

# The Last Green Valley National Heritage Corridor

## *Evaluation Findings*



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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 Last Green Valley National Heritage Corridor from its inception to the present (review period 1996 to 2014).

In 1994, United States Congress through Public Law 103-449 officially designated the Quinebaug and Shetucket Rivers Valley National Heritage Corridor, now The Last Green Valley (TLGV) National Heritage Corridor (NHC). The area's coordinating entity, The Last Green Valley, Inc. (TLGV, Inc.) is headquartered in Danielson, Connecticut.

A National Heritage Area (NHA) can be any size and is intended to encourage conservation and an appreciation of the unique natural, cultural, historic, and scenic resources that represent a nationally important American story. TLGV NHC is one of now 49 designated areas and has been receiving National Park Service (NPS) Heritage Partnership Program (HPP) funds since 2000. TLGV NHC began receiving federal funds in 1996.

When a National Heritage Area or Heritage Corridor is authorized by Congress, the designation lasts in perpetuity, but the funding has a finite ceiling and time period and funding authority must be extended through an act of Congress. In 2014, Congress, through an amendment to Public Law 103-449, reauthorized the NHC status for TLGV until 2021. Legislation

mandates that the Secretary of the Interior evaluate the accomplishments of NHAs no later than 3 years before the date on which authority for Federal funding for each of the NHAs terminates. In the case of TLGV NHC, Public law 111-11, Section 8201 requires an evaluation of the Corridor. Based on findings of each evaluation, the Secretary will prepare a report with recommendations for the NPS' future role with respect to the NHC under review.

## Key Evaluation Questions

The key findings from the TLGV NHC evaluation are organized by the three questions introduced in Section 1 and derived from the legislation, Public Law 111-11, which serves as a framework for this evaluation:

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**Evaluation Question 1** How do the heritage areas management structure, partnership relationships, and current funding contribute to its sustainability?

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

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

## Key Findings

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

**The evaluation determined that over the last 19 years, the TLGV Inc. has addressed each of its legislated purposes as outlined in the management plan with the support of the federal resources provided.** As outlined in Table E.1, the legislated purposes for TLGV NHC and the goals of the management plan have centered around three strategies: Preservation of Historic and Cultural Assets; Protection and Conservation of Natural Resources, Land Use, Agriculture; and Promotion of Economic Development, Community Revitalization, Tourism, and Recreation. The accomplishments and impacts in each of these areas are briefly described below. A more complete assessment of each of the areas is provided in Section 3.

**Program Area #1:** *Preserving historic and cultural assets in the region.*

**The TLGV NHC has fulfilled the legislative requirements in meeting historical and cultural preservation goals.** Since 1996, TLGV, Inc. has invested over \$1 million from NPS in historical and cultural preservation projects through grants used to fund 112 projects. These projects reached about two-thirds of all the towns within the corridor, and the money was used to fund projects such as building restoration and museum exhibits.

In addition, TLGV, Inc. invested approximately \$100,000 in NPS funding for Mill ReUse Initiative projects from 1998 to 2000. This funding was used for restoring historic textile mills so that they could be used for business or other purposes. Funding for this restoration ended after 2000, as the Board of Directors decided that the level funding that TLGV, Inc. had available could make a larger impact if it was allocated to providing technical assistance and educational resources to help communities leverage other funds to continue this work rather than funding restoration work directly.

**Table E.1 TLGV NHC Goals and Activities**

Purposes as Specified in Legislation	Current Goals	Strategy and Activity Areas
<p>“to provide assistance to the State of Connecticut and the Commonwealth of Massachusetts, their units of local and regional government and citizens in the development and implementation of integrated natural, cultural, historical, scenic, recreational, land, and other resource management programs in order to retain, enhance, and interpret the significant features of the lands, water, structures, and history of the Quinebaug and Shetucket Rivers Valley.”</p>	<p>To preserve the historic and cultural assets within TLGV</p> <p>To protect the natural resources including the land, agriculture, forests, water, air and wildlife</p> <p>To promote economic development, tourism, recreation and community revitalization</p>	<p>Preservation of Historic and Cultural Assets</p> <p>Protection and Conservation of Natural Resources, Land Use, Agriculture</p> <p>Promotion of Economic Development, Community Revitalization, and Tourism, Recreation</p>

Finally, TLGV, Inc. promotes a variety of programs and events aimed at this program area, such as Walktober which is held annually. Walktober is a month-long series of events including hikes, paddles, bicycle rides, horseback rides and tours of historical sites within all 35 towns in the Corridor. Through events such as this, technical assistance, grants, and projects, TLGV, Inc. has reached every town in the Corridor to capture, promote and pass on the history and culture of the region.

