conservation of resources

Since 2000, LHVA has awarded grants to projects across the LVNHA. As noted above, these projects included historic restorations, cultural events, and documentation of history and culture; and they span the various industries important to the region. The reach of some of these projects has been wide; for example, *Stories from the Mines* aired on more than 80 PBS affiliates in 2005. LHVA’s role has been strategic in that they primarily choose to fund other organizations with the relevant expertise and skills to preserve (and ultimately, display for the benefit of the public) these resources, rather than to own, operate, or display them directly.

Increased visitation of LVNHA historic and cultural sites

According to annual reports submitted to NPS by LHVA, visitation to the main attractions within the area doubled between 2006 and 2012 (see Table 3.3). Given that these numbers may include all visitation to the area (not exclusive to LVNHA sites and partner sites), direct visitation data from these sites is needed to understand visitation rates over time. However, it is the case that LHVA has strategically contributed to projects that are of interest and value to the community and have served to establish, supplement, and enhance the exhibits or materials available at partner sites; and that many visitors do utilize these resources. Some activities that are discussed in other activity areas also likely served to increase visitation, such as extending the LRHT, and funding children’s exhibits and showrooms that make historical artifacts more accessible to youth.

Table 3.2 Examples of Historic Preservation, Cultural Conservation, & Local Heritage Projects

Year	Project	Stewardship Community
2000	Monuments restoration	Scranton
2000	#26 Baldwin Steam Locomotive (Steamtown) restoration	Scranton
2001	Carbondale sesquicentennial	Carbondale
2001	Electric City Trolley Museum collection brought to Scranton	Scranton
2002	“Stories from the Mines” Documentary and book	Multiple
2003	Dorflinger Glass Museum facilities restoration	White Mills
2004	Center for Antislavery studies - Underground Railroad	Multiple
2004	Heritage Valley Roundtable	Multiple
2005	Mid-Valley Heritage Center Development Project	Jessup
2005	Restoration of Trolley Car (Electric City Trolley Stn & Msm)	Scranton
2006	Shifting shanty structural assessment	Archbald
2006	Slovak heritage project	Wilkes-Barre
2007	LC Coal Mine Tour coal tipple rehabilitation	Scranton
2007	WVIA - Extraordinary Journey Documentary	Multiple
2008	Melanian News Unity Festival	Scranton
2008	PA Anthracite Heritage Museum signage and upgrade	Scranton
2009	Oral History Project	Scranton
2009	Documentary: "The Irish: Two Nations, One Heart"	Multiple
2010	Hawley Gravity Car Restoration Project	Hawley
2010	Lackawanna Historical Society - “Framing Faith”	Scranton
2011	Lackawanna Valley Digital Archive: 1866-1920	Scranton
2011	LaFesta Italiana & RailFest	Scranton
2012	Mayfield Heritage Station	Mayfield
2012	Carbondale Ethnic Heritage Festival	Carbondale
2013	Waverly Schoolhouse Restoration	Waverly
2013	Catlin Mausoleum Restoration	Dunmore
2014	Scranton Jazz Festival	Scranton
2014	Heritage Valley Roundtable	Multiple

Table 3.3 Number of Visitors to Main Attractions within Heritage Area

Year	Visitors
2005	2,200,000
2006	2,200,000
2007	3,422,387
2008	3,824,367
2009	3,513,350
2010	3,716,668
2011	4,007,409
2012	4,408,149

Increased awareness, understanding, and pride in heritage history and ethnic diversity

Numerous key informants reported their perception that LVNHA has contributed substantially to shifting the way that the community views itself and its heritage from one of pollution and economic decline, to a more positive view of value and perseverance. The ethnic festivals and documentation of industrial heritage supported by LVNHA funding contribute to reframing this narrative and ensuring that this knowledge endures. One community member asked about the impact of the LVNHA in an intercept conversation noted that the LVNHA shows the region’s history and what the area has to offer; another said s/he is proud of the museums and trails. Of 30 in-state residents asked about whether they had visited any of the LVNHA partner sites, 28 (93%) said yes (if recruited from an LVNHA site, they were asked if they had ever been to a different one); however, 12 (40%) said they were unfamiliar with the LVNHA itself.

Complementary and harmonized efforts by diverse community members and groups

LHVA has consistently worked with large numbers of formal and informal partners (see Table 3.4) for various projects. For example, in 2014, LHVA reported working with 57 formal partners and 516 informal partners. Formal partnerships sometimes entail signed documents or agreements, such as those with grant recipients; however, LHVA also considers individuals or groups

with whom they have stronger or regular interactions, such as long-term project collaborators, to be formal partners. Informal partners are those with whom LHVA has intermittent or less formal interactions. LHVA works with partners both one-on-one and through various forums and alliances (see other activities sections) that serve to harmonize community efforts.

LHVA staff, partners, and board members, noted that the HVR (see above) is a vital asset, providing an opportunity for networking and collaboration, and filling a leadership and coordination role that would be vacant without them. More than one respondent also noted that because of this venue for communication, organizations are more likely to work together than to compete with each other independently, for example, regarding funding opportunities. The Heritage Passport Program, Airport Exhibit, and Iron District Task Force (see other activities sections) were all generated through the HVR.

Table 3.4 Number of Formal Partners and “Relationship” (Informal) Partners

Year	Formal	Relationship
2003	50	70
2004	42 new	20 new
2005	76	65
2006	54	100+
2007	62	126
2008	60	218
2009	52	155
2010	43	675
2011	54	651
2012	116	726
2013	47	498
2014	57	516

3.2.2 Interpretation & Education

Activities categorized in the interpretation and education area serve to fulfill many of the goals of the LVNHA, primarily *telling the region's story*, but secondarily *facilitating partnerships, preserving and enhancing communities, and improving the visitor experience*. These activities educate community members about the history, culture, and natural resources of the LHV through events, exhibits, showings, tours, and other means of presenting the content and value of what is developed and preserved by other activities (e.g., those falling into the category of historic preservation, cultural conservation, and local heritage).

Developing exhibits and interpretive displays

LHVA works with numerous partners throughout the region to develop and exhibit displays that relate to the LHV's heritage. These include tour booklets and self-guided tours (e.g., Downtown Scranton walking tour, architectural walking tour), and exhibits and infrastructure development at museums and community sites. LHVA has worked with key partners for many years, including the Anthracite Heritage Museum & Iron Furnaces Associates, the Electric City Trolley Museum, the Lackawanna Coal Mine Tour, Steamtown National Historic Site, and the Everhart Museum. LHVA may occasionally take on the administration of a smaller-scale activity, for example, updating and restoring interpretive panels that highlight the historic and cultural significance of a group of churches in the Borough of Olyphant.

Contributing to activities that connect people to environmental/ historic/cultural resources

LHVA is creative in selecting grantees that provide opportunities for community members and visitors to learn about the LHV's heritage beyond traditional museums. Arts, culture, and community events are supported when they incorporate learning about history or culture, such as plays put on by local theatre companies or concerts performed by the Northeastern Pennsylvania Philharmonic. LVHA has co-funded and co-organized the Heritage Explorer Train, started in 2006, which transports families from Scranton to Carbondale for the city's annual Ethnic Heritage Festival every August. LHVA also contributes funding resources for educators and families,

such as educators' workshops and the Traveling Trunks program that brings performing artists to local libraries to involve children in activities related to historic artifacts. The Summer Heritage Passport Program, started in 2005, provides complimentary admission to seven cultural and historic sites for children enrolled in the Lackawanna County Library System's Summer Reading Club. Lastly, the Educational Alliance, hosted and facilitated by LHVA, represents a collaboration of stakeholders from educators to students to community members, that works to develop educational projects and opportunities; it has recently been revived after a period of inactivity.

Providing mini-grants for education and community outreach

Since 2005, LVHA has been awarding competitive mini-grants to educators in the amount of \$500 per grant. Projects must involve learning about the LHV's heritage or environment. A total of 85 grants have been given out over 10 years (see Table 3.5) in at least 12 school districts across the region. Previous projects have spanned diverse topics, including oral history, water quality analysis, organic gardening, ethnic foods, folk music, architecture, medicine, and nature trails.

Table 3.5 Educational Mini-grants Awarded over Time

Year	Number of Awards	Year	Number of Awards
2005	9	2010	4
2006	10	2011	10
2007	10	2012	10
2008	8	2013	10
2009	10	2014	4
		Total	85

Table 3.6 highlights a subset of the LHVA's activities in this area over time, with 1-2 activities per year selected (of many more) to convey the diversity in project type, location within the LHV, and funding amount.

Assessing Short- and Long-term Outcomes

We examined the following outcomes for Interpretation & Education activities:

- Increased access to educational opportunities for both local and visiting families, regardless of their financial resources
- Increased awareness, understanding, and pride in heritage history and ethnic diversity

Increased access to educational opportunities for both local and visiting families, regardless of their financial resources

LHVA has done well in supporting projects through grant funding and other sponsorship that provide access to the heritage resources for little or no cost to families. Some of the exhibits and projects in this category do require a fee or have other associated costs; however, there are numerous examples of ones that do not. For example, Traveling Trunks is a free program held at area libraries; the Summer Heritage Passport Program provides free entrance to Scranton-area historical and cultural museums and sites (operating since 2005, with a reported 2500 passports issued in 2013); and the Heritage Explorer

Train provides a heavily reduced fee from the normal admission price, providing this opportunity to those who may not otherwise be able to access it (nearly 350 riders take advantage of this every year).

One potential drawback is that many of the educational resources tend to be located in Scranton, and so may not be readily accessible to families farther from the area. For museums, this is understandable since most of the open and functioning historical resources are concentrated in Scranton (Steamtown National Historic Site, Electric City Trolley Museum, Lackawanna Coal Mine Tour, etc.). LHVA has invested in some projects outside of Scranton as well (Olyphant Church Panels, Carbondale Pioneer Nights Festival, etc.), and when activities are not limited by the physical location of the artifacts, LHVA has been involved in activities that span communities (Heritage Explorer Train, Educational Mini-Grants).

According to annual reports submitted to NPS, participants in educational programs offered by LHVA or

Table 3.6 Examples of Interpretation & Education Projects

Year	Project	Stewardship Community
2000	Scranton walking tour booklet	Scranton
2000	Education Alliance	Multiple
2001	Programming and exhibits at Electric City Trolley Museum	Scranton
2002	Historic Hill Section House Tours	Scranton
2003	Heritage Explorer train rides	Multiple
2005	Traveling Trunks	Multiple
2005	Everhart Museum Visible Storage Room	Scranton
2006	Lackawanna County Coal Mine Tour interpretive exhibits	Scranton
2006	Educators' Mini-Grant Program	Multiple
2007	LC Library System - Heritage Passport Program	Scranton
2007	NEPA Philharmonic - Tune Into Heritage Children's Concert	Scranton
2008	Steamtown - Lackawanna Station Centennial Exhibit	Scranton
2008	Steamtown Winter Lecture Series	Scranton
2009	Pages and Places Book Festival	Scranton
2009	Olyphant Church Panels	Olyphant
2010	Electric Theatre Company - Play: "Acting Ethnic: The Welsh"	Scranton
2010	Jewish Discovery Center - Dudu Fisher Concert: "Encore"	
2011	Scranton Cultural Center - Self-Guided Tours	Scranton
2011	City of Carbondale/Pioneer Nights Committee	Carbondale
2012	"You Live Here, You Should Know This" Program	Multiple
2012	Trees of Grey Towers Interpretive Panels	Milford
2013	Lackawanna Historical Society dinner with Civil War Generals	Scranton
2013	Scranton Public Library Story Walk	Scranton
2014	Heritage Explorer Train	Multiple
2014	You Live Here, You Should Know This!	Scranton

its partners ranged from approximately 169,000 to over 280,000 per year between 2007 and 2012 (see Table 3.7).

Table 3.7 Number of Educational Programs and Participants

Year	Programs	Participants
2003	10 (LVHA)	100's (LHVA)
2004	10 (LHVA)	3,000-4,000 (LHVA)
2005	15 (LHVA) 50+ (partners)	2,000+ (LHVA) 5,000+ (partners)
2006	60+	5,000+
2007	2,437	235,398
2008	6,527	177,355
2009	6,406	280,179
2010	5,267	169,089
2011	7,644	275,966
2012	7,826	283,042
2013	-	-
2014	-	950 ^a

Note: LHVA indicated that the method for counting programs and participants changed between 2006 and 2007 to include audiences of programs conducted by their partners.

^aThis number includes only educational conferences and meetings (different method from previous years)

Increased awareness, understanding, and pride in heritage history and ethnic diversity

By increasing the opportunities available for community members, especially youth and those with limited financial means, LVNHA contributes to knowledge, awareness, and understanding for all who utilize those opportunities. Because educational activities span topics from history to culture to environmental awareness, participants can learn important lessons about a wide array of content areas. Key informants felt that LVNHA activities have contributed to the reframing of the region's self-perception and provided anecdotal support for their awareness of the area's heritage.

3.2.3 Community & Economic Development, Tourism & Marketing

Activities considered under the category of community and economic development, tourism and marketing are most directly related to the goal of preserving and enhancing communities; however, these activities additionally serve to facilitate partnerships, improve the visitor experience, and reconnect people to the Lackawanna River. Activities include those that enrich community life through resources and recreational activities, opportunities to volunteer, and safe transportation alternatives. They also include efforts meant to enhance economic vitality of the region, which can take the form of tourism development and marketing of the LVNHA, the local heritage, and investing in capital projects.

Holding events and support programs and resources that enrich community life

LHVA has been involved in organizing and promoting what many stakeholders described as a beloved annual event – the “Christmas in a Small Town” Santa Train, which travels up the line to deliver “Santa” to six area communities, each with its own planned celebratory activities. This is an example of a fruitful collaboration with Steamtown National Historic Site, which provides the train for the event. Attendance has grown from approximately 500 in 1998 to an estimated 3000 in 2014. In addition, LHVA coordinates the Arts on Fire Industrial Festival & Iron Pour each year, as well as supporting other festivals and events. LHVA's Ambassadors in Action program, operating since 2009, connects residents to volunteer opportunities at events, for maintenance of the Lackawanna River Heritage Trail (LRHT) or other environmental efforts, and clerical assistance. Lastly, through the LRHT, LVHA is providing additional community benefit, such as a safe route for children to walk to school, a recreational resource, the beautification of natural surroundings, access to the Lackawanna River, and economic development.

Supporting efforts to increase tourism through marketing, partnerships, and research

LHVA produces or supports the development of print and electronic materials for display or distribution, such as guidebooks (see also section on environment

and recreation activities), directional rack cards, a website, and a social media presence. One of LHVA's own projects was an interactive exhibit displayed at the Wilkes-Barre/Scranton Airport terminal to present the many attractions and resources available in the area. In addition, they have funded and contributed content to a documentary about the LHV produced by a local public television station with whom they frequently partner. They take advantage of other opportunities for advertising and fundraising as well, for example the Heritage Explorer Bike Tour highlights and brings the public to the LRHT, while raising funds for its continued maintenance and development.

Through partnerships with other organizations, LHVA leverages additional marketing and advertising opportunities, such as displaying its promotional materials at partner locations, maintaining an informational booth at community events, and advertising of their sponsorship by grantee organizations. For example, in the nine days leading up to the 2015 Heritage Explorer Bike Tour and Festival, the area's local ABC affiliate news station donated in-kind advertising for 55 airings of two short commercials valued at nearly \$8,000 total. In previous years, this donation had been larger (~\$30,000) with airings nearly the entire month leading to the event; however, changes in the station's policy regarding public service announcements for non-profit organizations led to the reduction in ad time and donation value. **Finally, LHVA engages in a substantial planning and research related to its future work: strategic assessments completed in 2011 and 2015; a LRHT users' survey in 2009 and another planned for 2015; and feasibility studies for the LRHT and Lackawanna Greenway are a few examples.**

Facilitating community capacity-building

In this context, community learning is distinct from heritage education; through LVHA's staff and programs, community members and organizations develop and build capacity to share the LHV's heritage

on their own. One way that LHVA does this is through the Heritage Ambassadors' Program, which it has been operating directly since 2003. Participants are taken on a tour of significant historic and cultural sites in the Scranton area. They learn more about these sites and their relationships to each other, and can take information and enthusiasm gained back to their family and friends as well as spread the word to other localities, generating additional visitation.

Another way that LHVA enhances the capacity of the community is through partnerships and collaborations, and by serving as a broker of information and connections. For example, **the Heritage Valley Roundtable (HVR, noted above), provides an opportunity for partners engaged or interested in heritage work to connect and exchange information and ideas.** HVR involves dozens of organizations with diverse roles that have a shared interest in developing and promoting heritage resources; these include the Electric City Trolley Station & Museum, Lackawanna Coal Mine, Lackawanna County Convention and Visitors Bureau, Lackawanna Historical Society, PA Anthracite Heritage Museum, Scranton Cultural Center, Steamtown National Historic Site, University of Scranton, WVIA-TV, Keystone Iron Works, United Neighborhood Centers, and many others. As noted elsewhere, important collaborative projects have emerged from ideas and partnerships generated by the HVR. In addition, LHVA has hosted the fall meeting of the Alliance of National Heritage Areas, has held a Heritage Tourism Forum, and leads groups of stakeholders who care to focus on particular topics (e.g., the Educational Alliance, the Northeastern Pennsylvania (NEPA) Conservation Alliance, the NEPA Trails Forum, see subsequent activities sections for descriptions of these). LHVA staff also provide technical assistance both formally and informally. Staff frequently field questions from community members and organizations about topics of their expertise, and connect parties to one another when their interests align.

Table 3.8 highlights a subset of the LHVA's activities in this area over time, with 1-2 activities per year selected (of many more) to convey the diversity in project type, location within the LHV, and funding amount. Funding amounts for early years are unavailable.

We examined the following outcomes for Community & Economic Development, Tourism & Marketing activities:

- Increased visibility and promotion of LHV historic and cultural message, increased visitation
- Increased financial and human capital capacity for others to contribute to LHV goals
- Increased tourism, investment in region from businesses, and sustainable funding sources committed to LHVA activities
- Increased quality of life for residents in the LHV

Increased visibility and promotion of LHV historic and cultural message, increased visitation

Several representatives from partner organizations noted that their relationship with LHVA has increased their visibility. LHVA has made substantial efforts to fund or execute marketing for the LHV and for heritage sites in various forms from print materials like brochures, guidebooks, and newsletters, to electronic materials like social media and a well-designed and maintained website, to television advertisements and video documentaries. For example, in 2010, *Views from the Valley*, a series of TV shows that highlight the LVNHA's programs, aired on a local television station, reaching a potential 60,000 viewers. According to a local newspaper article⁴, the local airport saw over 220,000 passengers board planes in 2012, the first year of the LHVA's airport exhibit. Regarding web traffic, LHVA reported over 30,000 visits

Table 3.8 Examples of Community & Economic Development, Tourism & Marketing Projects

Year	Project	Stewardship Community
2000	Santa Train	Multiple
2002	Host workshop on heritage tourism	
2003	Interpretive signage/brochures at Marywood Univ.	Scranton
2003	First Ambassador tour	Scranton
2004	Art auction for Carbondale Chamber of Commerce	Carbondale
2005	Website Design	Multiple
2005	Promotions for the Center for Antislavery Studies	Montrose
2006	Historic Carbondale brochure	Carbondale
2006	Nay Aug Park signage	Scranton
2007	Interpretive kiosk project planning and design	Scranton
2007	Jessup 21st Century Gateway signage	Jessup
2008	Scranton Tomorrow - First Night 2008	Scranton
2008	Ethnic Festivals Promotional Rack Card	Multiple
2009	Heritage Partners Collaborative Advertising	Multiple
2009	Lackawanna College Community Concerts	Scranton
2010	LHVA Community Update 2010	Scranton
2010	Pages and Places Book Festival	Scranton
2011	LHV - Strategic Assessment Process	Scranton
2011	Arts on Fire: Industrial Arts Festival	Scranton
2012	LHV- Airport Heritage Interpretive Exhibit	Multiple
2012	First Night Scranton	Scranton
2013	Children's Community Art Project	Dalton
2013	Scranton Shakespeare Festival - Comedy of Errors	Scranton
2014	Economic Impact Study	Multiple
2014	HVP - Iron District Feasibility Study	Scranton

⁴ Iorfino, M. (2013, January 28). Wilkes-Barre/Scranton airport sees 4% dip in passengers. *The Times-Tribune*. Retrieved from <http://thetimes-tribune.com/news/wilkes-barre-scranton-airport-sees-4-dip-in-passengers-1.1435939>.

to their site for the one-year period ending in June 2015, and that 68% of visitors were from Pennsylvania, clustering in the LHV area. The most popular pages were for the LHRT, the Santa Train, and the Heritage Explorer Bike Tour. In addition, LHVA is increasing its presence in social media, with substantial followings via Facebook and Twitter (see Table 3.9) that have seen increases over the previous year. As noted above, LHVA also takes advantage of its sponsorships and work with partners to promote their own organization and the LVNHA as a whole.

Table 3.9 LHVA Social Media Report (as of July 2015)

	Current Followers	Followers One Year Ago
Facebook		
Lackawanna Heritage Valley	1,566	1,267
Lackawanna River Heritage Trail	2,560	1,670
Heritage Explorer Bike Tour & Festival	397	334
Conservation Alliance	95	72
Twitter		
handle LackawannaHVA	834	
Instagram		
handle LackawannaHVA	28	

Despite these efforts, a few key informants expressed a concern that LHVA is not recognized widely as the organization responsible for community events and assets, even the ones it is directly involved in organizing or executing. For example, individuals may have heard of the LRHT, but are not aware that LHVA is the entity responsible for it. Alternatively, another individual expressed a concern that LHVA is focusing

too heavily on the LRHT, to the detriment of other activity areas and community priorities. Although LHVA does consider the LRHT its foremost priority, the LHRT contributes to multiple of the LVNHA’s goals and spans all activity areas, thereby playing a broader role in the region than many of the other activities could. Given the emphasis that LHVA places on the LRHT, some community members may have come to associate them only with the LRHT and not with their other work; however, this was actually part of the impetus for focusing on the LRHT –to provide the community with an identifiable and tangible resource associated with the LVNHA.

In community intercept conversations, several respondents suggested that the LVNHA has brought people into the area; one suggested that it shows people the history and what the region has to offer; and another speculated that it makes people want to stay here if the area continues to improve. However, as mentioned above, 12 of the 31 respondents who were living in PA were unfamiliar with the LVNHA’s history, even though most (25) were approached on the LRHT itself or at a LVNHA partner site. In LHVA’s 2009 LRHT user survey (n=500), about 64% of respondents were familiar with the LRHT, and about 82% had heard of the LHV. As LHVA continues to install signage and work on additional ways of becoming known in the community, this is likely to improve.

Increased financial and human capital capacity for others to contribute to LVNHA goals

LHVA contributes to the capacity of other organizations through the various forums and alliances that they host, the partnerships they nurture, and the technical assistance and networking services that they provide. In 2013, LHVA provided capacity building assistance to 145 organizations. **They have also been successful in catalyzing funding to complement the monies that they provide to partners; LHVA reports that they have consistently achieved match ratios from their partners of 1:5, and have**

even reached a ratio of 1:9 recently in 2014 (see Table 3.10). There are also examples of projects that were originally either conceptualized or funded by LHVA, but proven sustainable without the need for its ongoing support. These include the Heritage Passport Program and Community Connections to the Watershed (see section 3.2.4 on environmental conservation and recreation activities).

Table 3.10 LHVA Leveraging from Partners for Projects by Year

Year	Leverage Ratio
2005	1:5
2006	1:5
2007	1:10
2008	1:7
2009	1:5
2010	1:9
2011	1:6
2012	1:5
2013	1:8
2014	1:9

Increased tourism, investment in region from businesses, and sustainable funding sources committed to LVNHA activities

In 2014, an Economic Impact Study funded and co-authored by LHVA reported (based on numbers provided by LHVA partners) an estimate of visitors and tourists to the LVNHA. The total effect of those visitors, combining direct (operational spending, spending by visitors to the LVNHA, and grantmaking/capital expenditures), indirect (the re-spending of dollars within the local economy by vendors and suppliers), and induced (money re-circulated through the economy as a result of household spending patterns generating further economic activity) effects, was estimated at \$27, 037, 260. This report also provided estimates of the total economic impact of LHVA operations (by spending of the organization and its employees), at \$1,387,277; the total annual

impact of LHVA grantmaking at \$104,321; and the total number of regional jobs supported at 386. Finally, the report estimated that \$2 million in tax revenue is generated for state and local governments through LHVA's activities and operations.