**Program Area #2:** *Protecting and conserving natural resources, land use and agriculture.*

**The TLGV NHC has fulfilled the legislative requirements in meeting the goals of the protection of natural resources, land use, and agriculture.** Since 1996, TLGV, Inc. has provided over \$2 million for 74 projects in the category of protection of natural resources, land use, and agriculture. These funds have been used to support trail development, natural resource inventories, and open space and land use plans. In addition, TLGV, Inc. has supported the provision of education and technical assistance through the Green Valley Institute and the Ranger Program that has helped towns to protect natural resources, make better land use decisions, and promote sustainable agriculture.

TLGV, Inc. has maximized the impact of their resources and staff through the use of training volunteers and commissioners. This has helped the organization to increase farm friendliness, inform planning, and revamp regulations, ordinances, and guidelines. The training of volunteers has also allowed TLGV, Inc. to make significant contributions to water quality monitoring.

**Program Area #3:** *Promoting economic development, community revitalization, tourism, and recreation in the region.*

**The TLGV NHC has fulfilled the legislative requirements in meeting economic development goals.** Since 1996, TLGV, Inc. has invested over \$2 million in Economic Development, Community

Revitalization, Tourism, and Recreation. The grant money has been provided to communities in the NHC to promote visitor center enhancements, streetscape improvements, material development, and park enhancements/site restoration. In addition to this funding, TLGV, Inc. also has created more than 40 publications of brochures, guides, newsletters and facts sheets in the last 19 years.

Interviewees suggested that TLGV, Inc. has perhaps had the largest impact in the program area through fostering a sense of pride among the residents of the area. TLGV, Inc. has also filled in the gaps for the area of tourism, as this area has had great fluctuations in funding from the state. TLGV, Inc. hired a director of tourism to fill this need in a time when funding was otherwise unavailable locally for tourism. TLGV, Inc. has increased the number of walking, hiking, paddling and biking trails in the Corridor and promoted the use of recreational activities, and evidence suggests that tourism has been increasing.

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

**This review shows that the TLGV NHC expended HPP funds for programmatic activities that address goals and objectives specified in the authorizing legislation as addressed in evaluation question 1.** Since its authorization, TLGV, Inc. has received \$10,717,964 in NPS funding. TLGV, Inc. has matched and leveraged these funds with \$253,628,334 of financial and in-kind investments. The matched and leverage funding was primarily contributions received by partner organizations for projects that aligned with NPS goals and/or in-kind donations through volunteer hours as opposed to direct financial contributions to TLGV, Inc. Of the approximately \$11 million received, \$2,733,843 were expended on preservation of historic and cultural assets, \$4,410,872 on protection and conservation of natural resources, land use and agriculture and \$3,570,227 on economic development, community revitalization, tourism,

and recreation. While the largest proportion of funding was used to promote the program area of protection and conservation of natural resources, land use, and agriculture, each program area received funding priority at some period of time. Further details are reported in Section 4. The evaluation has concluded that TLGV, Inc. has expended these funds for programmatic activities that address the goals and objectives specified in the authorizing legislation and management plan.

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**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 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.”

**In terms of the NHC management structure, the evaluation found that TLGV, Inc. currently has the governance and staff in place to operate a sustainable NHC organization.** As discussed in Section 2, TLGV NHC is governed by TLGV,

Inc. The Board of Directors is composed of four Executive Officers and 13 additional Board members. Many Board members’ occupations are in areas of interest and support to TLGV NHC. The Board has an Executive Committee plus one other standing committee. The Finance, Planning and Development Committee is charged with approving the budget and activities of TLGV, Inc. and engaging in long-range planning for TLGV NHC.

According to Board members and other key personnel within the organization, sustainability is a primary goal of TLGV, Inc. The Board has planned and implemented various strategies for increasing the sustainability of TLGV, Inc. through engaging community and governmental partners as well as consulting management groups. The organization has attempted to establish fees for services, direct sales and other income-producing activities; program support from private contributions; income from a permanent fund; and a push towards fundraising.

Despite these efforts, sustainability is still a struggle. The Board has maintained the full scope of activities that align with the legislative intent. Direct income from programs and donations are unable to support TLGV, Inc. and TLGV remains dependent on federal funds to maintain programming. TLGV, Inc. has been able to match their federal funds, but the majority of this match is in-kind resources, largely through volunteer hours. TLGV, Inc. receives few other funds and thus would struggle with maintaining the operation of the coordinating entity without federal funds. Sustainability has been a great concern for both the organization as well as partners, as the scope of their activities would be highly impacted in the absence of federal funding.

## Structure of the Report

### The report is divided into 5 sections

**Section 1** defines and describes the National Heritage Corridor (NHC) and NHA coordinating entities in general and describes the evaluation methodology. It also introduces TLGV NHC which is the focus of this evaluation report.

**Section 2** provides an overview of the TLGV NHC, the TLGV, Inc.'s structure and organization; the TLGV 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 TLGV, Inc.'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 TLGV, Inc.'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 TLGV, Inc. and an analysis of how TLGV, Inc. has used the investments, and their impact.

**Section 5** explores the third evaluation question, derived from legislation (P.L. 111-11), "How do the coordinating entity's management structure, partnership relationships, and current funding contribute to the NHC sustainability?" This section presents an analysis of the interrelationship of TLGV, Inc. staffing and ability to obtain resources and the sustainability of the TLGV NHC.

# Section 1 – Introduction

## 1.1 National Heritage Areas/Corridors

A National Heritage Area (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 management or coordinating entity is typically the organization within the boundary of an NHA 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 Corridor. The management entity is charged with the responsibility for administering or implementing a management plan that will achieve the goals specified in the NHA’s enabling legislation. It also manages the federal and additional funding obtained by the Corridor. The management entity may be a federal commission, state agency, local university, local government, or nonprofit organization. The management 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 Corridor 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/Corridors 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.” President Reagan signed into law the Illinois and Michigan National Heritage Corridor on August 24, 1984, the first time this designation was utilized. As of today, Congress has authorized 49 National Heritage Areas/Corridors, each with federal funds provided over a subsequent amount of years as specified in the individual 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 to document accomplishments of TLGV, Inc. since its designation in 1996, and to establish whether it has succeeded in meeting the goals established by the authorizing legislation.

### This evaluation follows three previous rounds of evaluation projects:

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

Based on Conservation Study Institute’s (CSI) experience conducting evaluations of three designated 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

### 2009 – First congressionally mandated evaluations (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 by highlighting processes that help accomplish legislative goals as well as the role/benefits of partnership and collaboration; and
- Focused on outcomes related to the authorizing legislation/management plan; the impact of financial investments; and the role of partnerships in sustainability.

Building on CPM's evaluation of the Essex National Heritage Commission, CPM/Westat conducted evaluations of Augusta Canal National Heritage Area and Silos and Smokestacks National Heritage Area. Through this work, a replicable model of evaluation was created that 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)

Following the replicable model, six evaluations were conducted in 2012 including:

- 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

Based on the findings from each evaluation, the Secretary of the Interior prepared a report to Congress with recommendations regarding the future role of National Heritage Areas/Corridors with respect to NPS

### 2015 – Current set of evaluations (Westat)

There are currently four 2015 evaluations underway:

- Lackawanna Valley National Heritage Area, The Last Green Valley National Heritage Corridor, Yuma Crossing National Heritage Area, and MotorCities National Heritage Area.

The TLGV evaluation is referenced in Public Law 111-11.

Evaluation design is based on the replicable model.

## 1.3 The Last Green Valley (TLGV) National Heritage Corridor

Originally named, the Quinebaug and Shetucket Rivers Valley, The Last Green Valley (TLGV) was designated as a NHC in 1994. Congress found the region to be “one of the last unspoiled and undeveloped areas in the Northeastern United States and has remained largely intact, including important aboriginal archaeological sites, excellent water quality, beautiful rural landscapes, architecturally significant mill structures and mill villages, and large acreages of parks and other permanent open space.” The name was officially changed by Congress in 2014.

TLGV NHC has a rural landscape area in the coastal urban and suburban sprawl between Boston and Washington, DC. It has significant natural resources needed to maintain the ecosystem in the river valleys. TLGV NHC includes 26 towns in eastern Connecticut and 9 towns in south-central Massachusetts along the Quinebaug, Shetucket, and Thames River watersheds. The region is 1,100 square miles or 707,000 acres with 77% forest and farm lands; 24 state parks and forests, 6 U.S. Army Corps of Engineers Flood Control facilities, and hundreds of miles of trails.

The region's history is diverse including significant archaeological sites and cultural stories from the Early American, Native American, Revolutionary War, Civil War, and the Industrial Revolution. TLGV NHC includes 43 historic town commons and greens and more than 100 historic sites and museums open to the

public, with 5 National Historic Landmarks and 278 historic properties and districts listed on the National Register of Historic Places.