LHVA's Director of Operations works to identify and pursue opportunities for funding outside of the normal venues that LHVA had considered in previous years. For example, LHVA was recently awarded a grant for \$150,000 from the American Water Charitable Foundation to build a natural play area in an existing park adjacent to the Lackawanna River. These funds were supplemented by other donors, including Lackawanna County, the PA state Department of Conservation and Natural Resources, the Margaret Briggs Foundation, and Fidelity Bank. **In addition, LHVA's recent orientation toward recreation, health, and wellness opens opportunities for grants and other funding that address those issues in addition to the more traditional sources that are focused on heritage development.** HVP, a non-profit partner organization, also provides a mechanism through which LHVA can access funds (via grants and/or fundraising) that it cannot apply for directly given its status as a municipal authority. HVP and LHVA are currently undergoing a strategic planning process. Section 4 provides a more detailed analysis of LVNHA's funding sources and spending; Section 5 provides an assessment of their long-term sustainability.

Increased quality of life for residents in the LVNHA

The LHVA, through its grant funding, sponsorship, and staff time, either leads or contributes substantially to numerous community assets, activities, and events that benefit community residents. The popular Santa Train attracts close to 3000 visitors each year. The money that they bring in supports local development and contributes to jobs. Volunteer opportunities provide positive ways for community members to spend time and enhance the physical quality of the LVNHA (e.g., LRHT and river cleanups) or the smooth operation of events and activities. In fact, the Economic Impact Study released in 2014 by LHVA estimates a three-year average of 1,155 volunteers and 8,616 hours of time.

See Table 3.11 for LHVA’s reported volunteer hours according to annual reports submitted to NPS.

Table 3.11 Volunteer Hours on Heritage Area-Related Programs or Projects

Year	Volunteer Hours (LHVA)	Volunteer Hours (all Heritage Partners)
2004	1,000	-
2005	1,500	-
2006	1,500	-
2007	2,000	-
2008	2,000	-
2009	-	51,630
2010	-	123,841
2011	3,104	117,537
2012	10,515	128,052
2013	11,411	124,796
2014	15,115	122,924

3.2.4 Environmental Conservation & Recreation

Environmental conservation and recreation activities contribute to the goals of *reconnecting people to the Lackawanna River, preserving and enhancing communities, and improve the visitor experience*. Furthermore, many serve to facilitate partnerships. Activities in this area either develop or utilize the natural resources of the LVNHA. Currently, the LHVA places a substantial focus on the LRHT, both in expanding and enhancing it further, and in encouraging its use for diverse purposes; however, the organization has had sustained involvement in numerous other activities related to conservation and outdoor recreation as well.

Developing the LRHT, extensions, amenities, and public access

The LRHT includes the D&H Rail-Trail; together they represent more than 70 miles, connecting over 30 communities through the four-county area making up the LHV. At the time of the printing of the Trail

Guidebook, about 50 mi were open to the public and another 20 mi in planning or development stages. Certain portions of the trail system are managed by the Rail-Trail Council of Northeastern Pennsylvania: D&H Rail-Trail (38 mi from Simpson to NY state border), O&W Rail-Trail (8 mi from Simpson to Stillwater Dam), Endless Mountain Trail (10 mi in the Montrose area). LHVA manages the four southern sections of the LRHT: Lower Valley Trail Section (9.2 mi), Scranton Trail Section (5 mi), Mid Valley Trail Section (12 mi), and the Upper Valley Trail Section (5.9 mi). The LRHT is open to hikers, bikes, and dogs in many sections. Surfaces include pavement, stonedust, unimproved soil, and old rail beds. The LHVA website suggests it can be used for fitness, recreation, socialization, alternative transportation, and access to the river, providing “a close up view of important remnants of the region’s history and culture.”

The first section of the LRHT opened in Scranton in 1998, and LHVA has been involved in the LRHT ever since; however, the staff note that 2007 marked a strategic shift, as a position was created for a trails manager, and increased focus was placed on the LRHT. See Table 3.12 for a timeline of LRHT development. The percentage of total LHVA project funds dedicated to LRHT planning, development, improvement, or maintenance for the past three years has been high, ranging from 85% to 98%. For example, more than \$2.5 million went toward new construction on the LRHT in 2013 to extend and connect existing segments. The LRHT represents not only a focus for funds, but a significant use of staff time and energy. LHVA hosts activities along the LRHT and volunteer cleanups, as discussed in further detail below. Much progress has been made, but gaps in the LRHT remain, and LHVA is working hard to address them. For example, LHVA commissioned a feasibility study, published in 2013, to provide information and recommendations about the gaps in the 39-mi section from Stillwater Dam to Pittston, dividing the upcoming work into 13 trail segments. Necessary work ranges from minor (signage) to major (engineering, significant funding, site control issues).

Table 3.12 Progress on the Lackawanna River Heritage Trail by Year

Year	Activity	Year	Activity
2000	LHVA helped fund a study to develop the Davis Trail at Nay Aug Park in Scranton.	2010	LHVA opened the Downtown Scranton Riverwalk; redecked the “Heritage Valley Crossing” pedestrian bridge over the Lackawanna River in Blakely.
2001	Nearly 2 miles of LRHT opened.	2011	LHVA acquired properties for future LRHT sections and open space preservation in Carbondale and Fell Township; fencing and gates were repaired, and pet stations and trash/recycling receptacles were installed on improved sections of the LRHT in Scranton, Blakely, Archbald, Mayfield and Carbondale, as well as the Delaware and Hudson Rail-Trail in Simpson, Forest City and Union Dale. LHVA began “Trail Tenders” program which encourages volunteers to assist with LRHT maintenance.
2002	(No developments)	2012	LHVA received funding to develop signage and a guidebook; LRHT identified as part of Trail System, including D&H Rail-Trail (managed by Rail-Trail Council of NEPA); LHVA acquired three LRHT properties, including three abandoned railroad bridges in Fell Township; redecking and rehabilitation of bridges began; LHVA acquired 2.3 miles of property to close LRHT gaps; ground broken for two new LRHT sections.
2003	Phases began for the Mayfield Trail, improvements to the Mid-Valley Trail, and the Downtown Scranton Riverfront Greenway.	2013	LHVA began improving LRHT crossings over city roads in Scranton for user safety; three new sections of LRHT were opened: <ul style="list-style-type: none"> • CNJ extension (2 mi) Scranton to Taylor • D&H Extension (3 mi) southern trailhead near Carbondale Industrial Park • Powdermill Section (3 mi) Jermyn to Archbald, completes 8 mi section linking eight municipalities and connecting on-street portions and rail-trail sections.
2004	The Scranton Riverfront Greenway plan began.	2014	Worked on design of the Carbondale Riverwalk, a 2-mile section of the Lackawanna River Heritage Trail. Published the LRHT Guidebook. Conducted Trails to Prosperity Conference to facilitate learning about the economic impacts of trails.
2005	LHVA worked with Lackawanna River Corridor Association to develop sections for the 40-mi alignment of the LRHT.	2015	Constructed Nay Aug Avenue Nature Park along LRHT.
2006	LHVA improved 1.5-mile section from Elm Street to Bridge 60 at Steamtown National Historic Site; and worked with the U.S. Army Corps of Engineers and the city of Scranton on a plan to include trails on levees that were under construction from Albright Avenue to the Plot section of Scranton near the Scranton Laceworks.		
2007	LHVA staff realignment, new position created for Trail Manager; new section of LRHT just over a mile long opened in Carbondale Township and Mayfield Borough.		
2008	U.S. Army Corps of Engineers incorporated the LRHT into Scranton levee; designs are completed for the Scranton Riverwalk and construction set to begin in 2009.		
2009	LHVA commissioned the Lackawanna Greenway Plan & LRHT Feasibility Study; completed designs for two-mi Central New Jersey Rail-Trail Extension from Scranton to Taylor, and for two-mi Powdermill Rail-Trail connecting Archbald and Jermyn; conducted a survey of LRHT users; construction began on the Scranton Riverwalk.		

Developing LRHT programs and resources

In 2014 LHVA developed and published a guide to the LRHT and D&H Rail-Trail, serving to orient community members and visitors to the LRHT; inform about LRHT locations and its use and safety guidelines; inform about historic, cultural, and environmental sites and tourist attractions; advertise for the LRHT, LHVA, partners, and LHV communities; and generate income through sales of the guide book. In addition, LHVA has created numerous other brochures, handouts, and information materials, and has installed signage along the LRHT.

LVHA also hosts the NEPA Trails Forum, an alliance of over 40 organizations, community members, and government representatives with an interest or responsibility for trail development in their locality. Starting in 2012, there was a three-year hiatus in the

forum due to a location change and staff downsizing, but it has recently gained momentum, as new partnerships, space, and staff resources have made it possible to continue. The forum is now held quarterly, with an annual spring symposium, and provides an opportunity for discussion, networking, information exchange, and mutual support. Organizers try to hold the forum at rotating sites. Topics include anything related to trail development, such as land acquisition, legal issues, maintenance, and economic impacts.

Holding events and support activities on the LRHT and Lackawanna River

As noted above, LHVA conceives of the LRHT’s role as being multi-faceted, and one major role is that of event space. LHVA and community members and organizations utilize the LRHT for events and activities, such as:

- **Scranton Half Marathon:** The Scranton Half Marathon, with its first race in April of 2014 utilizes over 6 miles of the LRHT, and it was estimated that in its first year, this event exposed 2,800 participants from 23 states to the LRHT (EIS, 2014). In addition, LHVA received 50% of the proceeds from the race;
- **Heritage Explorer Bike Tour:** Started in 2010, the event won an Environmental Partnership award from the Pennsylvania Environmental Council in 2012, and over 500 riders participated in 2014;
- **Art on the Trail:** The innovative Confluence art program provides “at-risk” youth with training for careers in the industrial arts while generating large iron sculptures, which are placed on the LRHT for the community to view and enjoy;
- **Others:** Reading, yoga, concerts, Family Fun days, and many more.

The LRHT also serves as an alternative to motorized transportation, providing a safe route to work or school for community residents. Finally, a number of community organizations and groups utilize the LRHT for events, in addition to those that LHVA officially coordinates and sponsors. For example, the Scranton Running Company’s retail location is strategically located adjacent to the LRHT.

Supporting other conservation and recreation activities

In addition to LRHT -related projects, LHVA is engaged in other conservation and outdoor recreation activities. As part of the TreeVitalize Metro project funded by the PA Department of Conservation and Natural Resources, LHVA distributed nearly \$128,000 in total to at least 14 communities to plant trees from 2009 to 2011. In addition, LHVA manages a free bike share program, Bike Scranton, in which bikes can be checked out from partner locations. LHVA contributes funding to Riverfest, hosted by a key partner (Lackawanna River Corridor Association), to celebrate the Lackawanna River by encouraging community members to come out to exercise, canoe, learn, and have fun. Another strong example is that LHVA received funding from multiple sources to build the Nay Aug Natural Play Area along the Lackawanna

River in Scranton, providing a recreational space that connects children to learning about water and nature. The Play Area also includes a Lily Pad Stage which will feature humanities programming as part of the Scranton Pocket Park Collaborative.

Since 2003, LHVA has hosted the NEPA Conservation Alliance, a bi-monthly meeting of more than 80 regional environmental organizations and community members serving to facilitate the sharing of information and resources related to conservation. LHVA has also hosted various environmental events over the years, such as an Environmental Fair and Environmental Career Forum, and has funded Community Connections to the Watershed, a program for high school students involving field trips and other activities that connect them to the Lackawanna and Susquehanna Rivers. Volunteer opportunities are also available through LHVA partners or directly through its Ambassadors in Action program.

Table 3.13 highlights some of the LVNHA’s activities in this area over time, with 1-2 activities per year selected (of many more) to convey the diversity in project type, location within the LHV, and funding amount.

Assessment of Short- and Long-term Outcomes

We examined the following outcomes for Environmental Conservation & Recreation activities:

- Protection, conservation, and increased stewardship of natural and scenic resources
- Continued development (and eventual completion) of the LRHT, including acquisition of real estate to close LRHT gaps, increased amenities
- Increased awareness, understanding, and pride in natural resources
- Increased quality of life for residents in the LHV, including increased health and wellness and increased access to natural resources for all families (regardless of financial means)

Protection, conservation, and increased stewardship of natural and scenic resources

LHVA contributes a great deal to the development of natural and scenic resources throughout the heritage area. The LRHT represents LHVA's primary focus and accounts for its most substantial use of funding and programmatic effort. LHVA facilitates the maintenance of the entire LRHT, contracting out the basic maintenance as well as working with volunteers and adopt-a-trail participants.

More than 750 volunteers contributed to 15 LRHT work days in 2013. In addition, the LRHT helps to conserve the Lackawanna River by increasing interest and commitment to it across the LVNHA. LHVA is a sponsor of various activities that serve to clean and/or utilize the river (e.g., Riverfest, volunteer cleanups), and numerous interviewees noted the transformation that the river has undergone over the past several

Table 3.13 Examples of Environmental Conservation & Recreation Projects

Year	Project	Stewardship Community
2000	Study for Davis Trail at Nay Aug Park	Scranton
2000	Festival of Trees	Scranton
2003	Conservation Alliance begins	Multiple
2003	Host Earth Day celebration	Scranton
2004	Scranton Riverfront Greenway plan begins	Scranton
2004	LHV Environmental Fair	Scranton
2005	Riverfest	Scranton
2005	Community Connections to the Watershed	Multiple
2006	Little Rocky Glen Site Improvements	Factoryville
2006	Lackawanna College Environmental Institute	Scranton
2007	New LRHT section (Carbondale / Mayfield)	Multiple
2007	Steamtown Marathon	Multiple
2008	Lackawac sanctuary - master site plan	Lake Ariel
2008	Keystone College Environmental Education Institute	La Plume
2009	Downtown Scranton Riverwalk	Scranton
2009	AXA Equitable Day of Service - trailhead cleanup project	Scranton
2010	TreeVitalize - Church Street Shade Tree Project	Moscow
2010	NEPA Trails Forum	Multiple
2011	TreeVitalize: Enterprise Street Project	Dickson
2011	Heritage Explorer Bike Tour & Festival	Multiple
2012	Wayne County Towpath To LRHT	Hawley
2012	Eastern PA Greenways & Trails Summit	Multiple
2013	Abington Area Lakeside Concert Series	Abington
2013	LRHT construction Scranton, Carbondale, Jermyn, Archbald	Multiple
2014	"Confluence" Sculpture Park	Scranton
2014	LRHT Guidebook & other publications	Multiple

decades from a heavily polluted embarrassment to a beautiful resource and site for outdoor recreation. For example, the great NEPA Cleanup in 2010 involved more than 1750 volunteers across 7 counties. The Lackawanna River Corridor Association and other partners have worked to improve the river, while LHVA has contributed funding and staff time to their efforts and has drawn visitors, residents, and businesses to river via its trail system and events. Lastly, through other supported programs, including educational opportunities, environmental fairs, and other programming, individuals and families learn about the area’s resources and how to protect and utilize them responsibly.

Through several mechanisms (NEPA Conservation Alliance, NEPA Trails Forum, technical assistance), LHVA fosters collaboration between community groups and members working toward conservation and protection of natural resources. Stakeholder interviews from those who worked with LHVA on LRHT activities explained how the LRHT connects them physically to other communities and how they worked with LHVA to facilitate its development. The NEPA Trails Forum also spreads key knowledge and resources regarding trail-building to others who are building or maintaining trail segments, whether associated with the LRHT or not.

Continued development (and eventual completion) of the LRHT, including acquisition of real estate to close LRHT gaps, increased amenities along the LRHT and at trailheads

LHVA has made substantial progress in land acquisition as a local authority using funding sources that permit this, trail construction, maintenance, amenities, and signage over the past 8 years, and have well-developed strategies for continuing this work. See Table 3.14 for a summary of the number of LRHT -related projects.

Table 3.14 Number of Grants, Miles Completed, and Projects Begun or Continued for Trails or Greenways

Year	Grants	Miles	Projects
2003	4	0	3
2004	4	0	3
2005	5	0	7
2006	2	0	5
2007	2	1.5	9
2008	6	0	24
2009	19	1.5	19
2010	15	109.5 ^a	27
2011	16	60	67
2012	11	70	14
2013	-	36 ^b	-
2014	-	36	-

^a Beginning in the year 2010, NPS requested miles of trail completed and/or maintained, instead of only new trail completed; however, since the LRHT is only 70 miles long, LHVA staff speculated that their report for that year may have included various alternate trail alignments provided by the Greenway Study or trail from other state or county parks.

^b The wording of the NPS report question changed again this year, and it is unclear how this value relates to previous values.

Increased awareness, understanding, and pride in natural resources

Data from key informant interviews and community intercept conversations suggest progress in this area. Stakeholders noted that the vast improvements in the river’s cleanliness, access to it, and increased activities held on or utilizing it, have increased the community’s awareness and use of this resource. In addition, the

new sections of LRHT, improvements made to existing LRHT, and many events and activities held on the LRHT bring residents and visitors to the LRHT (and also the river), increasing community knowledge of its existence and value. In 2009, LHVA conducted a LRHT user survey with 500 respondents. Based on this, LHVA estimated that there were 128,000 user visits to the LRHT annually, confirming community intercept interview and key informant data that the LRHT is heavily used.

Increased quality of life for residents in the LVNHA, including increased health and wellness and increased access to natural resources for all families (regardless of financial means)

Many of the projects that LHVA funds, administrates, or conducts are free to the public or available at an affordable rate. Cleanups, family days, art exhibits, and recreation events on the LRHT are often free; the recently launched Bike Scranton project is free of charge as well; and of course, use of the LRHT for personal recreation (running, biking, etc.) is also free. Because the LRHT runs through numerous communities, it represents a key resource that is accessible to the entire LHV, rather than just residents of Scranton, where the bulk of other heritage sites are located. By providing the means (LRHT, etc.) and events/activities related to them, LHVA makes outdoor recreation accessible to LVNHA residents and visitors, and provides high-quality opportunities for increasing healthy behaviors, ultimately contributing to wellness. The highly successful Heritage Explorer Bike Tour has increased in attendance from 300 riders its first year to over 500 in 2014. When asked about the impact of the LVNHA on the area during intercept conversations with community members, responses included that the LRHT is good for exercise, for getting out, for doing something constructive, that it is heavily used, that there is demand for additional LRHT mileage and/or amenities, that the LVNHA makes the area look nicer and more pleasant, that it provides nature in a city context, and that it adds value to life.

Comments from key stakeholders during individual interviews were overwhelmingly positive about the effects of the LRHT on LVNHA communities.

3.3 Summary

The Evaluation determined that over the last 15 years, the LHVA has addressed each of its legislated purposes and goals outlined in the management plan through the federal resources provided.

Activities that have been either led or supported across the areas of Historic Preservation, Cultural Conservation, & Local Heritage; Interpretation & Education; Community & Economic Development, Tourism & Marketing; and Environmental Conservation & Recreation have served the purposes of the national legislation and the goals outlined by the LHVA Management Plan. Full leadership, grant funding, technical assistance, material support, hosting collaborations and forums, and other supportive activities have contributed to the stated goals.

In addition to the above findings, the evaluation staff noted some key points that span across the activity areas described above that should be considered as the entity moves forward:

1. *The nature of LHVA's involvement in specified activities ranges from providing nominal sponsorship money to full funding and leadership of an event or program. Programs operated and/or managed by LHVA staff are of significant value to the community and would be difficult to sustain without their support.*

In recent years, LHVA's financial support via grants and/or sponsorships has been restricted to fairly small amounts, and this has represented a decrease from earlier years of operation. For example, in 2014 only 13 grants went out to partners, and none exceeded \$5000 (collectively, they amounted to only \$15,700). In contrast, in 2005, LHVA issued four grants of \$25,000 or more each, in addition to numerous smaller grants. This shift is due to limited financial resources as well as a strategic decision on LHVA's part to adjust their role in the community from a source of funds for other organizations to one in which they manage and operate their own projects. Given small grant amounts, some grantee programs might be able to find alternate sources to replace those funds if LHVA's support were eliminated. However,

key informants indicated that the programs and projects that LVHA supports more substantially, with leadership, staff time, and/or large-scale funding, would very likely not subsist without them. These include the LRHT, various meetings, alliances, and forums, and selected community events such as the “Arts on Fire” festival.

2. *LHVA currently devotes the majority of its funding resources, and a considerable amount of staff time and effort to preparing, building, and maintaining the LRHT.*

Activities across the four activity areas contribute to the main goals of the LVNHA, as outlined in its management plan, and ultimately, to the purposes outlined in the LVNHA’s authorizing legislation, but to varying degrees. **The majority of LHVA’s funding, and a significant proportion of staff resources, are funneled toward the LRHT. There are many advantages to having this resource:** the LRHT is a permanent and physical representation of LHVA and LVNHA; it serves as a free event space; it is heavily used by the community, both informally and via scheduled events; it serves to advertise for LHVA and LVNHA; it provides and encourages access to the Lackawanna River; it draws tourists and visitors; it provides resources for wellness activities; and many others.

Availability of the LRHT for community use and activities that LHVA coordinates that are related to the LRHT (e.g., Heritage Explorer Bike Tour) most heavily contribute to the goals of preserving the physical character of communities in the LVNHA and reconnecting people and communities to the Lackawanna River. Additionally, the LRHT itself facilitates partnerships between adjacent local communities, as does the NEPA Trails Forum among organizations invested in trail building. Furthermore, the LRHT contributes to the economic vitality of the region and can improve the visitor experience. Importantly, because many of the historic and cultural resources in the LVNHA are located in Scranton, the LRHT’s presence extending throughout the LVNHA offers opportunities for other communities beyond Scranton.

However, some stakeholders expressed the view that this focus comes at the expense of other heritage activities. The LHVA definitely does support various heritage-related activities through funding and technical assistance, as indicated by the numerous activities listed in under the other three categories (heritage preservation, education, community & economic development), and these activities are directly related to its goals; however, the relative emphasis placed on these compared with the LRHT is low, especially in recent years. This is a strategic decision that LHVA has made because they feel that it is their best opportunity for sustainability, but this focus is sometimes questioned by others who feel that other heritage interests are not being fulfilled.

3. *LHVA plays a critical role in fostering collaboration and coordination, and in mediating differing priorities and interests both within and between communities. It is unlikely that any other organization could fill this role effectively.*

As noted above, LHVA runs several forums and alliances founded on different topical areas (Heritage, Education, Conservation, Trails) that bring together community organizations and members, and serve to coordinate and provide technical assistance. This was noted by interviewees as an important role that another organization may not be able to serve.

In addition, **several stakeholders also noted that different communities in the LVNHA lack cooperative relationships, and that LHVA is seen as a neutral partner whose motives are not questioned, and is therefore, able to accomplish more than other groups; LHVA’s purview is the entire LVNHA rather than one place, and a range of topics/activities rather than a singular focus.** One stakeholder gave an example of how his town became involved with the LRHT; through LVHA’s persistence, professionalism, and demonstration of its ability to “get things done,” he explained that community leaders moved beyond their skepticism, and have come to trust the organization and harbor goodwill toward it and its projects.

Section 4 – Public/Private Investments in LVNHA and their Impact

The legislation that created LVNHA, as amended by Congress in 2000, mandated the following concerning federal appropriations to LVNHA:

- (a) IN GENERAL – There is authorized to be appropriated under this title not more than \$1,000,000 for any fiscal year. Not more than a total of \$10,000,000 may be appropriated for the Partnership under this title.
- (b) 50 PERCENT MATCH - Federal funding provided under this title, after the designation of this Partnership, may not exceed 50 percent of the total cost of any assistance or grant provided or authorized under this title.

In this section of the document, we describe the public and private investments that support LVNHA activities, determine if the LVNHA coordinating entity (LHVA) meets legislative requirements with regard to additional investments required, and summarize the ways in which LHVA makes use of heritage area investments.

4.1 Investments in LVNHA Activities

The financial investments that support LVNHA activities can be divided into the following categories:

- Federal NPS Heritage Partnership Program (HPP) Funding – Funding provided to LHVA from NPS specifically for the heritage area program;
- Other Federal NPS Funding – Additional funding provided to LHVA through NPS since 2000;
- Non-Federal Matching Funds– Funds raised to meet the matching funds requirement including state, local government, foundation, non-profit, corporate sponsors, in-kind donations, private and other non-Federal match. These funds included monies from the State of Pennsylvania, Lackawanna County Commissioners, and contributions from partner organizations.

- Leveraged Funds – Additional funds raised to support heritage area activities including matching funds, other federal, state or local government, private or other funding.

A review of LHVA audits and financial documents indicated that between 2000-2014, \$30,105,612 in financial resources was directed toward LVNHA activities. LHVA was allocated \$7,140,942 in NPS Heritage Partnership Program (HPP) funds of which \$6,815,393 has been expended. From 2000-2005, additional NPS funds were received in the form of Statutory Aid Budget funding (which they began receiving in the 1990s) and cooperative agreements for activities such as technical assistance for the Alliance of National Heritage Areas and passthroughs to Steamtown National Historic Site. LHVA received \$3,892,024 in other federal funds mostly from the U.S. Department of Transportation Department of Federal Highway for federal Transportation Enhancements Program. State monies consisted largely of funds from the Pennsylvania Department of Conservation and Natural Resources through the Pennsylvania Heritage Areas Program and through the Community Conservation Partnerships Program. These have been used to support activities such as the TreeVitalize Metro Program, the Pocono Forest and Waters Conservation Landscape initiative, the greenway and Lackawanna River Heritage Trail (LRHT) feasibility studies, LRHT design, Nay Aug Avenue Natural Play Park and LHVA administrative expenses. Local sources of income and LHVA cash included rental income from the Heritage Valley Center, LRHT maintenance income, investment income, and other income. LHVA owned the Heritage Valley Center building in which its principal offices were until 2007. This building was bequeathed to LHVA from the county upon its establishment. Table 4.1 presents an overview of the investments received by LHVA from 2000 to 2014.

Table 4.1 Overview of Investment Received, Total and by Year

Year	NPS/HPP Funds Allocated	NPS/HPP Funds Expended	Other NPS Funds	Non-NPS Federal Funds	Other Funds*	Total Investments Received
2000	\$430,000	\$30,000	\$518,739	\$41,059	\$589,891	\$1,179,689
2001	\$489,000	\$24,000	\$354,093	\$43,067	\$841,676	\$1,262,836
2002	\$531,900	\$291,932	\$446,126	\$12,811	\$1,119,997	\$1,870,866
2003	\$631,000	\$612,219	\$5,121	\$0	\$1,600,123	\$2,217,463
2004	\$533,000	\$466,856	\$55,783	\$0	\$1,398,442	\$1,921,081
2005	\$532,000	\$609,498	\$5,096	\$0	\$1,025,977	\$1,640,571
2006	\$492,644	\$464,558	\$0	\$0	\$1,219,806	\$1,684,364
2007	\$462,621	\$532,078	\$0	\$273,999	\$1,377,394	\$2,183,471
2008	\$455,777	\$537,608	\$0	\$0	\$941,996	\$1,479,604
2009	\$456,000	\$483,303	\$0	\$921,658	\$1,050,818	\$2,455,779
2010	\$456,000	\$478,054	\$0	\$824,240	\$1,051,878	\$2,354,172
2011	\$439,000	\$538,884	\$0	\$1,410	\$1,194,439	\$1,734,733
2012	\$427,000	\$716,923	\$0	\$141,747	\$1,985,566	\$2,844,236
2013	\$378,000	\$524,425	\$0	\$1,401,207	\$1,806,684	\$3,732,316
2014	\$427,000	\$505,055	\$0	\$230,826	\$808,550	\$1,544,431
Total	\$7,140,942	\$6,815,393	\$1,384,958	\$3,892,024	\$18,013,237	\$30,105,612

*Other funds includes direct financial investments from State, local government, private donations, and cash.

As required in their authorizing legislation, LHVA must match its federal assistance equally with non-federal dollars. To do this, the expectation is that LHVA will leverage its federal assistance funds to secure additional funding in support of its mission. Table 4.2 and Graph 4.1 present the matching funds associated with each NPS/HPP award. Overall, LHVA received \$7,140,942 in HPP funds and obtained \$12,030,444 in matching funds. Matching funds for the NPS award for 2014, which was awarded June 30, 2015, are not included because this is a new appropriation and the year's full allocation has not been distributed as of the date of the evaluation. A match ratio of 0.5 or less indicates that the match requirements were met whenever the percentage of NPS expenditure itself is less than 0.50. LHVA had a match ratio that was consistently under 0.5 with an overall match ratio of 0.37.

Table 4.2 NPS/HPP and Matching Funds by NPS Award Year

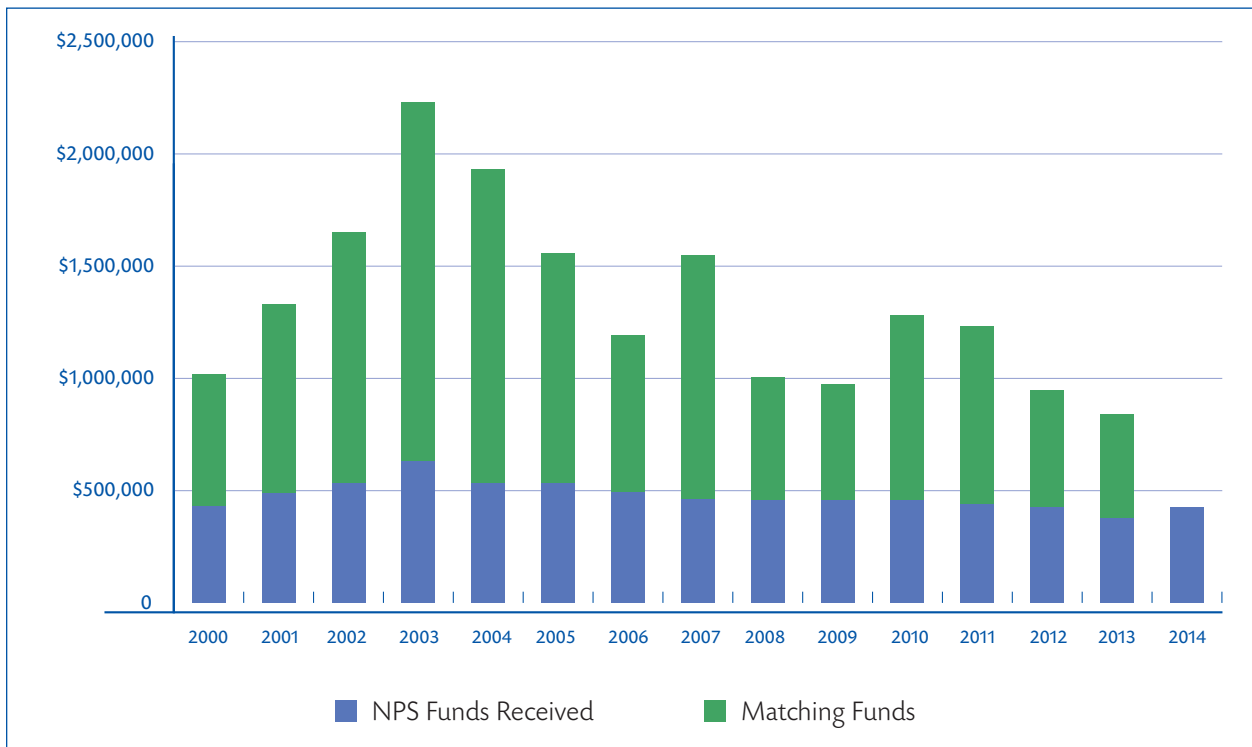
NPS Award Year	NPS/HPP Funds	Non-Federal Matching Funds	Total	Match Ratio
2000	\$430,000	\$589,891	\$1,019,891	0.42
2001	\$489,000	\$841,676	\$1,330,676	0.37
2002	\$531,900	\$1,119,997	\$1,651,897	0.32
2003	\$631,000	\$1,600,123	\$2,231,123	0.28
2004	\$533,000	\$1,398,442	\$1,931,442	0.28
2005	\$532,000	\$1,025,977	\$1,557,977	0.34
2006	\$492,644	\$697,754	\$1,190,398	0.41
2007	\$462,621	\$1,087,288	\$1,549,909	0.30
2008	\$455,777	\$549,938	\$1,005,715	0.45
2009	\$456,000	\$519,851	\$975,851	0.47
2010	\$456,000	\$825,613	\$1,281,613	0.36
2011	\$439,000	\$792,846	\$1,231,846	0.36
2012	\$427,000	\$519,692	\$946,692	0.45
2013	\$378,000	\$461,355	\$839,355	0.45
2014	\$427,000	-	-	-
Total	\$7,140,942	\$12,030,444	19,171,386	0.37

From 2000-2006, LHVA generated matching funds from the operation of the Heritage Valley Center in Mayfield, PA. When LHVA was established the county commission gave them the Heritage Valley Center to own and operate. For a few years, LHVA had tenants in the building and generated nominal income from tenant leases. On May 8, 2007, LHVA sold the Heritage Valley Center to St. Rose Academy for approximately \$3.5 million. These funds were invested into a Money Market Account and/or short-term Certificates of Deposit at three local banks. The proceeds of the building sale have provided an important financial

resource from 2007 to the present and have contributed a large amount to matching funds for operations and programs, as well as the purchase of the current headquarters building on the LRHT.

Between 2002-2005 and 2007, LHVA received considerable state and private contributions for large events. For example in 2007, LHVA matching funds went toward two La Festa Italiana events, the first bike tour sponsored by Leadership Lackawanna, the Everhart Museum Folk Art Celebration, the Silkman House restoration, and the Greenway Study.

Graph 4.1 LHVA Match Results by NPS Award Year



To date, LHVA has leveraged its NPS funds to exceed the 50 percent match requirement as reported in their audited financial statement and federal financial reports. Leveraged funds totaled \$8,977,699 from 2000-2014. This amount represents funding and revenue from a variety of sources including private donations (although most of this covers the original match requirement), and local and state grants (some for LRHT construction projects). For example, in 2013, through the federal Transportation Enhancements Program, LHVA received funds

(\$1,401,207) from the Pennsylvania Department of Transportation for the LRHT. Additional funding came from the Commonwealth of Pennsylvania's Redevelopment Assistance Capital Program (\$563,080), the Lackawanna County Commissioners share of the Commonwealth's Growing Greener Bond Fund, Keystone College, the Lackawanna County Department of Arts and Culture, municipalities along the river, and private sponsors. The total amount of leveraged funds that year was \$1,484,562.

Table 4.3 Leverage Funds by NPS Award Year

NPS Award Year	Non-NPS Federal Funds	Non-Federal Match	Total	Leveraged Funds
2000	\$41,059	\$589,891	\$630,950	\$200,950
2001	\$43,067	\$841,676	\$884,743	\$395,743
2002	\$12,811	\$1,119,997	\$1,132,808	\$600,908
2003	-	\$1,600,123	\$1,600,123	\$969,123
2004	-	\$1,398,442	\$1,398,442	\$865,442
2005	-	\$1,025,977	\$1,025,977	\$493,977
2006	-	\$697,754	\$697,754	\$205,110
2007	\$273,999	\$1,087,288	\$1,361,287	\$898,666
2008	-	\$549,938	\$549,938	\$94,161
2009	\$921,658	\$519,851	\$1,441,509	\$985,509
2010	\$824,240	\$825,613	\$1,649,853	\$1,193,853
2011	\$1,410	\$792,846	\$794,256	\$355,256
2012	\$141,747	\$519,692	\$661,439	\$234,439
2013	\$1,401,207	\$461,355	\$1,862,562	\$1,484,562
2014	\$230,826	-	\$230,826	-
Total	\$3,892,024	\$12,030,444	\$15,922,467	\$8,977,699

4.2 Use of Financial Resources

LHVA uses NPS/HPP funding to support operational expenses including salary and administration funds, as well as programmatic activities. Of the NPS/HPP funds allocated to LHVA since 2000, \$6,815,393 has been received with \$325,549 available from their \$7.1 million allocation for heritage area activities. LHVA receives funding from local, state, and Federal government sources and must comply with the requirements of these funding entities. Some of the non-federal funds were restricted for expenditures in particular activity areas.

From 2000 to 2014, programmatic and operational expenditures for LHVA have been inline and consistent with funds received. LHVA expenditures since 2000 total \$25,740,885 divided between operational expenses and program activity expenses as displayed in Table 4.4. Operational expenses included the day-to-day spending by the LVNHA on items such as utilities, rent, salaries, professional fees, and other miscellaneous or administrative expenses. Programmatic expenses are those resources dedicated to LVNHA activities such as resource preservations, education, tourism, and conservation. Since 2000, LHVA has spent \$11,233,267 in operational expenses and \$14,507,618 in program expenses. Operational expenses have varied over the years due in part to changes in the staff size, decrease in rental income from 2005-2006 due to the pending sale of the Lackawanna Heritage Valley Center, and the leasing fees and utilities associated with the new LHVA offices located at the Scranton Life Building after 2007.

Table 4.4 LHVA Operational and Program Expenses by Year

Year	Operational Expenses	Program Expenses	Total
2000	\$281,379	\$887,488	\$1,168,867
2001	\$393,622	\$704,873	\$1,098,495
2002	\$463,817	\$1,072,745	\$1,536,562
2003	\$403,520	\$1,214,946	\$1,618,466
2004	\$1,236,617	\$555,642	\$1,792,259
2005	\$1,350,228	\$352,158	\$1,702,386
2006	\$1,545,097	\$331,751	\$1,876,848
2007	\$602,494	\$774,657	\$1,377,151
2008	\$650,843	\$566,875	\$1,217,718
2009	\$782,075	\$1,552,038	\$2,334,113
2010	\$646,849	\$1,152,462	\$1,799,311
2011	\$746,854	\$443,702	\$1,190,556
2012	\$876,787	\$1,090,438	\$1,967,225
2013	\$624,987	\$2,987,973	\$3,612,960
2014	\$628,098	\$819,870	\$1,447,968
Total	\$11,233,267	\$14,507,618	\$25,740,885

LHVA expended funds in fulfillment of the LVNHA goals and objectives specified in the legislation.

The financial audits from 2000 to 2014 categorized expenses into public involvement and programming, parks and restoration, community development, and education and exhibits. Although these categories do not provide a one-to-one association with the activity areas described in Section 3 (historic preservation, cultural conservation, and local heritage; interpretation and education; community and economic development, tourism and marketing, and environmental conservation and recreation), they do represent the most complete analysis of programmatic expenditures.

The largest expenditures have occurred in the area of **parks and restoration** (72% of funding), which includes activities such as environmental programming and initiatives, Lackawanna River Heritage Trail (LRHT), and Lackawanna Heritage Valley Riverfront Greenway. Regarding the amount of funding spent on other programmatic areas, the second largest amount of spending (13% of funding) occurred in the area of **community development**, which included activities such as guide and trails book development, special events, Partnership Grants Program; National Heritage Corps; heritage area education and promotion; and

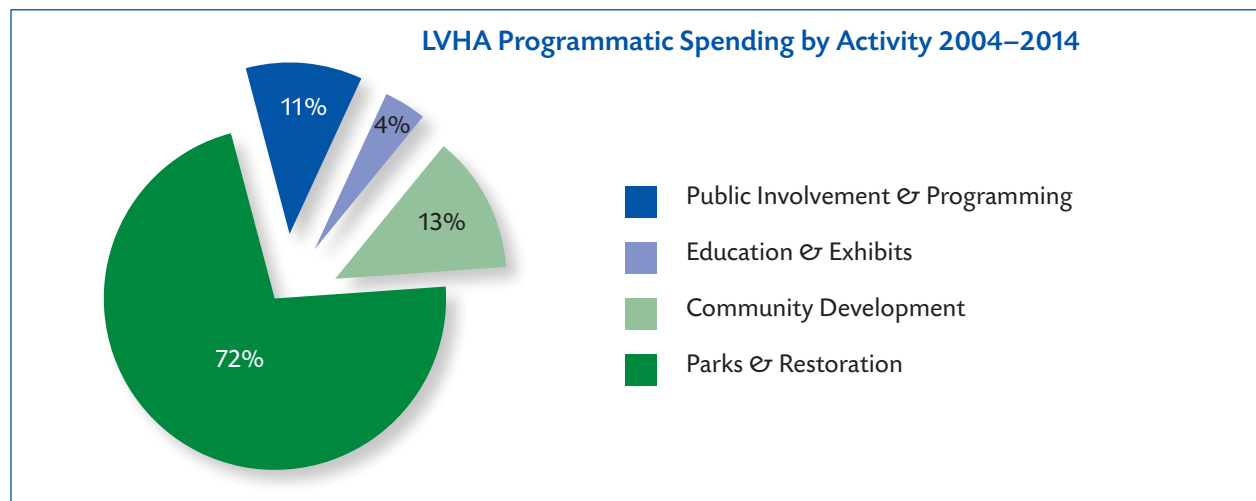
Community Challenge Grants. **Public involvement and programming** (11%) and **education and exhibits** (4%) rounded out the programmatic spending areas. Table 4.5 highlights the funds spent on program activities as described in the 2000-2014 audit reports. Although the audit reports did not have a breakdown of program expenses by activity from

2000 to 2003, the total amount of funds spent on programming for those years are as follows: \$887,488 (2000); \$704,873 (2001); \$1,072,745 (2002); and \$1,214,946 (2003). These program activities included funds spent for trail design and construction, grants to partners, and all other activities of the Heritage Area such as the Heritage Explorer Trains.

Table 4.5 LVNHA Program Expenses by Activity and Year

Year	Public Involvement & Programming	Parks & Restoration	Community Development	Education & Exhibits
2000	-	-	-	-
2001	-	-	-	-
2002	-	-	-	-
2003	-	-	-	-
2004	\$88,001	\$376,045	\$12,785	\$78,811
2005	\$37,910	\$220,241	\$11,326	\$82,681
2006	\$12,463	\$250,007	\$19,005	\$50,276
2007	\$12,034	\$626,900	\$62,986	\$72,737
2008	\$28,759	\$427,099	\$37,477	\$73,540
2009	\$92,804	\$1,399,820	\$12,293	\$47,121
2010	\$61,711	\$1,053,802	\$13,008	\$23,941
2011	\$167,462	\$243,248	\$26,665	\$6,327
2012	\$311,629	\$309,569	\$465,240	\$4,000
2013	\$165,973	\$2,189,470	\$622,126	\$10,404
2014	\$198,452	\$571,913	\$49,505	-
Total	\$1,177,198	\$7,668,114	\$1,332,416	\$ 449,838

Graph 4.2 LVHA Expenditures by Program Type, Total 2004-2014



4.3 Impact of Investments

The evaluation assessed the investments made to LHVA to promote the work of the heritage area and the impacts of these investments in helping accomplish the purpose of the legislation. **Based on our analysis, LHVA has successfully met and exceeded the 50 percent federal funding match requirements over the entire funding period and annually since 2000.** LHVA has been able to successfully leverage the NPS Heritage Partnership Program funding dollars to attract funding from other state and local sources and to generate its own revenue. Of the funds available to LHVA since 2000, 24% or \$7.1 million were NPS/HPP federal funds for the LVNHA, nearly \$3.9 million or 13% were other federal funds, and 60%, or \$18 million, were non-federal funds. **Also, in examining the use of LVNHA investments, the evaluation concludes that LHVA has expended these funds in a manner that aligns with the goals and objectives specified in the authorizing legislation and management plan.**

4.4 Chapter Summary

This chapter outlines the direct investments from 2000 to 2014, usage of NPS/HPP funds and match, operational spending, programmatic spending by activity, and program expenditures. The NPS/HPP funding and federal designation as an NHA have enabled the LVNHA and its partners to leverage millions of dollars in matching funds to engage in resource preservation, education and interpretation, recreational events, and regional planning activities. The LVNHA has met the goals and objectives laid out in the legislation and the management plan. The following section further examines the financial sustainability LVNHA as well as other aspects of the LVNHA's sustainability.

Section 5 – LVNHA Sustainability

5.1 Defining Sustainability

The third question guiding the evaluation, derived from legislation (P.L. 110-229) asks “How do the coordinating entity’s management structure, partnership relationships and current funding contribute to the NHA’s sustainability?” To guide the assessment of sustainability, we have adopted the definition developed by NPS, with the assistance of stakeholders from a number of National Heritage Areas. Sustainability for an NHA is as follows:

“...the National Heritage Area coordinating entity’s continuing ability to work collaboratively and reciprocally with federal, state, community, and private partners through changing circumstances to meet its mission for resource conservation and stewardship, interpretation, education, recreation and economic development of nationally significant resources.” Critical components of sustainability for a National Heritage Area include, but are not limited to:

- The coordinating entity and NPS honoring the legislative mandate of the NHA;
- The coordinating entity’s management capacity, including governance, adaptive management (such as strategic planning), staffing, and operations;
- Financial planning and preparedness including the ongoing ability to leverage resources in support of the local network of partners;
- Partnerships with diverse community stakeholders, including the heritage area serving as a hub, catalyst, and/or coordinating entity for on-going capacity building; communication; and collaboration among local entities;
- Program and project stewardship where the combined investment results in the improved economic value and ultimately long-term quality of life of that region; and
- Outreach and marketing to engage a full and diverse range of audiences.

In the following sections, we address each of these components, drawing on the data provided in previous sections.

5.2 Honoring the Legislative Mandate of the LVNHA

As stated in the legislation, the purpose of the LVNHA is to:

- Foster close working relationship among all levels of government, the private sector, and the local communities in the region, and enable the communities to conserve their heritage while continuing to pursue economic opportunities; and
- Conserve, interpret, and develop the historical, cultural, natural, and recreational resources related to the industrial and cultural heritage of the four-county region (Lackawanna, Luzerne, Wayne, and Susquehanna Counties).

This section of the document describes and assesses how LHVA’s management, leadership, and relationships with NPS and with stakeholder organizations aid in the development and sustainment of the LVNHA.

5.3 LHVA’s Management Capacity

5.3.1 Governance, Leadership, and Oversight

Board Members

As discussed in Section 2, the coordinating entity of the LVNHA is the Lackawanna Heritage Valley Authority (LHVA), which is a municipal authority in the Lackawanna County. LHVA was incorporated October 22, 1991 under the provision of the Pennsylvania Municipality Authorities Act of 1945, Act of May 2, 1945, P.L. 382. LHVA is governed by a Board of Directors who has decision making authority, the power to designate management,

the ability to significantly influence operations and primary accountability for fiscal matters. The Board of Directors of LHVA consists of seven members appointed by the Board of Commissioners of Lackawanna County. Currently, there are six members serving on the board with one open position. As a municipal authority whose board members are appointed by the seated county commissioners, there could be concern that the board appointments might be influenced by the political climate in the county. However, interviewees noted that despite heavy reliance on politics, county commissioners over the years have selected nonpolitical board members, “regular citizens instead of politicians.” Thus, appointments by county commissioners did not negatively impact the heritage area.

Although there are likely a multitude of criteria that can be used to assess and evaluate a Board of Directors, one set of criteria that helps in assessing sustainability is the extent to which the Board of Directors has a clear understanding of its roles and responsibilities and fulfills these roles. Typically, boards of nonprofit organizations have three areas of responsibility (Martinelli, 2010). These include *planning and policy development*; *community and organizational development*; and *fundraising and support development*. Each of these areas is reviewed for the LHVA Board.

Planning and policy development includes determining and refining, as needed, an organization’s mission and vision, and developing policies, especially in response to major issues that are having or could have significant impact on the organization and its constituencies. Monitoring the performance of an organization’s programs, products and services also falls within this area of responsibility. As outlined in the authorizing legislation (see Appendix B), LHVA, as the coordinating entity, is responsible for the development and updates to the management plan which occurred in 2001 and 2004, implementation of activities outlined in the legislation and management plan, working with and considering the interests of diverse governmental, business, and community groups with the heritage area, conducting public meetings regarding the implementation of the

management plan, and providing reports and other records regarding the activities of the LVNHA. The LHVA Board was very involved in setting the mission of LVNHA and has an ongoing role in setting policy and approving the direction of the staff, generally through review and approval of the budget and financial documents. The Board has regular monthly meetings and may call special meetings provided that a public notice is given. Because the Board conducts business as part of a county authority, board meetings and minutes are open to the public, and the public has a chance to comment at board meetings.

“I see LHVA as being the keystone to our area, a bridge from the past to the future because we want to use what we have and improve on it..”

–Board Member

The second area of Board responsibility, *community and organizational development*, can include a number of different activities, such as broadening the organization’s base of support in the community; outreach to the community to identify new issues, opportunities and community needs; and maintaining accountability to the public, funders, members, and clients. It also includes ensuring that staff have training and capacity building opportunities. The overall mission of the LHVA board is to promote the LVNHA and its heritage by reminding residents that LHV is a great place to live, work and play. As noted in several interviews, board members see themselves as “ambassadors of the heritage area” with the purpose of making people more aware of the “incredible treasures and historical landmarks.” Many board members serve on the boards of other community organizations boosting the visibility and community recognition of the LVNHA. Through activities such as preserving historic landmarks such as the Iron Furnaces, Ambassador’s tours that promote the architecture in the region, and talking with community members, board members are educating people about the heritage area and increasing the appeal of the various sites and the LVNHA as a whole. As one board member noted, “the hope is that promoting the

history, culture, and traditions of LVNHA will increase the frequency with which people visit the Lackawanna Heritage Valley and instill in residents a sense of pride and privilege about being from the area.” Regarding staff training and capacity building, discussions with interviewees revealed that the Board has limited direct interaction with the LHVA staff and that training and capacity building appears to be an activity that is handled within the staff itself rather than an area of Board responsibility.