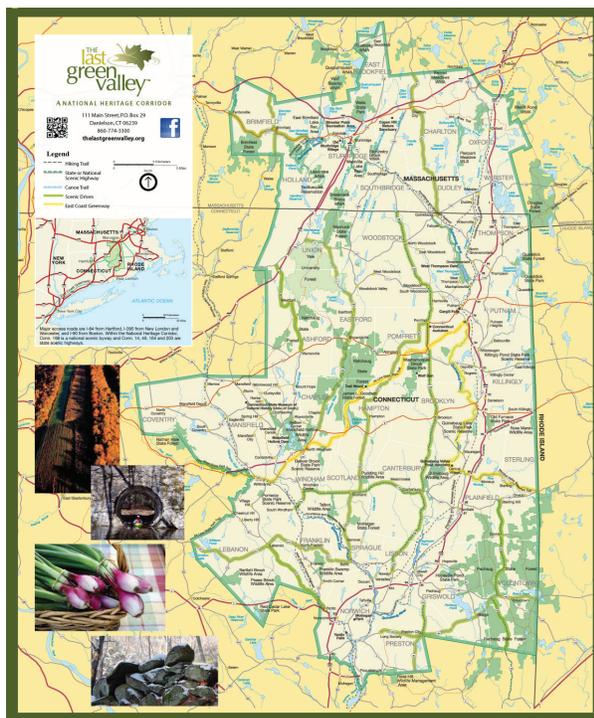
Table 1.1 provides an overview of TLGV NHC, including information about its geography, historical significance, management, and partner relationships.

**Table 1.1 Overview of The Last Green Valley**

Overview Areas	NHA Description
Designated	1994
Location	35 town corridor in eastern Connecticut and south central Massachusetts
Encompasses	1,100 square mile region with 77% forest and farm lands; 24 state parks and forests, 6 US Army Corps of Engineers Flood Control facilities, 100s of clean lakes, ponds, and streams, 66 miles of National Recreation Water Trails, more than 500 agricultural businesses, and 100s of miles of trails
National Historic Themes	<ul style="list-style-type: none"> <li>• Diverse history including Early American, Native American, Revolutionary War, Civil War, Industrial Revolution</li> <li>• 43 historic town commons and greens</li> <li>• 100+ historic sites and museums open to the public</li> <li>• 5 National Historic Landmarks and 278 historic properties and districts listed on the National Register of Historic Places</li> <li>• Home to statesmen, soldiers, spies, artists, visionaries, and entrepreneurs</li> </ul>
Organizational Structure	<ul style="list-style-type: none"> <li>• Coordinating entity: TLGV, Inc. (originally named QSHC, Inc.)</li> <li>• Governance body: Board of Directors               <ul style="list-style-type: none"> <li>- Up to 21 members (no fewer than 11)</li> <li>- Includes Executive Committee and Finance, Planning &amp; Development Committee</li> </ul> </li> <li>• Lois Bruinooge, Executive Director, reports to the Board and oversees the other TLGV, Inc. staff</li> </ul>
National Park Partners	<ul style="list-style-type: none"> <li>• National Park Service Rivers &amp; Trails Conservation Assistance Program</li> <li>• Blackstone River Valley National Heritage Corridor</li> </ul>

Overview Areas	NHA Description
<p>Selected Other Partners</p>	<ul style="list-style-type: none"> <li>• Federal/state agencies: USDA-NRCS; State Forestry Agencies, CT DEEP, MA DEP, MA Div. of Ecological Restoration, US Army Corps of Engineers</li> <li>• Regional collaboratives: S. New England Heritage Forest Partnership; MassConn Sustainable Forest Partnership; Thames River Basin Partnership; Land Trusts</li> <li>• Universities: University of CT and MA Cooperative Extension Systems; University of RI; Yale University</li> <li>• Historical societies in all 35 towns, including: Norwich, Preston, Brooklyn, Hampton, Franklin, Scotland, Thompson</li> <li>• Economic Development Committees including: Putnam, Killingly</li> <li>• Local businesses and foundations including: Banks, restaurants, and retailers, Millenium Power, Hull Forest Products, Fiberoptics Technology, Inc, Eversource (formerly CT Light and Power), Mills Family Charitable Trust, Katharine &amp; Winthrop Crane Foundation</li> <li>• Local farms, museums &amp; attractions including: Creamery Brook Bison Farm, Ekonk Hill Turkey Farm, The Farmer’s Cow, Old Sturbridge Village, Lebanon Historic Society Museum</li> <li>• Community groups including: Willimantic River Alliance; Eastern CT Conservation District</li> <li>• Tourism agencies including: Eastern Tourism District, Chamber of Central MA South</li> <li>• Northeast and Southeast CT Council of Governments</li> <li>• 35 Towns within TLGV</li> </ul>

Figure 1.1 The Last Green Valley NHC 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 TLGV activities. The period covered by the evaluation starts with the 1994 designation as a NHC through 2015, 21 years during which the NHC received federal funding.

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

1. Based on its authorizing legislation and general management plan, has the management entity achieved its proposed accomplishments for the NHC?
2. What have been the impacts of investments made by Federal, State, and local government and private entities in the NHC?

- How does the management entity’s structure, partnership relationships and current funding contribute to the NHC’s sustainability?

The evaluation used a case study design to address these evaluation 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 Regional representatives, the NPS Comptroller, the NPS Liaison for each NHA or NHC, and NHC leadership. The tailored data collection tools and the content of this report reflect the comments received. 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 the NHC management entity, TLGV, Inc., to discuss preliminary planning details and initial background research requests. Over the course of the two-day onsite face-to-face meeting (Meet & Greet Visit), multiple email exchanges, and several telephone conversations (Nov. 2014 - June 2015), Westat introduced the evaluation team and evaluation methodology to the TLGV, Inc. staff, select Board members, and partners.

During the Meet & Greet Visit in March 2015, Westat project staff worked with TLGV, Inc. staff to develop a Logic Model, which was refined based on feedback from NPS and TLGV, Inc. staff. Figure 3.1 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 also provided to TLGV, Inc. staff an evaluation methodology (Appendix 3) and data collection protocols (Appendix 4).

### 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 TLGV, Inc., partner and stakeholder organizations, and community intercept interviews with individuals visiting TLGV NHC. 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 was concluded in June 2015.

Numerous documents were reviewed to understand the background of TLGV, Inc. (e.g., legislative documents, plans, by-laws), its staffing and structure (e.g., organizational charts), 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 TLGV, Inc. activities.

Individual interviews were conducted with TLGV, Inc. staff, board members, partners, grantees, and individuals within the community. These interviews helped the evaluators gain an understanding of the background and history of TLGV NHC, TLGV, Inc.'s activities and investments and their associated outcomes, and TLGV, Inc.'s contribution to TLGV NHC's sustainability.

Interviews were conducted with representatives from many stakeholder and partner organizations. These interviews discussed the genesis of the organization's relationship with TLGV NHC; the influence and impact that the stakeholder perceives that TLGV NHC has made in the community; and additional ways the interviewee believes TLGV NHC could serve the needs of the region. Stakeholder interviewees were selected by Westat from a list of organizations with which TLGV, Inc. has relationships and who have a vested interest in TLGV NHC. We also utilized snowball sampling to select additional interviewees based on suggestions and comments from the partners we interviewed. Stakeholders representative of the three NHC strategy and activity areas specified in the Logic Model were selected: Preservation of Historic and Cultural Assets, Protection and Conservation of Natural Resources (Water, Air, and Wildlife), Land Use, Agriculture; and Promotion of Economic Development, Tourism, Recreation and Community Revitalization.

Forty community conversations were conducted with members of the public at TLGV NHC historic sites and museums and other location sites within the Corridor. The goal of these conversations was to learn how familiar members of the public were with the history and culture of TLGV NHC and the ways in which they gained this knowledge and familiarity, whether they had visited TLGV NHC and used its resources, and their views on the impact the activities sponsored by TLGV, Inc. has had on the community (i.e., economic, cultural, historic, restorative).

See Appendix 4 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 TLGV, Inc. had achieved its organizational and programmatic goals as articulated in the mandating legislation and foundational documents. Findings discussed have been triangulated; that is, each finding 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.

#### **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, 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 community conversations is a more qualitative assessment of the community's perceptions of TLGV NHC. As noted, limitations to the community input include convenient, rather than representative, samples of tourists, local residents, and volunteers, and qualitative rather than quantitative data on the impact of TLGV, Inc. on stakeholder knowledge, attitudes, and involvement in Heritage Corridor. We collected 40 community conversations at TLGV NHC historic sites and museums such as Old Sturbridge Village, the Nathan Hale House, the Slater Memorial Museum, and the Windham Textile Museum. We also held informal conversations with community members in other location sites such as the Coventry Farmer's Market, the Norwich waterfront, Willimantic public library; 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 this data.