The third area, *fundraising and support development*, includes Board members giving personal time and money; developing donors, members, and supporters; leading and supporting fundraising campaigns and events as well as maintaining accountability to donors and funders. Members of the LHVA Board represent diverse areas of expertise that are useful to the LVNHA to develop members and supporters. They are attorneys, heads of a major business, community leaders, educators, and natives to the area. As a result board members have many circles of influence in which they work to disseminate the message of the heritage area and garner financial support for its activities. Interviewees knowledgeable of the Board role reported that the Board has been less involved in fundraising mostly because as a municipal authority, LHVA is not encouraged to conduct fundraising as a municipal authority. Board members recognize this as an area for improvement. The Heritage Valley Partners (HVP), the non-profit arm of the NHA, has played a major role in gaining financial support and fundraising for LVNHA. LHVA and HVP are currently engaged in a strategic planning process that will help to define and prioritize fundraising activities moving forward.

Executive Director

According to the bylaws of LHVA, the Executive Director (ED) is responsible for the management of the day-to-day operation of the LHVA. This includes hiring and terminating employees, determination of personnel structure, employee evaluations, and other responsibilities as assigned and approved by the Board of Directors. LHVA has had a long history of effective Executive Directors who have spearheaded heritage area activities and advocated for change in the community.

Since its inception in 1991, LHVA has had four Executive Directors, two of which have run the organization since it was designated as a National Heritage Area. All of the EDs have focused on advancing the goals and objectives of LVNHA as outlined in the authorizing legislation, whether it is through economic development, enriching and expanding the culture and history of the LVNHA through education and media, or expanded development of the Lackawanna River Heritage Trail (LRHT).

From both staff and stakeholder reports, the current Executive Director, who has been with LHVA since 2004, plays a pivotal position in the LVNHA and in the community at large. She is seen as the “face and voice” of LHVA. Her blend of skills, from planning to management to leveraging funding has been an asset to LHVA. She not only advocates for the heritage area, she works to balance the political influences that come with being a municipal authority with staying true to the vision and mission of the LVNHA.

5.3.2 Staffing and Operations

Currently, LHVA staff consists of an Executive Director, Director of Operations, Fiscal Director, Assistant Fiscal Director, Trail Manager & Environmental Program Officer, Executive Assistant, and Director of Community Engagement. Over the years, staff size has ranged from a high of 11 to a low of 7. Changes in staff size have mostly been due to financial reasons and decreases in the budget. Previous staff positions included a Development and Marketing Officer and Program Manager. However, those responsibilities have been given to other staff. The ability of the staff to adapt to changes is evident. For example, their Director of Operations has become the grantwriter for LHVA and has successfully obtained grant funding. As a former National Park Service Park Ranger, LHVA’s Director of Community Engagement not only serves as a volunteer coordinator but also participates in many of the activities. Other staff work on various activities such as LRHT development and maintenance, event coordination, marketing and outreach, and financing.

The LHVA staff have a good working relationship with the Board. Although the staff do not communicate with the board on a daily basis, the staff are present at the

board meetings and have a direct line of communication to the board through the Executive Director.

5.3.3 Strategic Planning and Adaptive Management

LHVA is currently involved in a strategic planning process that will help establish a more formal working relationship with HVP as well as provide a guide for activities over the next few years. One of the key features of the strategic planning process is developing a financial sustainability plan. Part of this plan would include fundraising on the part of HVP and how LHVA can participate in that process. The plan would include approaches for getting more resources from the county and tapping into the people for fundraising through HVP. The current strategic planning process involves getting input and feedback from partners and involving them in the planning process.

HVP was established in 2008 as a not-for-profit 501(c)(3) organization to serve as a developmental arm of the Heritage Area and to further expand and support the work of LHVA. As a non-profit 501(c)(3), HVP is able to receive funding for projects that otherwise would not be available to LHVA, which is critical for the sustainability of the LHVA. Additionally, it is easier for individuals to donate to HVP as a non-profit organization, rather than a municipal authority such as LHVA. For example, in 2013, HVP raised over \$40,000 to support the Heritage Explorer Bike Tour through donations and financial contributions. As stated in the Master Agreement between LHVA and HVP, both organizations share a common mission which is “to facilitate community action in the preservation, promotion, and development of the region’s history, cultural heritage, and natural resources.” The organizations operate in collaboration with each other by contributing financial support, personnel, and other resources to common interest projects. Collaborative undertakings begin with a proposal that includes the project scope, a brief description of the project’s potential benefits, and identification of financial, personnel, and other resources required to complete the project. If the proposal is accepted by both parties, a memorandum of understanding is created that define the roles of LHVA and HVP and allocates

responsibilities. Examples of these collaborative efforts include the Scranton Half Marathon, Heritage Explorer Bike Tour, NEPA Trails Forum, and Legacy DVD where both HVP and LHVA were contributors.

Both the staff at LHVA and their Board have a willingness to participate in adaptive management. For example, spending strategies have changed in terms of applying for more grants and looking for additional sponsorships. Additionally, the ability to engage in adaptive management has been important when the things that were planned in the early years may not have come to pass due to changes in circumstances or priorities.

5.3.4 Monitoring and Record Keeping

LHVA has demonstrated an efficient capacity for monitoring and recording keeping. Their annual community updates provide a detailed snapshot of the state of the heritage area for the year highlighting key partnerships and activities along with investments in the LVNHA. The variability of recording keeping regarding collecting data on measurable goals has varied over the years, which resulted in limited outcomes data from 2000-2004. However, their data collection and monitoring process has become more refined in the last few years.

5.4 Partnerships

LVNHA has a long history of strong partnerships, both formal and informal, with government agencies, non-profits, economic and community development organizations, educational and cultural groups, and other public and private sector entities. Currently, LVNHA has 57 formal partnerships and 516 informal partnerships that help to increase educational and recreational opportunities. In addition to federal (National Park Service) and state partners (The Pennsylvania Department of Conservation and Natural Resources and Pennsylvania Department of Transportation), the following partners have also provided funding and programmatic support to the LVNHA:

- Anthracite Heritage Museum;
- the Delaware Lackawanna Railroad;
- Electric City Trolley Station & Museum;
- Everhart Museum;

- First Liberty Bank and Trust;
- Heritage Valley Partners (HVP);
- Lackawanna County Arts and Culture Department;
- Lackawanna County Coal Mine Tour;
- Lackawanna County Library System;
- Lackawanna Historical Society;
- Lackawanna River Corridor Association;
- Penn Security Bank and Trust Co;
- the Pennsylvania Northeast Regional Railroad Authority;
- Probst Transportation;
- Scranton Iron Furnaces; and
- Steamtown National Historic Site.

LHVA has branched out with its partnership efforts. An increase in activities has contributed to reaching out to more people and varied groups are requesting sponsorships; therefore establishing partnerships with the LHV and setting the stage for expansion and opportunities to work with different types of programs.

Partners look to LHVA as a hub for experience, resources, and TA. According to many partner interviewees, in the early years, LHVA was seen as a source for financial resources. However, as the amount of available money has decreased, many partners are turning to LHVA as a source of knowledge, connections, and support. For example, the partnering efforts such as the Heritage Valley Roundtable and NEPA Trails Forum bring people together to share ideas. These activities also have economic benefits to the community for the events as participants end up going to the local restaurants, shopping, and getting out and doing activities. According to the 2014 Economic Contribution Study, over a three year period, LHVA and its partners brought 565,404 visitors to the region. The work by LHVA and its partners has resulted in more than \$80.7 million in economic benefit to the region.

5.5 Financial Sustainability, the Importance of NPS Funds, and the Importance of NHA Designation

5.5.1 LHVA and LVNHA Need for Financial Resources

As discussed above, the LHVA has been active in planning for the sustainability of the organization and

the LVNHA. As a municipal authority the LHVA is not encouraged to directly participate in fundraising, but may compete for county funding through a competitive grant process. Thus, HVP provides an essential capability as the fundraising arm. HVP has been able to secure significant funding in the past few years. For example, in 2013 HVP raised over \$90,000 in donations, sponsorships, and grants. Moreover, board members from LHVA and HVP are called upon to engage individuals in the community who they know and are willing to make donations to HVP and help fund LVNHA activities.

Another important economic contributor to the sustainability of LHVA was the sale of the Lackawanna Heritage Valley Center in 2007. LHVA was given this building by the county when the heritage entity was first created. For the first few years, other tenants occupied the building and provided a source of funding through rental income. However, this revenue was not sufficient to maintain the utilities and upkeep on the building over time. On May 8, 2007, LHVA sold the Heritage Valley Center to St. Rose Academy generating \$3.5 million in revenue. This money, which has been an important aspect of the financial sustainability for LHVA, was invested into a Money Market Account and/or short-term Certificated of Deposit at three local banks. The proceeds of the building sale have provided an important resource for sustainability in light of decreased State and Federal funding.

5.5.2 Financial Sustainability

As noted earlier, there are several critical components to LVNHA sustainability, including but not limited to financial sustainability. In order for an NHA to be financially sustainable it must have sufficient funds to cover its operating and programmatic expenses. Table 5.1 presents Federal revenue received, which includes NPS/HPP funds, other NPS funds, and other Federal funds; non NPS funds received; and total expenses by year. A large portion of the total funds received by LHVA were from NPS as part of the Heritage Partnership Program and through Statutory Budgetary Aid funding. Large segments of additional federal and state funding were from the U.S. Department of Transportation for federal Transportation Enhancements Program and

from the Pennsylvania Department of Conservation and Natural Resources. As the chart shows, the federal investment from all federal sources has ranged from a low of \$421,160 to a high of \$1,925,632 in 2013, which included NPS/HPP funds and other federal revenue. In total, the LVNHA coordinating entity has been allocated \$7.1 million of the \$10 million that was authorized in the original enabling legislation.

Table 5.1 also shows the leveraging strength of the LHVA. As described above, LHVA has sought and received funding from a diverse set of federal, state, local, and private funders. Over the years, LHVA has been able to leverage millions of dollars in additional funding.

5.5.3 The Importance of NPS Funding and LVNHA Designation

NPS funding provides flexibility and a consistent source of discretionary funding for the LVNHA especially since some portions of other Federal funding may not be used for operational expenses as highlighted in Table 4.4.

The NPS funding has provided LVNHA with flexibility to leverage other resources that can help preserve and restore historical properties and sites. A number of interviewees believe that NPS funding allows LHVA to do something that other organizations have not traditionally done, that is bring disparate groups together for the purpose of advancing the heritage area. This is most prominently accomplished through the Heritage Area Roundtable and the Trails Forum. If NPS funding is discontinued, the general view among those interviewed and close to the LVNHA is that activities will likely be slowed and few if any other organizations would be able to bring groups together in a similar capacity.

Almost without exception, interviewees noted the importance of the NHA designation to the Lackawanna Valley and its ability to be sustained. Interviewees noted that the activities of the LVNHA bring people to the region who may not otherwise come to the area, which increases visitation. This results in increased revenue for an area that is economically depressed.

Table 5.1 Federal Funds Received, Non-federal Funds Received, Total Revenue and Total Expenses by Year in US Dollars

Year	Federal Revenue	Non-Federal Revenue	Total Revenue	Expenses
2000	\$589,798	\$589,891	\$1,179,689	\$1,168,867
2001	\$421,160	\$841,676	\$1,262,836	\$1,098,495
2002	\$750,869	\$1,119,997	\$1,870,866	\$1,536,562
2003	\$617,340	\$1,600,123	\$2,217,463	\$1,618,466
2004	\$522,639	\$1,398,442	\$1,921,081	\$1,792,259
2005	\$614,594	\$1,025,977	\$1,640,571	\$1,702,386
2006	\$464,558	\$697,754	\$1,162,312	\$1,876,848
2007	\$806,077	\$1,087,288	\$1,893,365	\$1,377,151
2008	\$537,608	\$549,938	\$1,087,546	\$1,217,718
2009	\$1,404,961	\$519,851	\$1,924,812	\$2,334,113
2010	\$1,302,294	\$825,613	\$2,127,907	\$1,799,311
2011	\$540,294	\$792,846	\$1,333,140	\$1,190,556
2012	\$858,670	\$519,692	\$1,378,362	\$1,967,225*
2013	\$1,925,632	\$461,355	\$2,386,987	\$3,612,960
2014	\$735,881	\$0	\$735,881	\$1,447,968
Total	\$12,092,375	\$12,030,444	\$24,122,819	\$25,740,885

* Expenses in 2012 include \$748,296 for the purchase of the current LHVA building headquarters on the LRHT. 0

5.6 Sustainability Summary

The evaluation found that the LHVA has a number of the critical components of sustainability in place. It has the necessary governance, staff, and partnerships to operate a sustainable NHA. The Board of LHVA has an ongoing role in planning, approving the direction of the staff, and ensuring that the LVNHA is informed by the community as well as enmeshed in the work of the community. Staffing for the LVNHA has fluctuated over the years due to budget cuts. However, those fluctuations have not seemed to deter LHVA from carrying out activities that promote the heritage area.

Strategic planning is an important aspect of sustainability in which LHVA is actively engaged. Beginning with the development of the Management Plan Update in 2001 and the Environmental Impact Statement and Management Action Plan in 2004, LHVA recognizes the value of frequently assessing activities and planning for the future. Planning continues to be a strong emphasis of the LVNHA, with new attention being provided to strategic fundraising. The strategic planning process that LHVA is engaged in with HVP could yield more organized and sustainable fundraising process.

Both the NPS funding and the NHA designation are essential to the sustainability of the LVNHA. The funding has provided flexibility, a consistent source of discretionary funds, and ability to leverage other resources. The funding has also helped the LVNHA to have a coherent approach to implementing its management plan. If the NPS funding is discontinued, the general view among those interviewed and close to LHVA is that progress will be slowed and some activities that promote the culture, history, and economic development of the region, like the Santa Train, Museums as Classrooms, and Educational Mini Grants, would not get accomplished. If funding were reduced, the LHVA would have to examine how to maximize federal dollars. For example, the LHVA would look for events of opportunity such as working with partners on their events, instead of sponsoring their own events. Almost without exception, interviewees also noted the importance of the NHA designation to the LVNHA as tool to increase visitation, facilitate partnerships, and provide funding for activities that help tell the region's story, preserve and enhance communities, and reconnect people to the Lackawanna River.

Appendix 1 – Evaluation Legislation

Excerpt(s) from Public Law 113-291

113th Congress

An Act

To authorize appropriations for fiscal year 2015 for military activities of the Department of Defense, for military construction, and for defense activities of the Department of Energy, to prescribe military personnel strengths for such fiscal year, and for other purposes. <<NOTE: Dec. 19, 2014 - [H.R. 3979]>>

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, <<NOTE: Carl Levin and Howard P. Buck' McKeon National Defense Authorization Act for Fiscal Year 2015.>>

SECTION 1. SHORT TITLE.

(a) Short Title.--This Act may be cited as the 'Carl Levin and Howard P. Buck' McKeon National Defense Authorization Act for Fiscal Year 2015'.

[...]

SEC. 3052. NATIONAL HERITAGE AREAS AND CORRIDORS.

(a) Extension of National Heritage Area Authorities.--

(1) Extensions.--

(A) Section 12 of Public Law 100-692 (16 U.S.C. 461 note; 102 Stat. 4558; 112 Stat. 3258; 123 Stat. 1292; 127 Stat. 420; 128 Stat. 314) <<NOTE: 54 USC 320101 note.>> is amended--

(i) in subsection (c)(1), by striking '2015' and inserting '2021'; and

(ii) in subsection (d), by striking '2015' and inserting '2021'.

(B) Division II of Public Law 104-333 (16 U.S.C. 461 note) <<NOTE: 54 USC 320101 note.>> is amended by striking '2015' each place it appears in the following sections and inserting '2021':

(i) Section 107 (110 Stat. 4244; 127 Stat. 420; 128 Stat. 314).

(ii) Section 408 (110 Stat. 4256; 127 Stat. 420; 128 Stat. 314).

(iii) Section 507 (110 Stat. 4260; 127 Stat. 420; 128 Stat. 314).

(iv) Section 707 (110 Stat. 4267; 127 Stat. 420; 128 Stat. 314).

(v) Section 809 (110 Stat. 4275; 122 Stat. 826; 127 Stat. 420; 128 Stat. 314).

(vi) Section 910 (110 Stat. 4281; 127 Stat. 420; 128 Stat. 314).

(C) Section 109 of Public Law 105-355 (16 U.S.C. 461 note; 112 Stat. 3252) <<NOTE: 54 USC 320101 note.>> is amended by striking 'September 30, 2014' and inserting 'September 30, 2021'.

(D) Public Law 106-278 <<NOTE: 54 USC 320101 note.>> (16 U.S.C. 461 note) is amended--

(i) in section 108 (114 Stat. 818; 127 Stat. 420; 128 Stat. 314), by striking '2015' and inserting '2021'; and

(ii) in section 209 (114 Stat. 824), by striking 'the date that is 15 years after the date of enactment of this title' and inserting 'September 30, 2021'.

(E) Section 157(i) of Public Law 106-291 (16 U.S.C. 461 note; 114 Stat. 967) <<NOTE: 54 USC 320101 note.>> is amended by striking '2015' and '2021'.

(F) Section 7 of Public Law 106-319 (16 U.S.C. 461 note; 114 Stat. 1284) <<NOTE: 54 USC 320101 note.>> is amended by striking '2015' and inserting '2021'.

(G) Title VIII of division B of H.R. 5666 (Appendix D) as enacted into law by section 1(a)(4) of Public Law 106-554 (16 U.S.C. 461 note; 114 Stat. 2763, 2763A-295; 123 Stat. 1294) <<NOTE: 54 USC 320101 note.>> is amended--

(i) in section 804(j), by striking 'the day occurring 15 years after the date of enactment of this

title” and inserting “September 30, 2021”; and

(ii) by adding at the end the following:

SEC. 811. TERMINATION OF ASSISTANCE.

The authority of the Secretary to provide financial assistance under this title shall terminate on September 30, 2021.”

(H) Section 106(b) of Public Law 103-449 (16 U.S.C. 461 note; 108 Stat. 4755; 113 Stat. 1726; <<NOTE: 54 USC 320101 note.>> 123 Stat. 1291) is amended, by striking “2015” and inserting “2021”.

(2) <<NOTE: 54 USC 320101 note.>> Conditional extension of authorities.--

(A) In general.--The amendments made by paragraph

(1) (other than the amendments made by clauses (iii) and (iv) of paragraph (1)(B)), shall apply only through September 30, 2020, unless the Secretary of the Interior (referred to in this section as the “Secretary”)--

(i) conducts an evaluation of the accomplishments of the national heritage areas extended under paragraph (1), in accordance with subparagraph (B); and

(ii) prepares a report in accordance with subparagraph (C) that recommends a future role for the National Park Service with respect to the applicable national heritage area.

(B) Evaluation.--An evaluation conducted under subparagraph (A)(i) shall--

(i) assess the progress of the local management entity with respect to--

(I) accomplishing the purposes of the authorizing legislation for the national heritage area; and

(II) achieving the goals and objectives of the approved management plan for the national heritage area;

(ii) analyze the investments of Federal, State, tribal, and local government and private entities in each national heritage area to determine the impact of the investments; and

(iii) 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 subparagraph (A)(i), the Secretary shall submit to the Committee on Energy and Natural Resources of

the Senate and the Committee on Natural Resources of the House of Representatives a report that includes recommendations for the future role of the National Park Service with respect to the national heritage area.

[...]

(c) National Heritage Area Redesignations.--

(1) Redesignation of the last green valley national heritage corridor.--

(A) In general.--The Quinebaug and Shetucket Rivers Valley National Heritage Corridor Act of 1994 (16 U.S.C. 461 note; Public Law 103-449) <<NOTE: 54 USC 320101 note.>> is amended--

(i) in section 103--

(I) in the heading, by striking “quinebaug and shetucket rivers valley national heritage corridor” and inserting “last green valley national heritage corridor”; and

(II) in subsection (a), by striking “the Quinebaug and Shetucket Rivers Valley National Heritage Corridor” and inserting “The Last Green Valley National Heritage Corridor”; and

(ii) in section 108(2), by striking “the Quinebaug and Shetucket Rivers Valley National Heritage Corridor under” and inserting “The Last Green Valley National Heritage Corridor established by”.

(B) References.--Any reference in a law, map, regulation, document, paper, or other record of the United States to the Quinebaug and Shetucket Rivers Valley National Heritage Corridor shall be deemed to be a reference to the “The Last Green Valley National Heritage Corridor”.

(2) Redesignation of motorcities national heritage area.--

(A) In general.--The Automobile National Heritage Area Act of 1998 (16 U.S.C. 461 note; Public Law 105-355) <<NOTE: 54 USC 320101 note.>> is amended--

(i) in section 102--

(I) in subsection (a)--

(aa) in paragraph (7), by striking “Automobile National Heritage Area Partnership” and inserting “MotorCities National Heritage Area Partnership”; and

(bb) in paragraph (8), by striking “Automobile National Heritage Area” each place it appears and inserting “MotorCities National Heritage Area”; and

(II) in subsection (b)--

(aa) in the matter preceding paragraph (1), by striking “Automobile National Heritage Area” and inserting “MotorCities National Heritage Area”; and

(bb) in paragraph (2), by striking “Automobile National Heritage Area” and inserting “MotorCities National Heritage Area”;

(ii) in section 103--

(I) in paragraph (2), by striking “Automobile National Heritage Area” and inserting “MotorCities National Heritage Area”; and

(II) in paragraph (3), by striking “Automobile National Heritage Area Partnership” and inserting “MotorCities National Heritage Area Partnership”;

(iii) in section 104--

(I) in the heading, by striking “automobile national heritage area” and inserting “motorcities national heritage area”; and

(II) in subsection (a), by striking “Automobile National Heritage Area” and inserting “MotorCities National Heritage area”; and

(iv) in section 106, in the heading, by striking “automobile national heritage area partnership” and inserting “motorcities national heritage area partnership”.

(B) References.--Any reference in a law, map, regulation, document, paper, or other record of the United States to the Automobile National Heritage Area shall be deemed to be a reference to the “MotorCities National Heritage Area”.

Approved December 19, 2014.

LEGISLATIVE HISTORY--H.R. 3979:

HOUSE REPORTS: No. 113-360 (Comm. on Ways and Means).

CONGRESSIONAL RECORD, Vol. 160 (2014):

Mar. 11, considered and passed House.

Mar. 31, Apr. 1-3, 7, considered and passed Senate, amended.

Dec. 4, House concurred in Senate amendment with an amendment.

Dec. 12, Senate concurred in House amendment.

Appendix 2 – Authorizing Legislation

114 STAT. 814

PUBLIC LAW 106-278—OCT. 6, 2000

Public Law 106-278
106th Congress

An Act

Oct. 6, 2000
[H.R. 940]

To designate the Lackawanna Valley and the Schuylkill River National Heritage Areas, and for other purposes.

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

Pennsylvania.
Historic
preservation.
Lackawanna
Valley National
Heritage Area
Act of 2000.
16 USC 481 note.

TITLE I—LACKAWANNA VALLEY NATIONAL HERITAGE AREA

SEC. 101. SHORT TITLE.

This title may be cited as the “Lackawanna Valley National Heritage Area Act of 2000”.

SEC. 102. FINDINGS AND PURPOSES.

(a) FINDINGS.—Congress finds that—

(1) the industrial and cultural heritage of northeastern Pennsylvania, including Lackawanna County, Luzerne County, Wayne County, and Susquehanna County, related directly to anthracite and anthracite-related industries, is nationally significant;

(2) the industries referred to in paragraph (1) include anthracite mining, ironmaking, textiles, and rail transportation;

(3) the industrial and cultural heritage of the anthracite and anthracite-related industries in the region described in paragraph (1) includes the social history and living cultural traditions of the people of the region;

(4) the labor movement of the region played a significant role in the development of the Nation, including—

(A) the formation of many major unions such as the United Mine Workers of America; and

(B) crucial struggles to improve wages and working conditions, such as the 1900 and 1902 anthracite strikes;

(5)(A) the Secretary of the Interior is responsible for protecting the historical and cultural resources of the United States; and

(B) there are significant examples of those resources within the region described in paragraph (1) that merit the involvement of the Federal Government to develop, in cooperation with the Lackawanna Heritage Valley Authority, the Commonwealth of Pennsylvania, and local and governmental entities, programs and projects to conserve, protect, and interpret this heritage adequately for future generations, while providing opportunities for education and revitalization; and

(6) the Lackawanna Heritage Valley Authority would be an appropriate management entity for a Heritage Area established in the region described in paragraph (1).

(b) **PURPOSES.**—The purposes of the Lackawanna Valley National Heritage Area are—

(1) to foster a close working relationship among all levels of government, the private sector, and the local communities in the anthracite coal region of northeastern Pennsylvania and enable the communities to conserve their heritage while continuing to pursue economic opportunities; and

(2) to conserve, interpret, and develop the historical, cultural, natural, and recreational resources related to the industrial and cultural heritage of the 4-county region described in subsection (a)(1).

SEC. 103. DEFINITIONS.

In this title:

(1) **HERITAGE AREA.**—The term “Heritage Area” means the Lackawanna Valley National Heritage Area established by section 104.

(2) **MANAGEMENT ENTITY.**—The term “management entity” means the management entity for the Heritage Area specified in section 104(c).

(3) **MANAGEMENT PLAN.**—The term “management plan” means the management plan for the Heritage Area developed under section 106(b).

(4) **PARTNER.**—The term “partner” means—

(A) a Federal, State, or local governmental entity; and

(B) an organization, private industry, or individual involved in promoting the conservation and preservation of the cultural and natural resources of the Heritage Area.

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

SEC. 104. LACKAWANNA VALLEY NATIONAL HERITAGE AREA.

(a) **ESTABLISHMENT.**—There is established the Lackawanna Valley National Heritage Area.

(b) **BOUNDARIES.**—The Heritage Area shall be comprised of all or parts of Lackawanna County, Luzerne County, Wayne County, and Susquehanna County, Pennsylvania, determined in accordance with the compact under section 105.

(c) **MANAGEMENT ENTITY.**—The management entity for the Heritage Area shall be the Lackawanna Heritage Valley Authority.

SEC. 105. COMPACT.

(a) **IN GENERAL.**—To carry out this title, the Secretary shall enter into a compact with the management entity.

(b) **CONTENTS OF COMPACT.**—The compact shall include information relating to the objectives and management of the area, including—

(1) a delineation of the boundaries of the Heritage Area; and

(2) a discussion of the goals and objectives of the Heritage Area, including an explanation of the proposed approach to conservation and interpretation and a general outline of the protection measures committed to by the partners.

SEC. 106. AUTHORITIES AND DUTIES OF THE MANAGEMENT ENTITY.

(a) **AUTHORITIES OF MANAGEMENT ENTITY.**—The management entity may, for the purposes of preparing and implementing the management plan, use funds made available under this title to hire and compensate staff.

(b) MANAGEMENT PLAN.—

(1) **IN GENERAL.**—The management entity shall develop a management plan for the Heritage Area that presents comprehensive recommendations for the conservation, funding, management, and development of the Heritage Area.

(2) **CONSIDERATION OF OTHER PLANS AND ACTIONS.**—The management plan shall—

(A) take into consideration State, county, and local plans;

(B) involve residents, public agencies, and private organizations working in the Heritage Area; and

(C) include actions to be undertaken by units of government and private organizations to protect the resources of the Heritage Area.

(3) **SPECIFICATION OF FUNDING SOURCES.**—The management plan shall specify the existing and potential sources of funding available to protect, manage, and develop the Heritage Area.

(4) **OTHER REQUIRED ELEMENTS.**—The management plan shall include the following:

(A) An inventory of the resources contained in the Heritage Area, including a list of any property in the Heritage Area that is related to the purposes of the Heritage Area and that should be preserved, restored, managed, developed, or maintained because of its historical, cultural, natural, recreational, or scenic significance.

(B) A recommendation of policies for resource management that considers and details application of appropriate land and water management techniques, including the development of intergovernmental cooperative agreements to protect the historical, cultural, natural, and recreational resources of the Heritage Area in a manner that is consistent with the support of appropriate and compatible economic viability.

(C) A program for implementation of the management plan by the management entity, including—

(i) plans for restoration and construction; and

(ii) specific commitments of the partners for the first 5 years of operation.

(D) An analysis of ways in which local, State, and Federal programs may best be coordinated to promote the purposes of this Act.

(E) An interpretation plan for the Heritage Area.

(5) **SUBMISSION TO SECRETARY FOR APPROVAL.**—

(A) **IN GENERAL.**—Not later than the last day of the 3-year period beginning on the date of the enactment of this Act, the management entity shall submit the management plan to the Secretary for approval.

(B) **EFFECT OF FAILURE TO SUBMIT.**—If a management plan is not submitted to the Secretary by the day referred to in subparagraph (A), the Secretary shall not, after that day, provide any grant or other assistance under this title

Deadline.

with respect to the Heritage Area until a management plan for the Heritage Area is submitted to the Secretary.

(c) DUTIES OF MANAGEMENT ENTITY.—The management entity shall—

(1) give priority to implementing actions specified in the compact and management plan, including steps to assist units of government and nonprofit organizations in preserving the Heritage Area;

(2) assist units of government and nonprofit organizations in—

(A) establishing and maintaining interpretive exhibits in the Heritage Area;

(B) developing recreational resources in the Heritage Area;

(C) increasing public awareness of and appreciation for the historical, natural, and architectural resources and sites in the Heritage Area; and

(D) restoring historic buildings that relate to the purposes of the Heritage Area;

(3) encourage economic viability in the Heritage Area consistent with the goals of the management plan;

(4) encourage local governments to adopt land use policies consistent with the management of the Heritage Area and the goals of the management plan;

(5) assist units of government and nonprofit organizations to ensure that clear, consistent, and environmentally appropriate signs identifying access points and sites of interest are placed throughout the Heritage Area;

(6) consider the interests of diverse governmental, business, and nonprofit groups within the Heritage Area;

(7) conduct public meetings not less often than quarterly concerning the implementation of the management plan;

(8) submit substantial amendments (including any increase of more than 20 percent in the cost estimates for implementation) to the management plan to the Secretary for the Secretary's approval; and

(9) for each year in which Federal funds have been received under this title—

(A) submit a report to the Secretary that specifies—

(i) the accomplishments of the management entity; and

(ii) the expenses and income of the management entity;

(B) make available to the Secretary for audit all records relating to the expenditure of such funds and any matching funds; and

(C) require, with respect to all agreements authorizing expenditure of Federal funds by other organizations, that the receiving organizations make available to the Secretary for audit all records concerning the expenditure of such funds.

(d) USE OF FEDERAL FUNDS.—

(1) FUNDS MADE AVAILABLE UNDER THIS TITLE.—The management entity shall not use Federal funds received under this title to acquire real property or any interest in real property.

114 STAT. 818

PUBLIC LAW 106–278—OCT. 6, 2000

(2) FUNDS FROM OTHER SOURCES.—Nothing in this title precludes the management entity from using Federal funds obtained through law other than this title for any purpose for which the funds are authorized to be used.

SEC. 107. DUTIES AND AUTHORITIES OF FEDERAL AGENCIES.

(a) TECHNICAL AND FINANCIAL ASSISTANCE.—

(1) PROVISION OF ASSISTANCE.—The Secretary may, at the request of the management entity, provide technical and financial assistance to the management entity to develop and implement the management plan.

(2) PRIORITY IN ASSISTANCE.—In assisting the management entity, the Secretary shall give priority to actions that assist in—

(A) conserving the significant historical, cultural, and natural resources that support the purpose of the Heritage Area; and

(B) providing educational, interpretive, and recreational opportunities consistent with the resources and associated values of the Heritage Area.

(b) APPROVAL AND DISAPPROVAL OF MANAGEMENT PLANS.—

(1) IN GENERAL.—The Secretary, in consultation with the Governor of the Commonwealth of Pennsylvania, shall approve or disapprove a management plan submitted under this title not later than 90 days after receipt of the management plan.

(2) ACTION FOLLOWING DISAPPROVAL.—

(A) IN GENERAL.—If the Secretary disapproves a management plan, the Secretary shall advise the management entity in writing of the reasons for the disapproval and shall make recommendations for revisions to the management plan.

(B) DEADLINE FOR APPROVAL OF REVISION.—The Secretary shall approve or disapprove a proposed revision within 90 days after the date on which the revision is submitted to the Secretary.

(c) APPROVAL OF AMENDMENTS.—

(1) REVIEW.—The Secretary shall review substantial amendments (as determined under section 106(c)(8)) to the management plan for the Heritage Area.

(2) REQUIREMENT OF APPROVAL.—Funds made available under this title shall not be expended to implement the amendments described in paragraph (1) until the Secretary approves the amendments.

SEC. 108. SUNSET PROVISION.

The Secretary shall not provide any grant or other assistance under this title after September 30, 2012.

SEC. 109. AUTHORIZATION OF APPROPRIATIONS.

(a) IN GENERAL.—There is authorized to be appropriated to carry out this title \$10,000,000, except that not more than \$1,000,000 may be appropriated to carry out this title for any fiscal year.

(b) 50-PERCENT MATCH.—The Federal share of the cost of activities carried out using any assistance or grant under this title shall not exceed 50 percent.

Deadline.

Extension to sunset in original legislation.

128 STAT. 314

PUBLIC LAW 113–76—JAN. 17, 2014

(b) PROGRAMMATIC ASSISTANCE.—Subject to subsection (c), the United States shall provide programmatic assistance to the Republic of Palau for fiscal year 2014 in amounts equal to the amounts provided in subsections (a) and (b)(1) of section 221 of the Compact.

(c) LIMITATIONS ON ASSISTANCE.—

(1) IN GENERAL.—The grants and programmatic assistance provided under subsections (a) and (b) shall be provided to the same extent and in the same manner as the grants and assistance were provided in fiscal year 2009.

(2) TRUST FUND.—If the Government of Palau withdraws more than \$5,000,000 from the trust fund established under section 211(f) of the Compact, amounts to be provided under subsections (a) and (b) shall be withheld from the Government of Palau.

EXTENSION OF NATIONAL HERITAGE AREA AUTHORITIES

SEC. 119. (a) Division II of Public Law 104–333 (16 U.S.C. 461 note) is amended in each of sections 107, 208, 310, 408, 507, 607, 707, 809, and 910, by striking “2013” and inserting “2015”;

(b) Effective on October 12, 2013, section 7 of Public Law 99–647, is amended by striking “2013” and inserting “2015”;

(c) Section 12 of Public Law 100–692 (16 U.S.C. 461 note) is amended—

(1) in subsection (c)(1), by striking “2013” and inserting “2015”; and

(2) in subsection (d), by striking “2013” and inserting “2015”; and

(d) Section 108 of Public Law 106–278 (16 U.S.C. 461 note) is amended by striking “2013” and inserting “2015”.

REDESIGNATION OF THE WHITE RIVER NATIONAL WILDLIFE REFUGE

SEC. 120. (a) IN GENERAL.—The White River National Wildlife Refuge, located in the State of Arkansas, is redesignated as the “Senator Dale Bumpers White River National Wildlife Refuge”.

(b) REFERENCES.—Any reference in any statute, rule, regulation, Executive Order, publication, map, paper, or other document of the United States to the White River National Wildlife Refuge is deemed to refer to the Senator Dale Bumpers White River National Wildlife Refuge.

16 USC 668d
note.

CIVIL PENALTIES

SEC. 121. Section 206 of the Federal Oil and Gas Royalty Management Act of 1982, Public Law 97–451 (30 U.S.C. 1736) is hereby amended by striking the second sentence, and inserting in lieu thereof “Any payments under this section shall be reduced by an amount equal to any payments provided or due to such State or Indian tribe under the cooperative agreement or delegation, as applicable, during the fiscal year in which the civil penalty is received, up to the total amount provided or due for that fiscal year.”.

EXHAUSTION OF ADMINISTRATIVE REVIEW

SEC. 122. Paragraph (1) of Section 122(a) of division E of Public Law 112–74 (125 Stat. 1013) is amended by striking “2012

Further extension to funding sunset and evaluation specifications.

128 STAT. 3802

PUBLIC LAW 113–291—DEC. 19, 2014

54 USC 320101 note.
54 USC 320101 note.

(C) Section 109 of Public Law 105–355 (16 U.S.C. 461 note; 112 Stat. 3252) is amended by striking “September 30, 2014” and inserting “September 30, 2021”.

(D) Public Law 106–278 (16 U.S.C. 461 note) is amended—

(i) in section 108 (114 Stat. 818; 127 Stat. 420; 128 Stat. 314), by striking “2015” and inserting “2021”; and

(ii) in section 209 (114 Stat. 824), by striking “the date that is 15 years after the date of enactment of this title” and inserting “September 30, 2021”.

(E) Section 157(i) of Public Law 106–291 (16 U.S.C. 461 note; 114 Stat. 967) is amended by striking “2015” and inserting “2021”.

(F) Section 7 of Public Law 106–319 (16 U.S.C. 461 note; 114 Stat. 1284) is amended by striking “2015” and inserting “2021”.

(G) Title VIII of division B of H.R. 5666 (Appendix D) as enacted into law by section 1(a)(4) of Public Law 106–554 (16 U.S.C. 461 note; 114 Stat. 2763, 2763A–295; 123 Stat. 1294) is amended—

(i) in section 804(j), by striking “the day occurring 15 years after the date of enactment of this title” and inserting “September 30, 2021”; and

(ii) by adding at the end the following:

“SEC. 811. TERMINATION OF ASSISTANCE.

“The authority of the Secretary to provide financial assistance under this title shall terminate on September 30, 2021.”.

54 USC 320101 note.
54 USC 320101 note.

(H) Section 106(b) of Public Law 103–449 (16 U.S.C. 461 note; 108 Stat. 4755; 113 Stat. 1726; 123 Stat. 1291) is amended, by striking “2015” and inserting “2021”.

(2) CONDITIONAL EXTENSION OF AUTHORITIES.—

(A) **IN GENERAL.—**The amendments made by paragraph (1) (other than the amendments made by clauses (iii) and (iv) of paragraph (1)(B)), shall apply only through September 30, 2020, unless the Secretary of the Interior (referred to in this section as the “Secretary”)—

(i) conducts an evaluation of the accomplishments of the national heritage areas extended under paragraph (1), in accordance with subparagraph (B); and

(ii) prepares a report in accordance with subparagraph (C) that recommends a future role for the National Park Service with respect to the applicable national heritage area.

(B) **EVALUATION.—**An evaluation conducted under subparagraph (A)(i) shall—

(i) assess the progress of the local management entity with respect to—

(I) accomplishing the purposes of the authorizing legislation for the national heritage area; and

(II) achieving the goals and objectives of the approved management plan for the national heritage area;

(ii) analyze the investments of Federal, State, tribal, and local government and private entities in

each national heritage area to determine the impact of the investments; and

(iii) 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 subparagraph (A)(i), the Secretary shall submit to the Committee on Energy and Natural Resources of the Senate and the Committee on Natural Resources of the House of Representatives a report that includes recommendations for the future role of the National Park Service with respect to the national heritage area.

(b) **JOHN H. CHAFEE BLACKSTONE RIVER VALLEY NATIONAL HERITAGE CORRIDOR AMENDMENTS.**—Public Law 99–647 (16 U.S.C. 461 note; 100 Stat. 3625) is amended—

(1) in the first sentence of section 2 (110 Stat. 4202), by striking “the map entitled ‘Blackstone River Valley National Heritage Corridor Boundary Map’, numbered BRV–80–80,011, and dated May 2, 1993” and inserting “the map entitled ‘John H. Chafee Blackstone River Valley National Heritage Corridor—Proposed Boundary’, numbered 022/111530, and dated November 10, 2011”;

(2) in section 7 (120 Stat. 1858; 125 Stat. 155)—

(A) in the section heading, by striking “**TERMINATION OF COMMISSION**” and inserting “**TERMINATION OF COMMISSION; DESIGNATION OF LOCAL COORDINATING ENTITY**”;

(B) by striking “The Commission” and inserting the following:

“(a) **IN GENERAL.**—The Commission”; and

(C) by adding at the end the following:

“(b) **LOCAL COORDINATING ENTITY.**—

“(1) **DESIGNATION.**—The Commission shall select, subject to the approval of the Secretary, a qualified nonprofit organization to be the local coordinating entity for the Corridor (referred to in this section as the ‘local coordinating entity’).

“(2) **IMPLEMENTATION OF MANAGEMENT PLAN.**—The local coordinating entity shall assume the duties of the Commission for the implementation of the Cultural Heritage and Land Management Plan developed and approved under section 6.

“(c) **USE OF FUNDS.**—For the purposes of carrying out the management plan, the local coordinating entity may use amounts made available under this Act—

“(1) to make grants to the States of Massachusetts and Rhode Island (referred to in this section as the ‘States’), political subdivisions of the States, nonprofit organizations, and other persons;

“(2) to enter into cooperative agreements with or provide technical assistance to the States, political subdivisions of the States, nonprofit organizations, Federal agencies, and other interested parties;

“(3) to hire and compensate staff, including individuals with expertise in—

“(A) natural, historical, cultural, educational, scenic, and recreational resource conservation;

“(B) economic and community development; or

“(C) heritage planning;

54 USC 320101
note.

Appendix 3 – Evaluation Methodology

Background and Purpose

In May 2008, Congress passed legislation⁵ which requires the Secretary of the Interior to evaluate the accomplishments of nine National Heritage Areas (NHAs) no later than 3 years before the date on which authority for Federal funding for each of the NHAs terminates. Based on findings of each evaluation, the legislation requires the Secretary to prepare a report with recommendations for the National Park Service's future role with respect to the NHA under review.

The National Parks Conservation Association's Center for Park Management (CPM) conducted the first evaluation of Essex National Heritage Area in 2008. In 2010, CPM, in partnership with the National Park Service (NPS), then contracted with Westat to evaluate the next two NHA sites: Augusta Canals in Augusta, GA and Silos and Smokestacks in Waterloo, IA. Each evaluation was designed to answer the following questions, outlined in the legislation:

1. Based on its authorizing legislation and general management plan, has the Heritage Area achieved its proposed accomplishments?
2. What have been the impacts of investments made by Federal, State, Tribal and local government and private entities?
3. How do the Heritage Areas management structure, partnership relationships and current funding contribute to its sustainability?

This document presents Westat's methodology for conducting the NHA evaluations for the six remaining Heritage Areas. This methodology includes: our core evaluation approach; evaluation design; associated data collection methods, sources, and measures; and analysis and reporting plans. Our methods build upon the methodology and instruments used in previous

Augusta Canal and Silos and Smokestacks NHA evaluations.

In addition to outlining our core approach to the evaluation, this document describes the process Westat will use to tailor the approach for each of the specific NHA evaluations.

Core Evaluation Approach

Our approach to the NHA evaluation centers around three basic principles – stakeholder collaboration, in-depth and triangulated data collection, and efficiencies of time and effort. The evaluation will use a case study design, examining each NHA individually. The case study design is appropriate for addressing the NHA evaluation questions since there are multiple variables of interest within each NHA and multiple sources of data with the need for convergence or triangulation among the sources. As noted below, data sources in each site will include documents, key informants from the coordinating/management entity and partner organizations, and community stakeholders. Data collection will be guided by a case study protocol outlining the domains and measures of interest using topic-centered guides for extracting data from existing sources and for interviewing key informants (individually and in group interviews).

The evaluation will incorporate a collaborative approach with project stakeholders to ensure that it is relevant to all and is grounded in the local knowledge of the site as well as designed to meet legislative requirements. Therefore, in the design and implementation of each evaluation, we will include the perspectives of NPS and NHA leadership. Working products will be developed in close coordination with NPS and the NHA evaluation sites throughout the evaluation process. Involving all key stakeholders and including varying perspectives at each stage of the process will ensure that the data collection methods and indicators, the analysis, and interpretation of the findings reflect their views and concerns.

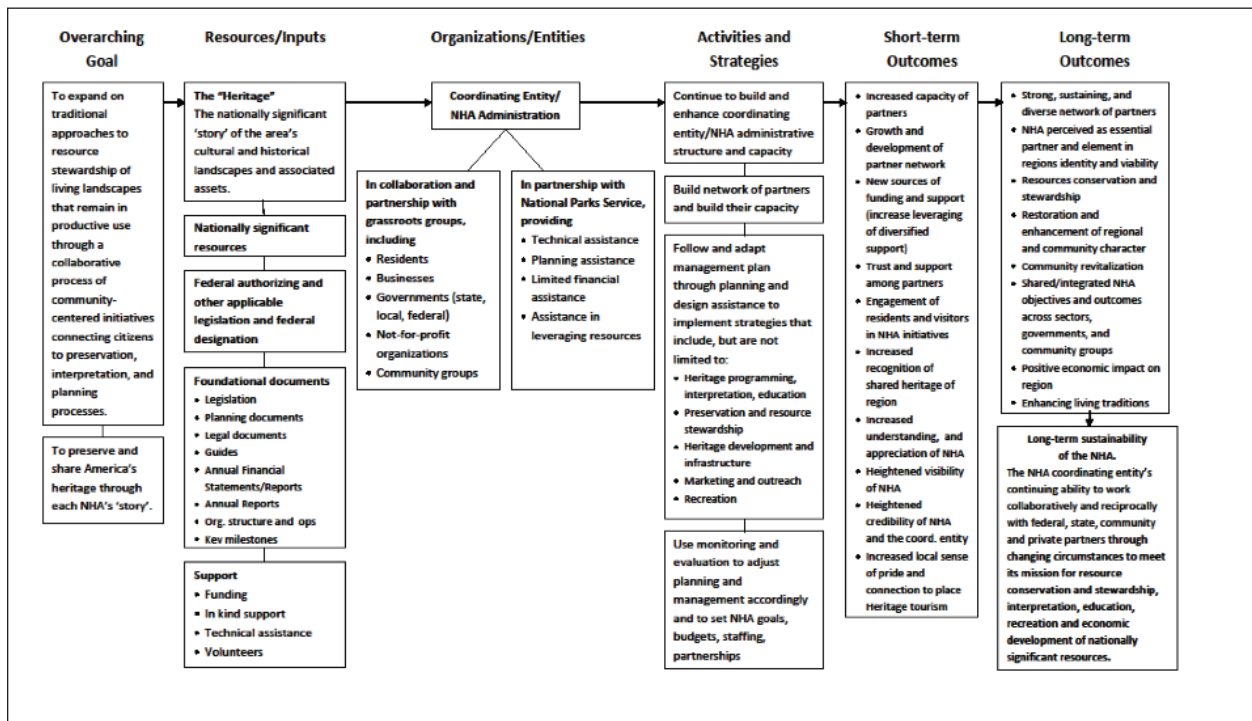
⁵ From P.L. 110-229, Section 462. EVALUATION AND REPORT, signed May 8, 2008

Core Evaluation Design and Measures

Westat is developing a core evaluation design that will then be tailored for each NHA evaluation. Three tools guide the development of the core evaluation design: the NHA Logic Model (Figure 1), the NHA Domain Matrix (Appendix C of the Guide), and a comprehensive case study protocol. The basic structure of the NHA Logic Model is a visual representation of the:

- overarching goal for a NHA;
- resources and key partnerships available to help an NHA accomplish its goals;
- activities and strategies that are being implemented to accomplish the NHA goal;
- intended short- and long-term outcomes; and
- the linkages among the activities, strategies, and outcomes.

Figure C.1 NHA Logic Model



The logic model provides a blueprint for the case study design, outlining the components to examine, the indicators to measure, and the relationships to investigate between the various activities and outcomes. It therefore is a key tool for outlining the data that should be collected as well as the types of analyses that might be conducted. In addition, it provides an efficient way to display the underlying logic or framework of the NHA. For the core evaluation design, the NHA logic model has guided the development of the NHA Domain Matrix, which will in turn inform the development of a case study protocol to conduct the evaluation.

The NHA Domain Matrix is designed to thoroughly address the three key evaluation questions outlined in the legislation. The left-hand side of the matrix lists the key domains and measures required to answer each evaluation question. Each of these domains and measures are cross-walked with the potential data sources. Many of the domains will be informed by more than one data source, as is typical in a case study, to provide for more valid and complete results through triangulation of multiple perspectives. The sources for data collection include: existing NHA documentation, including foundational and financial documents; interviews with NHA staff and key partners; and input from citizens in the NHA community. A later section of this methodology will provide greater detail about the selected data sources and process for data collection. A brief synopsis of the Domain Matrix and how it guides our approach to addressing the key questions follows:

Evaluation Question 1 Based on its authorizing legislation and general management plan, has the heritage area achieved its proposed accomplishments?