A second limitation of the evaluation is the limited data available to measure outcomes such as visitation to the NHC and awareness of the NHC. Given the size of the Corridor and the scope of activities that TLGV, Inc. sponsors, it does not have a mechanism in place to accurately measure involvement or visitation by the public. It does estimate the number of attendees at TLGV, Inc. sponsored events, such as Tastes of the Valley and Walktober and has conducted a visitor’s survey in 2013; however, the data are estimates and not available for all years of the NHC designation. Even when trend data over time exist, it is difficult to attribute increases in certain measures, specifically to the activities of TLGV, Inc. as opposed to other community development activities undertaken by the local counties and municipalities, general economic trends, or the efforts of other organizations. In some cases, the lack of data limits our ability to measure whether TLGV, Inc. is achieving some of its intended outcomes.

## 1.5 Roles

### 1.5.1 Westat

Westat served as the external evaluator. Westat implemented the methodology shown in Appendix 3. This included minor revisions to the methodology used in the four earlier evaluations. For this report, Westat used the replicable model to prepare a Logic Model to guide the evaluation in collaboration with TLGV, Inc. staff, develop the data collection protocols, collect and analyze the data, and prepare this document.

### 1.5.2 National Park Service (NPS)

NPS provided advice and resources for the evaluation team and oversight of the entire evaluation process. The NPS representatives included the NPS National Coordinator for Heritage Areas and two NPS Assistant National Coordinators for Heritage Areas. In addition, the Evaluation Team members met with the NPS Regional NHA Coordinator for their respective regions. For this evaluation, we spoke with the NPS Regional NHA Coordinator for the Northeast Region.

### 1.5.3 The Last Green Valley National Heritage Corridor

TLGV, Inc. staff including the Director, Chief Ranger, and Finance, Office and Project Administrators played key roles in facilitating this evaluation. They provided data and documents, helped with scheduling and planning site visits, identified a pool of contacts for interviews, provided feedback on the evaluation process, and participated in interviews. TLGV, Inc. collaborated with the evaluation team to develop the Logic Model. TLGV, Inc. staff was not involved in the development of the methodology or data collection protocols though they were provided an opportunity to comment on them. TLGV, Inc. staff and the Board of Directors had the opportunity to review this document for factual accuracy after the draft was completed by Westat in July 2015.

#### Westat External Evaluator

- Revised methodology
- Prepared and finalized logic model
- Prepared data collection protocols
- Collected and analyzed the data
- Prepared this findings document

#### National Park Service (NPS)

- Evaluation Sponsor
- Provided advice, resource, oversight for the evaluation

#### TLGV, Inc. Partnership Inc.

- Facilitated the evaluation
- Provided data documents
- Assisted in scheduling and planning
- Participated in interviews

## Section 2 – Overview of the Last Green Valley NHC

This section of the evaluation report begins with an overview of the physical and operational aspects of the TLGV NHC, the roles and responsibilities of the management entity, the TLGV, Inc., and a timeline of key events in the management of the NHC. This section also describes the types and significance of relationships that exist between and among the TLGV, Inc. staff, stakeholder/partners organizations, and the NPS.

### 2.1 Introduction to the Corridor & the TLGV, Inc.

Dating from centuries back, the Last Green Valley has continually been known as geographically unique area. When the earliest of North American settlers arrived in the 1620s and 1630s, they avoided the area because of the unforgiving nature of the land, with its dense forests and vast wetlands. The terrain remained largely unchanged until European settlers from England, Scotland, Ireland, Germany, France, and the Netherlands arrived in the 1700s. These settlers drove out the Mohegan tribe of Native Americans by clearing the land and damming the rivers and streams to generate energy mills. These mills ended up playing a critical role during the Revolutionary War and Industrial Revolution in the United States.

During the Revolutionary War, the townspeople of the Corridor served as soldiers, intelligence agents, strategists, and commanders for the Continental Army, as well as provided the army with food and transportation supplies. After the war ended, farms were forced to downsize as individuals moved outside the valley to look for economic opportunities. Those who were left in the valley were able to utilize their surroundings due to its abundance of farmland and water sources and to create manufacturing mills along the rivers and streams. This enabled towns within the Corridor to provide fabrics, thread, and other man-made products to the developing new nation. In addition, the people within the Last Green Valley were

able to move around the area more freely and expand their business as a result of the new opportunities that came with the Industrial Revolution. Thus, to support the booming economy, towns were developed and populated by mill workers and their families.