In addressing this question, we will collect data through interviews and documents on the nature of the proposed NHA activities; how these activities are being implemented by the local coordinating entity/management entity, partnership network and/or the local community; and, the impacts of the activities. The measures also will address whether the NHAs

are implementing the activities proposed in the initial NHA designation, and if not, what circumstances or situations may have led to their adaptation or adjustment. This examination consists of in-depth interviews with staff to understand what activities have resulted from the NHA designation that was initially not intended or expected. Also, in assessing the goals and objectives of the NHA, we will try to discern if there were mechanisms in place prior to establishment of the NHA intended to achieve these goals.

Evaluation Question 2 What have been the impacts of investments made by Federal, State, Tribal and local government and private entities?

Addressing this question will begin with gathering information through interviews with key NHA management staff and a review of financial data forms. Understanding what investments have been made will involve collecting data on both financial and non-financial investments, including data on the amount, nature, and sources of these investments over time. We will also examine the impact of these investments and how they are helping the NHAs achieve their intended outcomes through data collected from reviewing NHA plans and interviews with key partners and local residents of the NHA community. In cases when an NHA has numerous investment sources, we will focus on the NHA's "major" sources and whether these sources are restricted or unrestricted funds. To identify "major" sources of investment, we will examine the range of investment sources and characterize them by financial or time commitment thresholds.

Evaluation Question 3 How do the heritage areas management structure, partnership relationships, and current funding contribute to its sustainability?

Data to inform this question will be primarily gathered from interviews with key NHA management staff and a subset of NHA partners, and by performing a

review and analysis of the NHA financial documents. The definition of sustainability developed by the NPS working group⁶ will be employed in addressing this question. We will examine the nature of management structure and partnership network and their contribution to sustainability. We will also assess the financial investments over time and their corresponding impact on the financial sustainability of those investments and their future with and without future Federal funding. Specifically, we will perform an analysis of the ratio of Federal funding to other fund sources and the change in this ratio over time overall and for specific activities. We will also interview NHA leadership and board staff to understand the extent to which fundraising activities have been prioritized for specific activities. Based on these analytic and data collection activities, an attempt would be made to determine what the likely effects on the NHA would be if Federal funding was reduced or discontinued; specifically, which activities might have a prospect of continuing with reduced or discontinued Federal funding, which would likely end with reduced or discontinued Federal funding, and therefore, which goals and objectives might not be reached. The evaluation will also examine if there are activities that support issues of national importance, and thus, should be considered for other Federal funding. Finally, the evaluation will address how other organizations that exist within the Heritage Area be effected by the sunset of Federal funds, and if there are mechanisms in place for these organizations to work toward the Heritage Area goals post-sunset.

Data Collection Methods

The planned data collection methods include: topic-centered interviews with NHA management staff; topic-centered interviews with members of the

NHA partner network; intercept conversations with community stakeholders; review of the NHA plans and legal documents; review of the NHA guides, brochures, websites and other descriptive documents; and review of the NHA financial data records. In the sections below, we describe each of these methods, including how we will select the data sources, what data we will collect, and the tools we will use to collect the data. For each of the methods, we will begin by developing a “generic” instrument that corresponds to the key elements outlined in the domain matrix. The process for tailoring the instruments to each of the evaluation sites include:

Foundation Documents Review

A first set of documents will be reviewed to frame the decisions and actions of the coordinating entity’s role in implementing the designated NHA’s objectives. These documents provide many of the objectives for the NHA and frame expectations for the local coordinating entity. These documents include:

- Legislation – all Federal, state and/or local legislation that provides the legal framework for the NHA
- Plans – all planning documents, including updates, developed by the coordinating entity and/or partners that are intended to deliver the legal mandates defined by Congress and/or other legislative bodies
- Legal documents – documents signed by the coordinating entity that allow it conduct/produce routine NHA business

Another set of documents will be obtained and reviewed to understand the nature of NHA activities

⁶ The National Heritage Area coordinating entity’s continuing ability to work collaboratively and reciprocally with Federal, state, community and private partners through changing circumstances to meet its mission for resource conservation and stewardship, interpretation, education, recreation and economic development of nationally significant resources.

Critical components of sustainability of a National Heritage Area include but are not limited to:

- Coordinating entity and the National Park Service honoring the legislative mandate of the National Heritage Area;
- Coordinating entity’s management capacity including governance, adaptive management (such as strategic planning), staffing and operations;
- Financial planning and preparedness, including the ongoing ability to leverage resources in support of the local network of partners;
- Partnering with diverse community stakeholders including serving as a hub, catalyst and/or coordinating entity for on-going capacity building, communication and collaboration among local entities
- Program and project stewardship where the combined investment results in the improved economic value and ultimately long-term quality of life of that region; and
- Outreach and marketing to engage a full and diverse range of audiences.

and their relationship with NHA objectives. These documents include:

- Guides – documents designed to define how NHA business operates
- Annual financial statements and reports – includes audits, tax returns, budget activities and performance program reports
- Annual reports – includes reports to Congress, to partners and to the NPS and others
- Organizational structure and operations – how the coordinating entity, board(s) and committees do NHA work, their roles and functions
- Key milestones – a timeline of major events that document the evolution of the NHA to include outside influences affecting your planning and implementation process

We will collaborate with each of the NHA coordinating entities and NPS to gather these materials. We will also provide sample table shells to help NHA coordinating entity staff understand evaluation data needs and identify relevant documents to share with Westat.

In reviewing these documents, we will abstract information into tables that historically documents NHA activities, such as the number of visitors or number of workshops offered per year. We will also use a case study protocol to abstract key information and make use of data analysis software, such as NVivo, to meaningfully structure the data. This review of documents will be critical in helping us tailor the specifics of the evaluation for each site, particularly in selecting NHA staff and partners to interview.

Financial Data Review

Our approach to the financial data review is informed by the Augusta Canal and Silos and Smokestacks evaluations, particularly with respect to the types of data collected and the nature of the analyses performed. We will review key NHA financial data records such as audits, tax returns, budgets and performance program reports to collect data on the amount and sources of funding for the NHA, trends in funding over a 10-year period, and the impact of these resources on the economic sustainability of the NHA.

We will coordinate with each of the NHA coordinating entities and NPS to gather these materials and collect supporting documentation regarding external matching contributions and use of NHA resources according to program areas. We will use a protocol to guide the review of financial data needs with each NHA site.

Topic-Centered Interviews with Staff of the NHA Coordinating Entity

During a follow-up site visit, key staff from the NHA coordinating entity will be interviewed. The staff will include the Executive Director and staff in key roles identified through review of the foundational documents. For example, some of the staff selected for interviews could include managers of specific NHA activities (i.e., programming or marketing directors), or staff who work in finance, development or partner relationship functions. A topic-centered, semi-structured protocol will be used to conduct each of the interviews, obtaining information about the background of the NHA, NHA activities and investments, and their associated impacts, including their contribution to NHA sustainability. We will conduct individual interviews with the staff with the most history and scope of understanding of the NHA operations, such as the Executive Director or Finance Manager. Other staff, especially those with similar roles such as program assistants will be interviewed in groups to maximize the number of viewpoints gathered. Each of the topic-centered interviews will be semi-structured, outlining the key areas to cover and probes that are specific to the site. However, as new areas emerge, the interviews will be flexible to collect information on these areas. Although all interviews will be conducted on site at the coordinating entity, follow-up telephone conversations will be conducted as needed to capture additional information. We expect to spend 1 day interviewing up to nine staff in each NHA.

Topic-Centered Interviews with Members of the NHA Partner Network

Members of the NHA partner network, including NPS, will be interviewed to in order to gain an understanding about NHA activities and investments and their associated impacts, including their contribution to

NHA sustainability. A topic-centered, semi-structured interview protocol will guide these interviews, some of which will be conducted individually, either in person or by telephone, and others that will be conducted through group interviews to maximize the number of viewpoints gathered. If applicable for the respective site, we expect to select 15-20 partners from each NHA to interview. In determining criteria for selecting partners to interview, we will review foundational documents and web site materials for each NHA site. These criteria will likely include the level of the partner's relationship with the NHA, the extent to which they participate and/or support NHA activities, their financial relationship and their geographic representation. We will share the list of selected partners with the NHA for completeness and will incorporate the NHA's suggestions of other partners who should be interviewed. Once this list is finalized, Westat will contact the partners for interview scheduling. We expect to have a range of stakeholders and organizations participate in these interviews adding to the multiple sources of data for triangulation.

Community Input

Members of the NHA community will be invited to provide their input about the nature and impact of NHA activities through intercept conversations with a sample of residents in the NHA community. These conversations may take place at the Heritage Area site or at an event or place within the community. Conversations will help evaluation team gain an understanding of the community's familiarity with the Heritage Area and its unique and nationally significant aspects. The intercept conversations will also provide information about the residents' awareness of and appreciation for the Heritage Area. Westat will work with the NHA management entity to develop strategies for obtaining community input.

It is important to recognize the limitations in the data that will be collected through the community input strategies. First, as we will be identifying "convenient" groups of individuals, it is likely that those involved will not be fully representative of local residents, tourists, and volunteers. Depending on how they are identified, they have more or less motivation to be interested in the NHA. In addition, the data collected will be

largely qualitative. We will not be able to develop quantitative indicators of the community input, but rather collect more impressionistic input that will provide an indication based on each respondent's background, prior involvement, and interest as to how well the NHA is enhancing community awareness of, appreciation of, and involvement in the NHA.

Analyze Data and Findings Document

The analysis and synthesis of each NHA's data will be guided by the overall protocol and the Findings Document outline. Data reduction will first begin by summarizing the data within each domain area, first within each source, and then synthesizing the data across sources. Attempts will be made to reconcile any issues or discrepancies across the sources by contacting the relevant parties at each NHA. Data will be summarized within each domain and analyzed for relationships, guided by the logic model. To the degree possible, results will be displayed graphically and in tables. Findings will reflect the triangulated information – where appropriate and feasible, it will be important to ensure that the results not only reflect the perspectives of the key informants but are substantiated with data from documents and other written sources.

Results of each NHA evaluation will be communicated in a Findings Document. The findings document will be guided by a modification of the outline finalized by the NHA Evaluation Working Group. The Findings Document outline was developed according to Westat's experience with the Augusta Canal and Silos and Smokestacks evaluation, and has been streamlined to present key findings in an Executive Summary, combine sections according to the three evaluation questions, and address sustainability questions regarding the impact of the sunset of Federal funds on NHA activities. Westat will first share a draft of the findings document with the Executive Director of the NHA coordinating entity for a review of technical accuracy. The Executive Director will have the opportunity to share the findings document with other staff and stakeholders as desired, and can provide comments to the evaluation team, either in writing or via telephone discussion. Finally, if necessary to discuss differences, a joint telephone conversation

involving the NHA Executive Director, NPS and Westat can be held to discuss the comments and to arrive at a resolution. Once Westat has incorporated the feedback, the NHA coordinating entity will have another opportunity to review the findings document before it is shared with NPS. Once the NHA's final feedback is reviewed and incorporated, Westat will submit the draft findings documents to NPS for review. Westat expects to have the Final Findings Document for each evaluation complete by July 2012.

Tailoring the Evaluation Design for NHA Evaluation Sites

The core evaluation design will be tailored to the six NHA sites under evaluation. A preliminary "Meet and Greet" visit to the NHAs will largely inform how the protocols should be customized for each site, including the domains that are relevant, the probes that should be added to inquire about each domain, and the specific data sources that are relevant for the site. We will work with the Executive Director to determine the key staff to involve in individual and group interviews during a second site visit, partner organizations that should be represented, and strategies to obtain community input.

A customized logic model for each NHA will be developed during the initial site visit; detailing the respective NHA's goals, resources, partnerships, activities and intended outcomes. This process will involve a group meeting with NHA management staff and NPS partners to get a diverse range of perspectives and obtain a complete picture of the designated NHA. In preparation for this visit, we will review existing documentation for the NHA sites. We expect these preliminary Meet and Greet visits and logic modeling sessions to involve about 2 days of travel and meeting time.

Once the tailored logic models are finalized for each NHA evaluation site, Westat will then adapt the NHA Domain Matrix and the comprehensive case study protocol that were developed as part of the core evaluation design. These tailored tools will still address the evaluation research questions identified by the legislation, but will ensure that the questions are geared toward the specific aspects of each NHA site.

Interview data collection for each NHA evaluation will occur during a second visit to each NHA site, and is expected to last 3 to 5 days depending on the scope of the site. We will use memos to keep the NHA Executive Director informed of our evaluation activities both pre- and post- site visits.

We will also work with each NHA during the second site visit, and with email and phone communications post site-visit, to collect and analyze information for the financial review. The financial data protocol will provide the NHA coordinating entity with an understanding of the data needs to address the second evaluation question guide these conversations in identifying years in which there is audit information pertinent to the evaluation and will help NHA coordinating entity staff to identify other data sources that will support the financial analysis.

Evaluation Limitations

To the greatest extent possible, Westat has tried to ensure this evaluation methodology thoroughly addresses the three research questions. However, there are parameters to this methodology that result in a few limitations on evaluation findings. In some instances, there is a trade-off between maximizing the time and efficiency for the evaluation and the ability to thoroughly collect information from a range of stakeholders. For instance, to obtain input from community stakeholders, a survey is not possible within the current evaluation due to OMB Paperwork Reduction Requirements. Therefore, the data received from intercept conversations will be a more qualitative assessment of the community's perceptions of the NHA. As noted, limitations to the community input include convenient, rather than representative, samples of tourists, local residents, and volunteers, and impressionistic rather than quantitative data on the impact of the NHA on stakeholder knowledge, attitudes, and involvement in the NHA. Therefore, the data obtained will have to be viewed with these limitations in mind.

Appendix 4 – Evaluation Protocols

Lackawanna Heritage Valley NHA Management/Staff Topic-Centered Interview Discussion Guide

INTRODUCTION

Thank you for talking with me today. As part of the federally mandated evaluation of NHAs we are talking with Lackawanna Heritage Valley Authority (LHVA) staff who have the most history and scope of understanding of the NHA's operations. We developed this logic model, based on our last visit to your area, and would like to use it as a guide throughout the interview. Using this logic model as a guide, our discussion will help us gain a more detailed understanding of the Lackawanna Heritage Valley (LHV) NHA, including its background and history, your different activities and investments and their associated outcomes, and their contribution to the LVNHA's sustainability.

Your participation in this interview is voluntary and it should take about 1 to 2 hours to complete.

The overarching goals on the LVNHA are:

1. **Tell the Region's Story** - To tell a truthful and compelling story about the region's history and culture
2. **Facilitate Partnerships** - To foster collaboration and strengthen capacity among local governments, businesses, heritage organizations, community groups, and individuals
3. **Preserve and Enhance Communities** - To preserve and enhance the physical character and economic vitality of the region's communities
4. **Improve the Visitor Experience** – To support and strengthen existing attractions, develop new attractions, market the region as a destination, and provide visitors with a memorable experience

5. **Reconnect to the Lackawanna River** - To encourage public rediscovery of the Lackawanna River and waterfronts for recreational and community use

HISTORY AND BACKGROUND

1. Could you tell us about the organizational history and evolution prior to the LVNHA designation?
2. How did the LVNHA designation come about? How did this designation affect your strategic planning processes and management plan?
3. What was your working relationship like with NPS? Has that relationship evolved over the time you have been working with them?
4. How are the management and operations of the LHVA currently structured?

Probes: - Description of executive leadership and role in organization
- Description of governance and role in organization
- Description of staffing and volunteers

5. What is the mission and vision for the LVNHA? What are the goals for the LHVA?
6. Can you describe the various planning processes that the LHVA has undertaken over time? When and how did you determine a need for this and what type of engagement of the larger community was necessary?

ACTIVITIES

We'd like to get a better understanding about some of the activities that you and other staff told us about during our first site visit. We'd like to learn about how these activities fit into your overall programming and

vision for the LVNHA and who/what is involved in their implementation

The LVNHA has developed a set of goals and strategies that: address the overarching goals to: Tell the Region’s Story, Facilitate Partnerships, Preserve and Enhance Communities, Improve the Visitor Experience, and Reconnect to the Lackawanna River. According to the logic model, the LHVA is involved in the following activities.

Historic Preservation, Cultural Conservation, & Local Heritage:

Heritage based development activities that foster public support and appreciation for the LVNHA site and tell the story of its natural, historical and cultural significance to our nation. Examples of some of these activities include restoring National Register listed properties and historic sites (e.g., Historic Scranton Iron Furnaces, Waverly School House), supporting cultural programs and events (e.g., La Festa Italiana, Carbondale Ethnic Festival, Scranton Jazz Festival), and contributing to the documentation and promotion of historic resources (e.g., Lackawanna Valley Digital Archive, Scranton Lace Oral History Project).

1. For each of these activities:
 - When did it begin? What was the impetus for starting it?
 - What has been the role of the LHVA?
 - What has been the role of the partnership network?
 - What has been the role of the local community?
 - What have been the overall accomplishments of this activity in your area? What challenges have you encountered in implementing this activity?
 - How do you evaluate and/or assess the effectiveness of it?
2. What kind of an impact do you think oversight and management of the LVNHA and its resources has had in the community?

Probes: - Engagement of residents and visitors/
future stewardship

- Educational/interpretational impacts
- Preservation of LVNHA and its historical resources
- Restoration of LVNHA resources
- Economic impact / Job creation

3. How would this activity be affected if NPS NHA Federal funding sunsets? Are there other organizations in the community who also provide this activity in a way that supports the Heritage Area?
4. Are there documents you could provide us that describe this activity and how it has been implemented over the years?

Interpretation and Education:

Heritage based development of infrastructure activities that further provide educational and inspirational opportunities for current and future generations. These activities may include supporting exhibits and interpretive displays at local museums and other locations (e.g. Anthracite Heritage Museum), and supporting events and activities that connect people to environmental/historic/cultural resources (e.g. Railfest Summer Heritage Passport Program).

Programming and Interpretation

1. Please provide the following details for each of these activities.
 - ❑ When did it begin? What was the impetus for starting it?
 - ❑ What has been the role of the LHVA?
 - ❑ What has been the role of the LVNHA’s partnership network?
 - ❑ What has been the role of the local community?
 - ❑ What have been the overall accomplishments of this activity in your area? What challenges have you encountered in implementing this activity?
 - ❑ How do you evaluate and/or assess the effectiveness of it?

2. What has/have been the greatest impact(s) of programming and interpretation activities in your area?

- Probes:* - Engagement of residents and visitors (# served/involved/affected)
 - Greater amount and diversity in sources of funding committed to interpretive and educational programming
 - Job creation

3. How would [Programming/Interpretation Activity] be affected if the NPS NHA Federal funding sunsets or is reduced? Are there other organizations in the community who also provide this activity in a way that support the Heritage Area?

4. Are there documents you could provide us that describe [Programming/Interpretation Activity] and how it has been implemented over the years?

Education

1. For each educational activity, could you provide details about:

- The nature of the activity?
- When it began?
- What was the impetus for offering the activity?
- When it is offered?
- To whom you provide it? (i.e., teachers, students, etc.)
- The role of LVNHA staff in providing this?
- The role of the community in implementing these activities?

2. How have the educational activities affected:

- Participants – increased knowledge and skills
- Partners – their capacity, the relationships among partners - in what ways?
- This LVNHA overall and how it is perceived more generally?
- Community support for preservations, interpretive, educational activities?
- Ability to provide a cohesive LVNHA experience focused on the themes of American agriculture?

3. Could you tell us what have been the accomplishments of your educational activities? What challenges have you encountered in implementing these activities?

4. How do you evaluate and/or assess the effectiveness of your educational activities?

5. How would this activity be affected if the Federal funding sunsets or is reduced? Are there other organizations in the community who also provide this activity in a way that support the Heritage Area?

6. Are there documents you could provide us that describe these educational activities, such as the types of educational activities provided, to whom and the related outcomes?

Community & Economic Development, Tourism & Marketing:

Activities that increase public use and awareness of the LVNHA and further its economic sustainability. Marketing and public outreach may encompass the use of guides, brochures, signage, newsletters, social media, and/or participation in community events (e.g. Scranton Half Marathon, Santa Train, etc.) to increase public awareness of the LVNHA.

1. For each activity could you provide us details about:

- What it entails?
- The impetus for starting the activity?
- How long it has been in place?
- The role of LVNHA staff?
- The role of the local community?
- The role of members of your partnerships?

2. How have these marketing and awareness building activities affected: (*Probe – for each activity, how do you know any of these outcomes occurred?*)

- Partners – their capacity, the relationships among partners - in what ways?
- The LVNHA overall and how it is perceived more generally?
- Engagement of residents and visitors / tourism?

- Community support for preservations, interpretive, educational activities?
 - Economic impacts?
 - Ability to provide a cohesive LVNHA experience
3. Could you tell us the overall accomplishments of your marketing activities? What challenges have you encountered in implementing these activities?
 4. How would your marketing activities be affected if the NPS LVNHA Federal funding sunsets or is reduced? Are there other organizations in the community who also provide [Marketing Activity] in a way that support the Heritage Area?
 5. Are there documents you could provide us that describe the LVNHA’s marketing and outreach activities and how they have been implemented over the years?

Environmental Conservation & Recreation:

Activities that support long-term preservation, conservation and reclamation of natural, cultural and historic resources; includes implementing environmental conservation efforts.

Related activities may include developing trail programs and resources (e.g. Trail Guide, Trail Forum), supporting conservation and recreation activities (e.g. TreeVitalize Metro), and supporting activities and events on the trail and river (e.g. Scranton Half Marathon, volunteer cleanups, etc.).

1. For each of these activities please provide the following details:
 - When did it begin? What was the impetus for starting it?
 - What has been the role of the LHVA?
 - What has been the role of the LVNHA Administrative staff (coordinating, sponsoring, promoting, attending, staff service on Boards)?
 - What has been the role of the LVNHA’s partnership network?
 - What has been the role of the local community (attending, promoting, supporting)?

2. What has/have been the greatest impact(s) of this activity in your area?

Probes: - Environmental, cultural and historic resources conservation

 - Artifact or building restoration
 - Greater amount/diversity in sources of funding committed to conservation and stewardship
 - Increased capacity of partners
 - Growth in partner network
 - Community revitalization
 - Job creation
3. How would this activity be affected if the NPS NHA Federal funding sunsets or is reduced? Are there other organizations in the community who also provide this activity in a way that support the Heritage Area?
4. Are there documents you could provide us that describe this activity and how it has been implemented over the years?

Planning and Technical Assistance:

Activities that build local community capacity and assist individuals, organizations and communities who are involved in LVNHA interpretation, education, preservation and development activities. These activities could include grant-making, provision of technical assistance, or other activities.

Grant-making

We’d like to learn more about your grant-making activities. We’re interested in learning more about your grant programs, including:

- Educational mini-grants
- Community outreach grants
- Partner grants
- Any other types of grants we may have missed?

1. For each of these grant-making programs, could you describe:
 - When it began?
 - The impetus for starting it?
 - The activities it supports? *Probe – how does*

it promote the preservation, interpretation and education and programming of America's unique story?

- How it is funded? Does it leverage other funding?
 - Whether the grants are provided for a specific purpose/time period and/or if they could be sustained on their own without continued LVNHA funding?
 - The grant-making process for this program:
 - How do organizations find out about and apply for grants?
 - What is the size of the grants?
 - What is the process for determining award?
 - What are the funding and reporting requirements?
 - What is time period of award?
2. Overall, how have the grants programs affected:
 - Partners – their capacity, the relationships among partners - in what ways?
 - The LVNHA overall and how it is perceived more generally?
 - Community support for preservations, interpretive, educational activities?
 - Job creation – for partners, in the larger community, etc?
 3. Are there certain grant programs that have been more successful than others in achieving the goals of the LVNHA? If so, why do you think these have better impacts for the overall LVNHA area than others?
 4. What challenges have you had in administering these grant programs? Are there certain ones that are more or less problematic? In what ways? What have you done to deal with these challenges? What has worked? What has not?
 5. Have there been changes to the grant-making process since inception?
 6. What challenges have grantees encountered in implementing the grants?

7. How do you evaluate and/or assess the effectiveness of your grant-making activities?
8. How would this activity be affected if the NPS NHA Federal funding sunsets or is reduced? Are there other organizations in the community who also provide grants that support the Heritage Area?
9. Are there documents you could provide us that describe these grant programs and how they have been implemented over the years? (we currently have Completed Project Database and Request for Partnerships database)

Technical Assistance

We'd like to learn more about your technical assistance activities. According to the logic model, we know you engage in several types of activities, such as:

- TA on trail development and other areas of expertise (e.g., trainings and workshops, one-on-one consultations, sharing best practices and resources)
 - TA to local entities for events/activities related to historic/cultural resources (e.g., trainings and workshops, one-on-one consultations, sharing best practices and resources)
 - Any other technical assistance activities we may have missed?
1. Could you provide the following details about each of your technical assistance activities?
 - What are the types of topics covered? How do you determine topics?
 - Who are the recipients?
 - How you determine when and to whom to offer these services?
 - If it is an event, in what region/area is it delivered?
 - Who provides the TA (i.e. LVNHA staff, NPS staff, partners, etc.)?
 - How many times have you performed TA in the past year? What is the length of time for each?

- What are the costs and funding sources for TA?
 - What are the goals and objectives of TA?
2. How long has the organization been providing technical assistance? Overall, what was the impetus for starting this activity? *Probe- was it part of the original management plan? Seen as an unmet need in the community?*
 3. How has TA affected: *Probe – for each of these, how do you know any of these outcomes occurred?*
 - Recipients – increased knowledge and skills?
 - Partners – their capacity, the relationships among partners - in what ways?
 - The LVNHA overall and how the LVNHA is perceived more generally?
 - Community support for preservation, interpretive, educational activities?
 4. Could you tell us what have been the overall accomplishments? What challenges have you encountered in implementing this activity?
 5. How do you evaluate and/or assess the effectiveness of?
 6. How would this activity be affected if the Federal funding sunsets or is reduced? Are there other organizations in the community who also provide this activity in a way that support the Heritage Area?
 7. Are there documents you could provide us that describe TA, such as the types of assistance provided, to whom and the related outcomes?
4. What has been the role of the local community?
 5. What have been the overall accomplishments of this activity in your area? What challenges have you encountered in implementing this activity?
 6. How do you evaluate and/or assess the effectiveness of it?
 7. How would this activity be affected if the Federal funding sunsets or is reduced? Are there other organizations in the community who also provide this activity in a way that support the Heritage Area?
 8. Are there documents you could provide us that describe this activity and how it has been implemented over the years?

BOARD OF DIRECTORS AND ADVISORY GROUPS

Board of Directors and Advisory Groups

Other Planning and Technical Assistance Activities

1. When did it begin? What was the impetus for starting it?
2. What has been the role of the LHVA?
3. What has been the role of the partnership network?
1. Can you tell us about the history of and/or your role on the Board of Directors or Advisory Group? Has your/their role changed across the life of the LVNHA?
2. What are the responsibilities of members of these committees? For instance, does it involve setting goals, establishing budgets and financial accountability for the LHVA?
3. How do the skills and expertise that members of these committees bring to the table contribute to the LVNHA's sustainability?
4. Do you/ members of these committees assist with fundraising? Contribute financially?
5. What kind of fundraising plan (immediate and long-term, sustainable impacts) is in place?
6. What is the process of communication between this LVNHA's staff and members of the Board of Directors and Advisory Groups?

7. What activities has the LVNHA conducted over the years to garner community support? What have been your successes and challenges?
8. Can you tell us what you think have been your greatest successes and most serious challenges across the history of this LVNHA?

Board’s Contribution to Sustainability

1. How do the diversity of skills and expertise that members of the Board bring to the table contribute to the LVNHA’s sustainability?
2. Has the LVNHA’s Board demonstrated a capacity for adaptive management over time (incl. changes in staffing levels, strategic planning, etc.)?
3. What kinds of investments has the Board made toward developing staff and career advancement opportunities?
4. Has the LVNHA’s Board seemed to have set clear goals for the LVNHA with well-defined timeframes?
5. What kind of system does the Board have in place for setting annual goals or for establishing budgets?
6. What kind of process does the Board have in place for collecting data on measurable LVNHA goals and usage of those data (monitoring and evaluation)?
7. What kind of fundraising plan (immediate and long-term, sustainable impacts) is in place?
8. How does the Board of this LVNHA maintain financial accountability for the LVNHA? What kind of system is in place for this?
9. How “transparent” is the Board’s system for setting goals, establishing budgets and financial accountability for the LVNHA? (Is this a public or private process)?
10. What kind of plan is in place for stakeholder development?

Probe: - How has the LVNHA’s partner network changed over the years?

11. How does the Board typically communicate with partners, members and local residents?

Probe: - What kind of communication systems are in place for communicating with these groups?
- How “transparent” and effective are the Board’s channels of communication with governance, staff, volunteers, partners, etc.?

9. Would you say that this LVNHA’s Board has a leadership role in the partner network? If so, how?

PARTNERS AND PARTNERSHIP NETWORK

Partners and Nature of Partnerships

1. Who are the LVNHA’s key “partners” (e.g., city, state, other agencies, groups, foundations, businesses, exhibits/attractions)?
2. For each partner please provide the following information:
 - What do you see as the “purpose” of the LVNHA’s partnership with [partner name]?
 - Describe [partner name]’s level of involvement with the LVNHA.
 - What kinds of resources has [partner name] committed to the LVNHA? For what? For how long?
3. Could you describe how an organization becomes a partner? What is the partner designation process? What are the requirements for becoming a partner?
4. What types of services or support do partners receive from the LVNHA?
5. What types of services or support do you receive from your partners?
6. How do partners support one another?
7. How has the LVNHA’s partnership network evolved over time?

- ❑ Growth in number of partners and regions over time?
- ❑ Different types of organizations that are partners – non-profits, volunteer-led organization, for-profits, etc.

8. In what ways has the partnership network influenced your organization? Probe – *look at the logic model for examples of activities in which the partnership network may have been an influence*
9. What challenges have you faced with your partnership network? For instance, have there been in challenges in identifying partners, meeting their needs, engaging partners over time or in making a cohesive network of partners?

Partner Network’s Contribution to Sustainability

1. Does the LVNHA have a broad base of partners representing diverse interests and expertise?
2. How do the partners/organizations contribute to accomplishing the goals and objectives of the LVNHA? Do partners collaborate and combine their investments to accomplish LVNHA objectives? If yes, how?
3. How has the number LVNHA partners changed over time?

Probe: - What kind of partner retention has the LVNHA had over the years?
4. What kinds of roles (if any) do LVNHA partners have on the board?
5. Does there seem to be trust and support among partners?
6. How would partners, and their LVNHA related activities be affected if NPS LVNHA Federal funding for the LVNHA discontinued or reduced? Would their activities continue to work towards accomplishing the goals and objectives of the LVNHA, and if so, how?

ACCOMPLISHMENTS, CHALLENGES AND LESSONS LEARNED

1. In your experience, what have been some of the major accomplishments for this LVNHA?
2. Could you tell us about some of the challenges the LHVA and the National Heritage Area face?
3. How would the National Heritage Area be affected if it could not be financially sustained with Federal LVNHA funding?

Probe: - Which program areas/activities would be affected and how?
 - What, if any, activities would continue?
 - What, if any, activities would end with the sun-setting of funds?
 - Are any of these activities of National importance and thus should be considered for further Federal funding?

4. What, if any, organizations or mechanisms currently exist outside of the LVNHA entity for accomplishing the goals and objectives of the LVNHA? Would these organizations or mechanisms continue to work toward the Heritage Area goals post-sunset of funding?
5. Are there ways this LVNHA has changed the region since its inception? How? In what ways? How has the LVNHA’s impact changed over time?
6. What were some of the early lessons learned or unintended consequences (e.g. issues related to collaborating rather than competing with partners) in implementing the activities and strategies for this LVNHA?
7. Could you tell us about any evidence of community support for the LVNHA? What does this look like (i.e. volunteers, funding, invitation to participate on the boards of other organizations, engagement of State leadership, etc.?)
8. What additional things would you have the LHVA do, if any? What changes would it be helpful for the LHVA to make?

LHV Partner Network Topic-Centered Interview

Discussion Guide

INTRODUCTION

Thank you for agreeing to meet with us today about your organization’s involvement with the LHV. We are researchers from and we are conducting a study on National Heritage Areas. Specifically, we’re interested in learning about your work with the LHVA and any assistance you have either received from or contributed to the National Heritage Area. We are interested in collecting information about your relationship with the LHVA, how it has evolved and how the LHVA has changed over time.

Your participation in this interview is voluntary and it should take about an hour to complete.

BACKGROUND

1. Describe your organization overall? *Probe – what is the type of organization (i.e. museum, historical society, etc), what does it do, size of organization, who does it serve, size of the organization (staffing, number of active volunteers, budget), length of time it’s existed.*
2. What is your position and role in the organization? How long have you been with the organization? Other positions held?

WORK WITH NHA AND LHVA

1. Can you briefly the nature of your relationship with the LHV and its coordinating entity (LHVA)?
2. What factors influenced your decision to become a partner with the LHVA?
3. When and how did your partnership with the LHVA begin? What, if any, requirements are there for being a partner?
4. What is the nature of the partnership?
Probe: - What types of services/programs/benefits do you receive through the LHVA?
- What types of services/programs/benefits does the NHA/coordinating entity receive through you?

5. Could you describe how your organization’s program activities contribute to the LHV’s unique story?
6. Could you describe how your partnership with the LHVA has affected your organization?
 - Has it had any effect on the types of visitors you get? The number? Why or why not? How do you know?
 - Has it helped you identify others to work with? Did you know of these organizations before you partnered with LHVA?
 - Has it helped you receive funding? In what ways? What funding have you received that you may not have without the LHVA partnership?
 - Has it helped you have more community:
 - Visibility?
 - Involvement?
 - Etc.?
 - Does it help you identify or be in touch with other resources and best practices that you may not have known about?

TECHNICAL ASSISTANCE & CAPACITY BUILDING ASSISTANCE

1. Could you describe the types of assistance and other types of non-financial support your organization has received from the LHVA?
 - What type of assistance did you receive (training, consultations, facilitated meetings, brainstorming ideas, site assessments, etc)
 - Who did you receive it from?
 - Where did you receive it?
 - How did you find out about this assistance?
 - Were there requirements for participating in these activities?
 - Did you need to pay for this assistance?
2. Could you describe how you’ve used this assistance to incorporate or enhance stories about the Lackawanna heritage into your programming?
3. How have this assistance and your activities/offerings evolved over time?

4. What does this assistance from LHVA allow your organization to do? Has it allowed you to work and collaborate with other organizations in the area? What are the advantages of receiving this assistance?

COLLABORATION

1. Could you describe the ways your organization collaborates with LHVA and/or with other LHV regional partners?
2. How does collaboration affect your organization's ability to meet its goals? *Probe: Has this collaboration helped you build your financial, programming or organizational capacity?*
3. Have you gained access to other organizations or resources in the community because of your collaboration with LHVA? How? *Probe – NPS, other state resources*

OVERALL IMPACT OF PARTNERSHIP WITH NHA

1. How has your relationship with the LHVA evolved over time? Has the impact of LHVA changed over time – grown stronger, weaker or stayed the same?
2. Have you experienced any challenges as a result of your partnership with the LHVA? *Probe – limitations on ability to fundraise or collaborate with other organizations?*
3. What leadership roles does the LHVA play in the community? Convener? Organizer? Funder? Other?
4. Are there ways in which the LHVA has changed the region over the past 15 years? How? In what ways? How has LHVA's impact changed over time? *Probe – were there mechanisms present before the LHVA designation?*
5. Is it important for your organization to continue working with LHVA? Why? What factors influence your continued relationship?

6. What additional things would you have the LHVA do, if any? What changes would be helpful for LHVA to make? In general, in what ways could they serve your needs better and the needs of the region?

7. How would your organization be affected if the NPS federal funds that support the LVNHA discontinued? Would any of your activities that contribute to the LVNHA mission and story continue? *Probe if there would be an impact on the quantity or quality of these activities?*
8. What do you think would be the overall impact if the federal funding that supports the LHVA discontinues? Are there other mechanisms or organizations that could support the unique features and heritage of the area?

LACKAWANNA HERITAGE VALLEY

Discussion Guide For People Visiting An NHA Event or Attraction

Site:

Hi, my name is Chandria/Laurel and I'm working with the National Park Service to learn what individuals know about the Lackawanna National Heritage Area. Do you have about 5 minutes to chat with me? I'm interested in getting your opinions rather than your personal information. We can stop our conversation whenever you wish and you are free to move on at any time. Also, feel free to skip any questions you would rather not discuss.

Conversation Topics:

1. Residency:
 - Local resident
 - In-State resident
 - Out-of-State resident

Probe: - How long have you been a resident?

Probe: - Which state are you visiting from?

2. Reason for the visit? How often have you visited this attraction?

3. Have you visited one of the other NHA destination sites? Show brochure.

Probes: - How familiar are you with (tailor for the NHA). When/How often have you visited? Reasons for visiting?

4. Familiarity with NHA's history and messaging? Show logo

Probe: - Are you familiar with (tailor for the NHA).

5. Perspective of the impact of the NHA on the community

Probe: - Has the information that you received changed your understanding of XX? If so, how?

Probe: - Have the NHA had an impact on the local area and community? If so, how?

LACKAWANNA HERITAGE VALLEY

Discussion Guide for People Visiting Areas Outside of the NHA

Site:

Hi, my name is Chandria/Laurel and I'm working with the National Park Service to learn what individuals know about the Lackawanna National Heritage Area. Do you have about 5 minutes to chat with me? I'm interested in getting your opinions rather than your personal information. We can stop our conversation whenever you wish and you are free to move on at any time. Also, feel free to skip any questions you would rather not discuss.

Conversation Topics:

1. Residency:

- Local resident
- In-State resident
- Out-of-State resident

Probe: - How long have you been a resident?

Probe: - Which state are you visiting from?

1. Familiarity with NHA's history and messaging? Show logo

Probe: - Are you familiar with (tailor for the NHA). Where have you seen this information? How often have you seen it?

2. Have you visited any of the NHA destination sites? Show brochure.

Probes: - How familiar are you with (tailor for the NHA). When/How often did you visit? Reason for visiting?

3. Perspective of the impact of the NHA on the community?

Probe: - Has the information that you received changed your understanding of XX? If so, how?

Probe: - Have the NHA had an impact on the local area and community? If so, how?

Domain and Source Crosswalk

Research Question, Domains, Measures Evaluation Q.1: Has the NHA coordinating entity accomplished the purposes of the authorizing legislation and achieved the goals and objectives of the management plan?	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Web Sites, Other Documents	Financial Data Forms
Historic Preservation, Cultural Conservation, & Local Heritage – Activities and programs that restore properties and historic sites, support cultural programs and events, and increase the documentation and promotion of historic and cultural sites to foster appreciation for the LHV heritage area						
Nature of LVNHA activities Description of historic preservation, cultural conservation, and local heritage activities	X	X		X	X	
Implementation of each activity Role of the LHVA Role of LVNHA administrative staff Role of the partnership network Role of the local community	X X X X	X X X X		X X X X	X X X X	
Impact of activities Engagement of residents and visitors (# served/involved/affected) Increased understanding, awareness and appreciation of LVNHA resources & stories Increased recognition of shared heritage of region Greater amount and diversity in sources of funding committed to historic preservation, cultural conservation, & local heritage Economic Impact / Job Creation	X X	X X 	X X X	 X	 	 X X

Research Question, Domains, Measures Evaluation Q.1: Has the NHA coordinating entity accomplished the purposes of the authorizing legislation and achieved the goals and objectives of the management plan?	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Web Sites, Other Documents	Financial Data Forms
Interpretation & Education –Development of infrastructure and activities that provide educational opportunities and community outreach, while also connecting the community to the historic and cultural resources of the heritage area						
Nature of LVNHA activities Description of interpretation and education activities	X	X		X	X	
Describe Implementation of each activity Role of the LHVA (e.g., administration of grants; provision of TA)	X	X		X	X	
Assess Impact of activities Development/construction that is successful in meeting objectives Increased local sense of pride and connection to place Heightened visibility of LVNHA resources and stories Economic Impact / Job creation	X X	X X	X X	X X	X X	X

Research Question, Domains, Measures Evaluation Q.1: Has the NHA coordinating entity accomplished the purposes of the authorizing legislation and achieved the goals and objectives of the management plan?	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Web Sites, Other Documents	Financial Data Forms
Community & Economic Development, Tourism & Marketing – Activities that promote local and regional economic development, such as local grants, volunteer opportunities, and development of promotion material, to increase the public use and awareness of the LVNHA and to further its economic sustainability						
Describe Nature of LVNHA activities						
Description of marketing and public outreach activities (e.g., promotional materials, events programming)	X	X	X	X	X	
Describe Implementation of each activity						
Role of the LHVA (e.g., creation of marketing plans)	X	X		X	X	
Role of LVNHA administrative staff	X	X		X	X	
Role of the partnership network	X	X		X	X	
Role of the local community	X	X		X	X	
Assess Impact of activities						
Engagement of residents and visitors (# served/involved/affected)	X	X	X		X	
Increased understanding, awareness and appreciation of LVNHA resources and stories	X	X	X	X		X
Increased recognition of shared heritage of region	X	X	X			
Greater amount and diversity in sources of funding	X	X				
Growth and development of partner network	X	X				X
Heightened visibility of LVNHA resources and stories		X	X			

Research Question, Domains, Measures Evaluation Q.1: Has the NHA coordinating entity accomplished the purposes of the authorizing legislation and achieved the goals and objectives of the management plan?	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Web Sites, Other Documents	Financial Data Forms
Environmental Conservation & Recreation—Development of programs and resources located on the heritage area to improve public access of the trail and river, as well as the support and development of conservation and recreational activities in the heritage area						
Describe Nature of LVNHA activities						
Description of preservation and resource stewardship activities	X	X		X	X	
Description of conservation efforts related to folklore, folk life, life ways, and traditions	X	X		X	X	
Describe Implementation of each activity						
Role of the LHVA (e.g., administration of grants; provision of TA)	X	X		X	X	
Role of LVNHA administrative staff	X	X		X	X	
Role of the partnership network	X	X		X	X	
Role of the local community	X	X	X	X	X	
Assess Impact of activities						
Environmental, cultural, and historic resources conservation	X	X		X	X	
Artifact or building restoration		X				
Greater amount and diversity in sources of funding committed to conservation and stewardship	X	X		X	X	X
Increased local sense of pride and connection to place	X	X	X	X		
Increased capacity of partners	X	X				
Growth in partner network	X	X				
Community revitalization Economic Impact / Job creation	X	X	X	X	X	X

Research Question, Domains, Measures	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Web Sites, Other Documents	Financial Data Forms
Evaluation Q.1: Has the NHA coordinating entity accomplished the purposes of the authorizing legislation and achieved the goals and objectives of the management plan?						
Planning and Technical Assistance – Activities that provide technical assistance to community organizations and individuals to build capacity and assist those involved in NHA interpretation, education, preservation and development activities						
Describe Nature of NHA activities						
Description of planning and technical assistance activities (e.g., leading conferences and workshops; technical assistance to local organizations; targeted financial assistance, catalyst, facilitation, convening, negotiating)	X	X		X	X	
Describe Implementation of each activity						
Role of the LHVA (e.g., coordinating, planning)	X	X		X	X	
Role of LVNHA administrative staff	X	X		X	X	
Role of the partnership network	X	X		X	X	
Role of the local community	X	X	X	X	X	
Assess Impact of activities						
Increased capacity of partners	X	X				
Growth and development of partner network	X	X				
Trust and support among partners	X	X				
Heightened credibility of LVNHA	X	X				
Economic Impact / Job creation	X					X
Describe Financial investments:						
Amount of NPS NHA Federal funding over time	X			X		X
Amount of other Federal funding over time	X			X		X
Amount and sources of other funds over time						
In-Kind Match support over time	X			X		X
Nature/amount in grants sought and grants awarded over time						
Amount/diversity of donor contributions over time	X			X		X

Research Question, Domains, Measures	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Web Sites, Other Documents	Financial Data Forms
Evaluation Q.2 What have been the impacts of investments made by Federal, State, Tribal, and local government and private entities?						
Environmental Conservation & Recreation—Development of programs and resources located on the heritage area to improve public access of the trail and river, as well as the support and development of conservation and recreational activities in the heritage area						
Consistency of donor support	X		X			X
Expansion of base of donors over time	X		X	X	X	X
Economic Impact / Job creation	X					X
Describe Other types of investment						
Partnership contributions (e.g., time, staff, resources)	X	X	X	X	X	X
Community contributions (e.g., volunteerism)	X	X	X	X	X	X
Other In-Kind donations	X	X				X
Assess Impact of other investment sources						
Educational impacts	X	X		X		
Marketing and promotional	X	X		X		
Staff enhancement and retention	X	X		X		X
Land/facilities acquisition	X	X		X		X
Economic Impact / Job creation	X					X

Research Question, Domains, Measures	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Web Sites, Other Documents	Financial Data Forms
Evaluation Q.3 How do the NHA management structure, partnership relationships and current funding contribute to its sustainability?						
Describe Nature of management structure						
Description of management structure	X	X		X	X	X
Description of LVNHA mission and vision	X	X	X	X	X	X
Description of LVNHA goals	X	X		X	X	
Description of staffing and volunteers	X	X		X	X	
Description of governance & role in organization	X			X	X	
Description of executive leadership & role in organization	X			X	X	
Assess LHVA's contribution to sustainability						
Diversity of skills and expertise	X	X		X		
Capacity for adaptive management over time (incl. changes in staffing levels, strategic planning, etc.)	X			X		X
Investments in developing staff and career advancement opportunities	X	X		X		
Clear LVNHA goals with well-defined timeframes	X			X		X
System for setting annual goals or for establishing budgets	X	X		X		X
Systematic process for collecting data on measurable goals and usage of data (monitoring and evaluation)	X			X		X
Established fundraising plan (immediate and long-term, sustainable impacts)	X	X	X	X		
Established system of financial accountability	X	X	X	X		
Transparency of systems for setting goals, establishing budgets and financial accountability (a public or private process)	X	X		X		
Stakeholder development plan (sustainable impacts)	X					

Research Question, Domains, Measures	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Web Sites, Other Documents	Financial Data Forms
Evaluation Q.3 How do the NHA management structure, partnership relationships and current funding contribute to its sustainability?						
Growth and development of partner network	X			X		
Transparent and effective communication channels with governance, staff, volunteers, partners, etc.	X			X		
Established and consistent communication mechanisms with partners, members and local residents	X			X		
LHVA has leadership role in partner	X					
Describe Nature of partner network						
List of partners	X	X		X	X	
Purpose of each partnership	X	X		X		
Partners' involvement with LVNHA	X	X		X		
Resource commitment from partners (for what? for how long?)	X	X				
Assess Partner network's contribution to sustainability						
Broad base of partners representing diverse interests and expertise in the LVNHA	X	X		X	X	
Partner collaboration and combination of investments to accomplish LVNHA objectives	X	X		X	X	
Partner retention over time	X	X				
Number of partners over time	X			X		
Partners' role(s) on LVNHA boards	X					
Trust and support among partners	X					
Assess Financial sustainability						
Amount of dollars committed to each LVNHA activity over time	X	X		X		X
Allocation of Federal funds over time	X			X		X
Sources and amount of leveraged funds over time	X	X		X		X
Activities that can continue post-sunset of Federal dollars	X					

Research Question, Domains, Measures Evaluation Q.3 How do the NHA management structure, partnership relationships and current funding contribute to its sustainability?	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Web Sites, Other Documents	Financial Data Forms
Assess Economic impact on sustainability Resource stewardship resulting in improved economic value of LVNHA Improved earned income over time Trends in return on fundraising investment Trends in contribution and grants ratio – indicates dependence on voluntary support Trends in debt ratio Trends in average annual operating revenue Economic Impact / Job creation	X X X X X X X	X X 	 	 	 	X X X