During the mid-20th century, large corporations began to rule the American economy, and mills such as the ones in the Last Green Valley were unable to compete. Moreover, in 1955 Connecticut was hit by two back-to-back hurricanes that caused massive flooding damaging more than 500 mills and other industries. Almost all the mills were forced to close their doors. Despite this mass closing of small mills, some remain open today within the Last Green Valley. These mills preserve the historical legacy of the area as well as retain a rural charm of the region. Since 1994, the area has been designated a NHC, aimed to preserve its historical and cultural significance.

The following are a few highlights from TLGV NHC region's history that demonstrate the area's unique characteristics:

- **1620s and 30s:** English settlers arrived in New England; TLGV remained a frontier zone
- **1659:** European settlement began in Norwich
- **1700:** Area still viewed as a frontier zone, however settlers enter the TLGV
- **1775:** Settlers in TLGV took a leading role in the American Revolution
- **1800s:** Industrialization brought the development of textile mills clustered in secluded locations; dense industrial development did not occur but fueled the region economically
- **1850:** Farming declined, much former farmland returned to forest, and the population and total economic production shrank
- **1900:** Quinebaug Canal had been chartered but not developed due to political and practical

factors, which made it difficult to develop both the canal and railway systems

- **1955:** Connecticut was hit by two hurricanes causing massive flooding which damaged mills, farms, and residences, and town infrastructure. Following the floods, the United States Army Corps of Engineers built dams and flood walls along several Connecticut rivers.
- **1956:** Interstate highway between Hartford and Providence was not completed preserving the character of the Corridor; formerly busy mills declined and the area entered into a long period of economic recession

#### **Authorizing Legislation:**

- Public Law 103-449

#### **Purpose:**

*“to provide assistance to the State of Connecticut and the Commonwealth of Massachusetts, their units of local and regional government and citizens in the development and implementation of integrated natural, cultural, historic, scenic, recreational, land, and other resource management programs in order to retain, enhance, and interpret the significant features of the lands, water, structures, and history of the Quinebaug and Shetucket Rivers Valley.”*

#### **Steps that may be taken include, but are not limited to:**

- To preserve the Corridor and ensure appropriate use of lands and structures
- To establish and maintain visitors centers and other interpretive exhibits
- To develop recreational programs and resources
- To increase public awareness of and appreciation for the historical and architectural resources and sites
- To restore historic buildings
- To encourage by appropriate means enhanced economic and industrial development
- To encourage local governments to adopt land use policies consistent with the management of the Corridor
- To ensure the clear, consistent signs identifying access points and sites of interest are put in place throughout the Corridor

## **2.2 Introduction to TLGV, Inc.**

In 1988 and 1989, members of the Quinebaug Rivers Association, along with Congressman Sam Gejdenson, began looking for federal funding to protect Connecticut’s park and open space lands. They received technical assistance for these efforts from NPS and the Connecticut Department of Environmental Protection. In 1991, a Heritage Corridor Committee was formed and worked with Congressman Gejdenson to introduce legislation for the Corridor’s designation. These efforts were supported by an NPS study of the natural, historic, and cultural assets of the 25-town area slated for potential designation as a NHC.

The Quinebaug and Shetucket Rivers Valley NHC was established by Congress in 1994 and recognized by the Governor of Connecticut, John Rowland. The authorizing legislation specified the Quinebaug-Shetucket Heritage Corridor, Inc. (QSHC) or its successor as the administering organization to manage federal funds and the implementation of the management plan. In 1996, QSHC, Inc. was designated as a 501(c)(3) nonprofit incorporated in Connecticut and later registered in Massachusetts. QSHC was officially renamed The Last Green Valley, Inc. (TLGV, Inc.) in 2008 and legislation passed in Congress formerly changed the name of the corridor in 2014.

### **2.2.1 Authorizing Legislation and Vision and Mission**

TLGV, Inc. has developed three management plans since its inception. Each management plan followed the passing of federal legislation. The 1994 legislation, PL 103-449, required the Governor of Connecticut to develop and submit a management plan to the Secretary of the Interior within 2 years.

- In 1995, the Connecticut General Assembly passed Public Act 95-170 to establish an Advisory Council to prepare the management plan. The purpose of the first management plan, Vision to Reality: A Management Plan, was to establish a common, comprehensive vision. It outlined goals and detailed strategies to guide the work in the Corridor. It was approved by Governor

Rowland on February 16, 1997 and submitted to the Secretary.