Appendix 5 – Timeline of LVNHA Key Events⁷

LHVA Timeline and Milestones 1998 – 2015

***Bold** indicates programs or projects that LHVA continues to host or participate in

Year	Activity
1998	<ul style="list-style-type: none"> • First section of Lackawanna River Heritage Trail (LRHT) opens in Scranton • LHVA begins installing Historical Interpretive Signage in Carbondale • Over 700 high school students attend the 3rd annual Environmental Fair held at Lackawanna Heritage Valley Center • First “Christmas in a Small Town” Santa Train travels to Carbondale, Archbald, and Jessup. Attendance was ~500 people
1999	<ul style="list-style-type: none"> • Heritage Valley Apartments open in Olyphant, 43 apartments for low income seniors in a refurbished Olyphant High School building • Electric City Trolley Museum Construction funding acquired and project begins • LHVA hosts living legacies radio contest, a local history radio show for students in grades 3-12 • Update to original management plan completed • A small section of trail is built in Archbald around David Masylar Park with the help of volunteers from the PA Conservation Corps • On May 10th Construction begins on the Mid-Valley Section of trail connecting Blakely and Archbald • In partnership with Steamtown NHS, the Northeast Intermediate Unit 19 LHVA begins to host the Heritage Express, which teaches 4th Grade Students about local history. LHVA helps send rangers from Steamtown into local school districts. The students then visit the park to see what the rangers had been teaching about. • On June 11th Don Sherwood sponsors bill to make LHVA a National Heritage Area, LHVA was designated a state heritage area in 1991 • LHVA hosts the first heritage festival for school children at the Lackawanna Heritage Valley Center • Early trail programming starts on the trail with informative walks • September 3rd John Cosgrove is appointed as the new Executive Director of the Heritage Valley, replacing Bob Durkin the first Executive Director of LHVA • The “Traveling Trunks” program is initiated, a program designed to send trunks to area schools with artifacts of local history in them to give students a hand on experience of the industry • Planning began on building a train station in Archbald to host Heritage Trains and the Santa Train, LHVA works in partnership with the borough to line up funding • On October 30th the Electric City Trolley Museum opens and is turned over to Lackawanna County • Heritage Express heads to Moscow, an expansion of the program with local 4th grade students • On November 4th the Mid-Valley section of trail opens from Blakely to Archbald • The second annual Santa Train takes place and adds Olyphant as another stop, making it 4 total stops for the train, attendance continues to increase for the event

⁷ Timeline prepared by LHVA staff

<p>2000</p>	<ul style="list-style-type: none"> • The Heritage Express grows, and rangers from Steamtown head to more classrooms to teach about what the students will learn about on the trail ride • Lackawanna County begins a Bicycle Study and identify the LRHT as a major component to the bicycle network • The Educational Alliance officially begins, bringing local educators from schools, colleges, and universities, together with members of museums and local historical societies together to better communicate the importance of our local history • Local Legacy video is created ‘Grandma what was it Like’ focusing on collecting stories from people involved in the anthracite and silk industries, the film goes on to be included into the library of congress • RAILS (Railroad Anthracite Industry Labor Series) four part program series that focuses on different immigrants and people involved in the local railroad industry • LHVA contributes to restoring monuments around courthouse square in Downtown Scranton • LHVA helps fund a play dedicated to Johnny Mitchell, a pioneer in the local union movement of the early 1900s • LHVA begins working on “Stories From the Mines”, the goal is to reach 32 schools and 80,000 local students educating them about the mining industry and the people who worked in them • LHVA works with the Lackawanna Historical Society on developing the first downtown Scranton walking tour booklet • LHVA gives Steamtown NHS a \$100,000 grant to restore the #26 Baldwin Steam Locomotive • LHVA helps fund a study to develop the Davis Trail at Nay Aug Park in Scranton • The Steamtown Marathon uses the LRHT for the first time from Archbald to Blakely • The third Annual Santa Train takes place with Dickson City being added as a stop, totaling 5 stops • LHVA partners with a local school for the first annual Festival of Trees event • The Lackawanna Heritage Valley is officially designated as a National Heritage Area
<p>2001</p>	<ul style="list-style-type: none"> • Carbondale celebrates its sesquicentennial, LHVA takes a large role in planning out special events and researching the history of the city • LHVA hosts another radio contest, the winners were allowed to work with a local radio station and preform the show on the air • LHVA was heavily involved in the programing and exhibits at the Electric City Trolley Museum and helped bring the collecting to Scranton
<p>2002</p>	<ul style="list-style-type: none"> • LHVA begins program “Sharing Heritage Through Art” , funded a grant for local artists to paint paintings of prominent local historical figures • LHVA works with the Lackawanna Historical Society on “Historic Hill House Tours” where local landowners allow people access to houses and tour the estates • “Stories from the Mines” continues and is made into a book • State officials come to tour the area and visit the sites and attractions, not realizing how much the Lackawanna Valley has to offer to tourists • The Lackawanna River Heritage Trail continues to be talked about however not much action takes place on trail development • After the visit from state officials, LHVA hosts a Heritage Tourism workshop • The Archbald Train Station opens to host the Santa Train, Scranton was added as a stop creating 6 stops total for the train

<p>2003</p>	<ul style="list-style-type: none"> • LHVA begins a program with the Lackawanna County Conservation District titled “Conservation Alliance”. The program brings together area environmental organizations to focus on issues that each organization faces and come up with collaborative solutions. • LHVA awards a grant to Marywood University for interpretive signage/maps/and brochures • LHVA hosts an Earth Day celebration for the Lackawanna Heritage Valley Center (LHVC), which brought school children out to do a series of plantings • LHVA awards a grant to the Dorflinger Glass Museum (White Milles) help create and restore the facilities • LHVA continues to host a series of Heritage Camps the LHVC • Executive Director John Cosgrove co-chaired the International Heritage Development Conference in Pittsburg • In August the first Ambassador Tour was held, the tour was originally designed to educate front desk workers of hotels and waiters/waitresses from local restaurants about the sites and programs of the area to relay the information to tourists • A statewide Cyclists Sojourn passes through the Lackawanna Valley, and LHVA working with Steamtown helped coordinated a train ride from Carbondale to Scranton for the group • White Mills officially opens late in 2003 • LHVA Hosted the first Heritage Explorer Train rides in August to Olyphant and Carbondale
<p>2004</p>	<ul style="list-style-type: none"> • The Heritage Valley Roundtable begins; the program is designed to bring historic, cultural, and environmental organizations together to collaborate on projects and programs in the Lackawanna Valley. • LHVA is involved in relighting the historic “Electric City” sign in downtown Scranton • A management update plan is officially completed • The Scranton Riverfront Greenway plan begins • “Treasures of the Great Northeast” a series of local history stories run in the Scranton Times, with the help of LHVA • LHVA hosts an art auction for the Carbondale Chamber of Commerce • LHVA helps fund a plan to develop the Anthracite Discovery Center in Carbondale • A program “The Doors of Scranton” is designed to encourage people to walk around the city to locate famous and historic buildings throughout the city • LHVA receives a “Preserve America” award from President Bush for its work on educating the youth about our past • In September John Cosgrove steps down as Executive Director and Natalie Gelb takes over. John describes his tenure with LHVA as “the most important contribution was educating people about how interesting our local history really is” • LHVA contributes \$30,000 to the Center for Anti-Slavery studies in Montrose for telling the story of the Underground Railroad and its contributions to Northeastern Pennsylvania • LHVA helps fund a study on the Moffett Estate to study the most effective use of the site

2005	<ul style="list-style-type: none"> • New administration in Lackawanna County begins to attempt to merge county offices together • LHVA is grouped with Lackawanna County Conventions and Visitors Bureau, Lackawanna Coal Mine Tour, and Electric City Trolley Museum to form Council on Historic Preservation and Attractions • LHVA is awarded a “Safe Routes to School” grant for the Scranton Riverfront Project • LHVA is now forced to have joint board meetings with the board of the Lackawanna County Visitors Bureau • “City Pride” program takes off LHVA takes part in the program aimed at cleaning up public parks and community spaces, a large focus of the project aims at cleaning up the banks of the Lackawanna River • In an attempt to consolidate county government, the Lackawanna County Commissioners attempt to dissolve LHVA and take the assets • Three LHVA board members forced to resign due to commissioners insistence • County Commissioners are advised not to dissolve the authority based on the fact that the authority has received federal and state funds for projects that would need to be returned if the authority was dissolved • LHVA’s traveling trunks program hits the local libraries for students to have access throughout the summer • LHVA introduces new Educational Mini-Grant program that targets area educators and allows them to apply for a non-matching \$500 grant • St Rose Academy leases space at the LHVC • LHVA works with the Local Library System to create a “Heritage Passport” program. The program allows free entry for children to participating sites and attractions for the summer month. Over 3000 people participate in the first year!
2006	<ul style="list-style-type: none"> • LHVA begins working with developers at the Scranton Lace Works (lace company that closed in 2002) identifying historic artifacts that should be preserved for interpretive programs • The Trolley Museum’s restoration shop opens at Montage Mountain which LHVA contributed funding • LHVA publishes Northeast Treasures, a guidebook to Northeast Pennsylvania • LHVA’s first economic impact study was completed, finding that the organization helped generate \$13.6 million and generated 294 jobs • LHVA Hosts the Alliance of National Heritage Areas meeting in October • Production on “Views from the Valley” begins, a 30 minute program highlighting the work of LHVA airs on public broadcasting networks
2007	<ul style="list-style-type: none"> • LHVA, with the conservation Alliance, begin the “Community Connections to the Watershed” program, working with local high school seniors and teachers, teaching them about the Lackawanna River • LHVA collaborates with Lackawanna College Environmental Institute on “Tuesday Nature Series” program, raising environmental awareness about issues that impact the Lackawanna Valley • LHVA hosts French Delegation • WVIA (public broadcasting company) works with LHVA to produce the “Extraordinary Journey” series. A video series documenting the many ethnicities that immigrated to the Lackawanna Valley. • Volunteers are beginning to show interest in helping out along the LRHT • LHVA staff realignment, new positions created for Trail Manager, Director of Programs • LHVA now places a larger focus on the Lackawanna River Heritage Trail (LRHT) due to the growing popularity and demand for long distance trails • In September LHVA sells Lackawanna Heritage Valley Center and moves into downtown Scranton space • In October a new Section of trail opens in the upper valley, first section of trail opened in 5 years • In November Stephanie Milewski, Trail Manager and Environmental Programs Officer begins working for LHVA • December marks the 10th Annual Santa Train

<p>2008</p>	<ul style="list-style-type: none"> • LHVA establishes Non-Profit partner, Heritage Valley Partners (HVP) to help secure grant funding and provide support to the Heritage area • Designs are completed for the Scranton Riverwalk and construction is set to begin in 2009 • LHVA designates money to help establish plan to restore Gravity Slope Colliery buildings, some of the last remnants of the coal mining industry in the Lackawanna Valley • LHVA hosts symposium at Steamtown focusing on “Through our Visitor’s Eyes” workshop helped train local sites on how to better serve our visitors, the program is a project of the Heritage Roundtable group • LHVA sponsors a picnic area at “Little” Rocky Glen, area owned by a partner land trust organization • April Rogato joins LHVA as Executive Assistant • Heritage Explorer Program officially launched, LHVA encourages local residents to be a tourist in your hometown. Programs include, Heritage Passport Program, Heritage Explorer Train Ride, Heritage Ambassador Tours • “First Friday” Art Walks begins in downtown Scranton, LHVA helps provide funding to start the program • Heritage Explorer Trains return to Archbald & Carbondale • In September LHV’s partner trail organization hosts it’s first half marathon, the “D&H Distance Run” • Trolley Rides begin taking people to see baseball games at PNC Park, home of the Scranton Yankees • LHVA board member and local history champion Allen Sweeney passes away • Summer Passport program reach 4000 participants
<p>2009</p>	<ul style="list-style-type: none"> • LHVA launches new volunteer program “Ambassadors in Action” LHVA’s new volunteer program • LHVA takes on two OSM/VISTA interns, Chris Bludgus & Lindsey Richie to help manage the increasing workload • In February LHVA began working on the Lackawanna Greenway Plan & LRHT Feasibility Study • LHVA begins the design plan of the 2 mile section of trail from Scranton to Taylor • State Heritage Areas funding cut by 17%, • LHVA sponsors second symposium with the roundtable, focused on “Staying Afloat During the Funding Crunch” • Throughout the year LHVA completed its first Trail User Survey with over 500 surveys returned • LHVA became a TreeVitalize Metro Partner with DCNR. LHVA was awarded \$90,000 to plant trees in 11 communities across Northeastern PA • On April 21s construction begins on the Scranton Riverwalk project • First Annual “Great NEPA Cleanup Program” begins with the Conservation Alliance, program encourages groups or individuals to get outside and help clean up public spaces, parks, trails, rivers. In the first year over 30 different events are coordinated • Funding was provided to Lacawac Sanctuary to complete a master site plan of the 520 acre nature area • LHVA completed a historic site survey identifying 450 sites within the Lackawanna River watershed • In June on Father’s Day weekend the first competitive run held on the Scranton Riverwalk, • In June the first geocaches are placed along the trail in Scranton by local high school students • Kiosk Project developed for interpretation at partner sites • In July “The Gathering” was held at Keystone College, a program sponsored by LHVA aimed at promoting the literary arts • A public meeting was held on June 30th for public input on the Lackawanna River Heritage Trail • LHVA is selected as a Leadership Lackawanna project beneficiary; the group of upcoming leaders will be working on a “friendraising” event for 2010 to draw more people to the trail.

2010

- Ashlyn Gomez joins LHVA as Volunteer Coordinator
- Leo Danylak joins LHVA as Fiscal Director
- Sponsors educational mini grant program for students to take pictures of the Lackawanna Valley from a hot air balloon
- LHVA receives funding to extend LRHT to Taylor
- Trees begin to be planted in several communities in the Heritage Area from the Treevitalize grant
- LHVA sponsors “**You Live Here, You Should Know This**” Jeopardy style gameshow about local history with the Lackawanna Historical Society
- Arguments with Scranton City Council about trail maintenance take place, the city ultimately agrees to pay the \$4,000/mile of trail
- In April the “Great NEPA Cleanup” Program continues to grow – 1,750 volunteers participate in the event held throughout the Heritage Area
- In June LHVA receives funding for Mid Valley extension project of the LRHT from Appalachian Regional Commission
- On June 4th the 1st **Annual Heritage Explorer Bike Tour** takes place, over 300 people turn out for the event
- On June 19th the First “**Arts on Fire**” program begins with LHVA support at the Scranton Iron Furnaces, a one day festival working with partners educating area residents about Scranton’s Industrial past
- LHVA begins to try to garner support for reauthorization of federal legislation, LHV’s original 10 year authorization is set to expire in September 2011
- On July 13th the Scranton Riverwalk officially opens, the first part of the Riverfront Greenway plan from the original plan from 2004
- On July 26th LHVA hosts first **NEPA Trails Forum**, a loose alliance of organizations, government entities, and individuals who are involved with trail development in the region
- Scranton Running Company opens at Olive Street, the owners selected the location because of the trail
- LHV re decks the “Heritage Valley Crossing” pedestrian bridge over the Lackawanna River in Blakely
- On October 10th LHVA hosts “Our Land, Our Community: Connections to Science & Social Studies through Place-Based Education”. A one day workshop for educators 6-12.
- On October 19th LHVA hosts Sustainable Landscapes conference working with area emgineers, planners, and designers addressing sustainability and related issues of watersheds, land use, and the role of government
- LHVA hosts photo contest focusing on Nature, History, and Landscapes
- LHV participates in “Framing Faith”, local students photograph area churches that were expected to close to document what the inside of the churches look like

2011

- Owen Worozbyt joins the LHVA team as Volunteer Coordinator
- In June Ashlyn Gomez, Director of Community Engagement, leaves LHVA
- LHV celebrates its 20th anniversary of becoming a state Heritage Area
- LHV receives \$460,000 grant for LRHT development of the mid-valley extension
- In March LHVA hosts Team at Connecting Nature & Commerce Workshop
- LHV sponsors a grant for the Boy Scouts of America to move a historic cabin that belongs to the founder of BSA
- Second Trails Forum workshop held in February
- Ambassadors in Action begin holding monthly meetings to update the communities about what projects LHVA is working on
- LHV hosts a Historic Preservation panel on Heritage Tourism
- LHV hold public meetings to get public input on the new trail development
- Scranton Riverwalk hosts a series of events from, fitness walks/runs, to “Janes Walks” (historical walking tour about Jane Jacobs, a pioneer in city planning originally from Scranton), to local festivals
- In June the “Arts on Fire” festival expands to a 2 day festival as interest continues to grow
- The Heritage Explorer Bike Tour continues with more volunteer support, in 2011 a festival was added to the event for people to learn more about the heritage valley after the bike ride
- In August, results are published from the 2009 trail user survey finding that trail users contributed \$28 million to the local economy
- LHV produces hour long documentary with local PBS station to highlight the organization’s accomplishments over 20 years
- LHV hosts a 20th anniversary dinner at the Scranton Cultural Center, the event marks a kickoff of a membership drive for Heritage Valley Partners (HVP)
- LHV begins “Trail Tenders” program which encourages volunteers to help out to maintain the growing LRHT. People are encouraged to adopt sections of trail
- In October, LHV helps sponsor the first “**Bonfire at the Furnaces**” took place, a celebration of Celtic Samhain (“new year”)
- Partner organization LRCA hosted a river tour highlighting access points to the Lackawanna River and the location of trail access points to the LRHT
- Ambassadors in Action, continues to include more groups dedicated to service, including scouting groups, university clubs, and high school students
- LHVA sponsors a Sustainable Architecture program with Marywood University
- LHVA restores former Gravity Railroad car in Hawley
- For the Santa Train, the Scranton stop is re-added to the list after an eight year absence

2012

- Colleen Carter, LHV Development & Marketing Officer leaves LHVA
- LHVA acquires right of way for 3 more miles of trail from Fell Twp to Vandling, trail project known as the D&H extension
- LHVA gives grant to Friends of the Forgotten for a memorial dedicated to the first woman that was killed during the Vietnam War, Carol Drazba, who was from Dunmore
- Scranton Running Company begins an introduction to running series called “**Barrier Breakers**” the group meets along the trail 3 days a week to get in shape
- LRHT now identified at Trail System, including the D&H Rail-Trail (managed by partner trail organization, Rail-Trail Council of NEPA), the trail expands from 40 miles to 70 miles
- LHVA gives grant to a Leadership Lackawanna group to help restore the Gravity Slope Oil House in Archbald
- Heritage Area highlighted at “Industrial Evolution”, working with local partners drawing tourism dollars in from industrial past’s interpretation and sites
- LHV sponsors Lackawanna County Library’s digital archives
- In May construction begins on the Scranton to Taylor section of trail
- In July LHVA purchases a **new headquarters** in Scranton located along the LRHT
- In August a 10 mile portion of the Lackawanna River was designated as Class A wild Trout waters
- LHVA begins receiving funding for designing the Carbondale trail project
- In September, LHVA wins a Non Profit & Community Assistance Partnership award for the Heritage Valley Roundtable
- LHV receives funding to develop signage for the trail and a guidebook to help people navigate the LRHT
- LHVA Releases new Downtown Scranton Walking Guidebook
- LHVA Sponsors a Heritage Valley Roundtable exhibit at the Wilkes Barre/Scranton international airport in the baggage claim area for 3 years
- The Heritage Explorer Bike Tour wins an Environmental Partnership award from the Pennsylvania Environmental Council
- LHVA Participates in **National Public Lands Day**, hosts a community cleanup day along the trail in Scranton
- LHV creates the **Iron District Task Force** focused on redeveloping the Historic Scranton Iron Furnaces into a multi-use facility
- Competitive runs along the LRHT are becoming more popular for Non-profits to raise money as fundraisers. LHV has to start enforcing registering events along the trail
- In November, LHV broke ground on the 3 mile Mid-Valley extension of the trail
- LHV Volunteer, Tom Austin begins working on making the trail more unique adding carvings along the remote section of trail

2013

- LHVA sponsors an initiative to build a train station in the borough of Mayfield to accommodate the Santa Train (eventually funds were returned to LHVA after the borough could not raise enough money for the station)
- Lackawanna River up for “River of the Year “nomination, the River came in 3rd place
- Construction begins on D&H extension bridges as a 3 mile section of LRHT
- Conservation Alliance program “Great NEPA Cleanup” expands from one week to two week focus on cleaning up local parks, trails, and rivers.
- LHVA begins working to improve trail crossings over city roads in Scranton to improve trail user safety
- **“Run Around Scranton”** begins, a free monthly running series throughout the city of Scranton. In April in the event took place on the LRHT and after the Boston Marathon bombing any funds donated would go to Boston. Over 800 people turned out for the run (the largest turnout in Scranton at the time)
- LHVA gives grant to help restore historic steam locomotive at Steamtown NHS
- LHV Sponsored program on Architecture from Marywood University hosts display around courthouse square in Scranton. Following the display at courthouse square the exhibits are moved to LHV Headquarters
- Annual **Tour de Scranton Bike Tour** hits 10 years, now the event begins to include a trail ride and walk
- LHV host public forum for signage and guidebook project
- Local author writes children’s book after she was inspired by the trail. Begins to have community readings of the book along the trail
- June becomes busy time for the Heritage Valley, helps host and sponsor community festivals 3 weeks in a row – LRCA’s Riverfest, Arts on Fire, and the Heritage Explorer Bike Tour
- LHVA Sponsors Lakeside Concert series with North Abington Township
- LHV begins to partner with Keystone Iron Works for installing iron sculptures along the trail, naming it **“Confluence Sculpture Park”**
- LHVA advocates for installing bike racks on county owned buses
- In June Sen. Bob Casey & Rep. Matt Cartright sponsor bill to authorize LHV to continue receiving federal funding
- Over the summer LHVA hosts summer camp from Camp Ramah of the Poconos, 20 campers come once a week to help with trail maintenance
- In July LHVA hold ribbon cutting ceremony for the opening of the Scranton – Taylor section of Trail
- In August Dan Perry, Chief Operating Officer leaves LHVA. Dan is replaced by Linda Mlodzienski
- In October, former LHVA Executive Director Bob Durkin became president of the Greater Scranton Area Chamber of Commerce
- In November D&H Extension section of LRHT opens, fills in 3 mile gap
- In December a new 3 mile section of the Mid-Valley trail opens
- Long time partner, Superintendent Harold ‘Kip’ Hagen passes away, he is replaced by Acting Superintendent Bill Leonard

2014

- LHVA continues to host monthly Heritage Valley Round Table meetings, where discussions range from programs hosted at sites represented to collaborative projects like the Arts on Fire Festival
- The Conservation Alliance meets every other month to discuss environmental issues and continues to work on environmental projects such as the “Great NEPA Cleanup”
- In 2014 LHV introduced several new programs focused on getting people out along the trail, including bird walks, informational walks, yoga, concerts, and scavenger hunts.
- LHVA worked with the Marketing Department at the University of Scranton on a semester long research project focusing on the Half Marathon, the LRHT, and the Iron District
- LHVA worked together with Scranton Running Company and other volunteers to plan the first **Scranton Half Marathon** for April 6, over 2,900 people registered for the event. Following the race \$60,000 was donated to Heritage Valley Partners
- After a 3 year hiatus the NEPA Trails Forum reorganizes and hosts an annual meeting and quarterly meetings
- LHVA Continues to host one day Ambassador Tours taking people to several of the Heritage Valley’s partner sites
- LHV’s Trail Tenders program continues as well as our Adopt – a - Trail program
- LHV continues to support the following festivals: Riverfest, Arts on Fire, Heritage Explorer Bike Tour, Railfest, & Bonfire at the Furnaces
- In June LHVA Hosts a “Trails to Prosperity” conference in Carbondale, aimed at promoting trails as a way to attract businesses to your community
- Debbie Conway takes over as Superintendent of Steamtown NHS
- The Heritage Summer Passport Program continues to educate thousands of local students with the Lackawanna County Library System
- The Heritage Explorer Train continue to take riders up the valley to Carbondale’s Pioneer Days Festival
- LHVA Receives grant from American Water Company to build first “Nature Based Playground” in the area
- In August LHVA published the **LRHT Guidebook** helping people navigate the trail and identify pieces of history they may pass
- LHV began hosting exhibits at the headquarters, in 2014 an Architecture Exhibit from Marywood was on display as well as an exhibit from Penn State, “Written in the Czech Landscape”
- In October the first “Family Fun Day on the Trail” was held, with over 200 people in attendance it was well attended and people were educated about local Native American History
- A public meeting was held on the Iron District Task Force’s accomplishments moving forward with the development of the Iron Furnaces in Scranton
- In December the 18th annual Santa Train took place, the Scranton Stop was moved into Steamtown’s facility and drew a record crowd for the event
- LHVA continues to participate in the Lackawanna County Festival of Trees
- LHV Receives grant from NEPA Healthcare Foundation to begin a free “Bike Share” program

Appendix 6 – LHVA Board Members and Affiliations

OFFICERS

Julia Munley, Esq

Chair
Attorney, Munley Law

Dominic Keating, Esq

Vice Chair
(Retired) Attorney
(Retired) President, Avanti Cigar Company

Mark Matylewicz

Treasurer
Medical Specialist, Regeneron Pharmaceuticals, Inc.

Robert Savakinus

Secretary
President, Anthracite Heritage Museum

Raymond Angeli

Assistant Secretary, Treasurer
(Retired) President, Lackawanna College

Thom Welby

Member
Chief of Staff, State Rep. Marty Flynn

Joseph O. Haggerty, Esq.

Solicitor
Attorney, Haggerty, Hinton, & Cosgrove LLP

Michael Hallinan^a

^a Mr. Hallinan was appointed to the board but has never participated in board meetings and business