- In 1999, Public Law 106-449 was passed reauthorizing the Corridor for 10 additional years. This legislation also expanded the Corridor to include one additional town in eastern Connecticut and 9 towns in south-central Massachusetts. The expansion generated a revised management plan, Vision 2010: A Plan for the Next Ten Years. While the legislation did not require a new management plan, it allowed for it by stating that the management plan “may be amended or replaced from time to time.”

- In 2009, Public Law 111-11 was passed reauthorizing the Corridor until September
- 2015. TLGV, Inc. developed a revised management plan, Vision 2020: The Next Ten Years to briefly capture history and accomplishments to date and establish the vision and strategies for the next 10 years.
- In 2014, Public Law 103-449 was amended to reauthorize the Corridor until 2021 and officially changed the name to The Last Green Valley National Heritage Corridor.

Table 2.1 presents a timeline of the designation and management of TLGV NHC.

**Table 2.1 The Last Green Valley NHC Timeline**

Year	Activity	Year	Activity
1988	<ul style="list-style-type: none"> <li>• Congressman Sam Gejdenson (CT) began looking for federal funding to protect Connecticut’s park and open space lands; NPS supports a study of the 25-town area for potential designation as a NHC and technical assistance for several projects to raise awareness of the natural, historic, and cultural assets of the area.</li> </ul>	1995	<ul style="list-style-type: none"> <li>• Connecticut General Assembly passes Public Act 95-170 to establish an Advisory Council to prepare a management plan; Quinebaug-Shetucket Heritage Corridor, Inc. (QSHC, Inc.), a non-profit charitable organization is designated by Governor Rowland as the administrating organization to manage project and funds from the federal legislation (later renamed TLGV, Inc. in 2014).</li> </ul>
1989	<ul style="list-style-type: none"> <li>• Quinebaug Rivers Association forms a subcommittee to investigate ways of preserving the region’s resources; NPS and the Connecticut Department of Environmental Protection provide technical assistance.</li> </ul>	1997	<ul style="list-style-type: none"> <li>• Vision to Reality: A Management Plan is produced, accepted by Governor Rowland and transmitted to the Secretary of the Interior.</li> </ul>
1991	<ul style="list-style-type: none"> <li>• Heritage Corridor Committee was formed and worked with Congressman Gejdenson to introduce legislation for the Corridor’s designation.</li> </ul>	1998	<ul style="list-style-type: none"> <li>• The management entity produced the QSHC Implementation Plan: A Work in Progress and the Action Plan to further operationalize the goals in the management plan.</li> </ul>
1993	<ul style="list-style-type: none"> <li>• NPS conducted a feasibility study of the proposed National Heritage Corridor.</li> </ul>	1999	<ul style="list-style-type: none"> <li>• Congressman Gejdenson (CT) in partnership with Congressman Neal (MA) introduce an amendment to expand the boundaries of the Corridor to include 9 additional towns in MA and one in CT and to reauthorize the NHC for another 10 years.</li> </ul>
1994	<ul style="list-style-type: none"> <li>• Public Law 103-449 passed by the 103rd Congress designated the 25 town area of eastern Connecticut as the Quinebaug and Shetucket Rivers Valley (QSRV) National Heritage Corridor (later renamed TLGV NHC in 2014).</li> </ul>		

Year	Activity
2000	<ul style="list-style-type: none"> <li>The management entity completes Vision 2010: A Plan for the Next Ten Years and the Interpretive Plan, defining the most important stories for the newly expanded Corridor.</li> </ul>
2008	<ul style="list-style-type: none"> <li>The management entity changes its name to The Last Green Valley Inc. (TLGV, Inc.)</li> </ul>
2009	<ul style="list-style-type: none"> <li>Public Law 103-449 is amended to reauthorize the NHC until 2015; Connecticut General Assembly passes PA09-221, creating the Connecticut Heritage Areas Program and directing all state entities to take the resources of all NHAs in the state into consideration in their planning and projects.</li> </ul>
2010	<ul style="list-style-type: none"> <li>The management entity completes Vision 2020: A Plan for the Next Ten Years; Massachusetts General Court passes Chapter 272 of the Acts of 2010, recognizing all NHAs and NHCs in the Commonwealth and directing all state entities to take their resources into consideration in their planning, projects and appropriation considerations.</li> </ul>

Year	Activity
2014	<ul style="list-style-type: none"> <li>Public Law 103-449 is amended to reauthorize the NHC until 2021; NHC’s name officially changed to The Last Green Valley National Heritage Corridor (TLGV NHC).</li> </ul>

The vision/mission for TLGV NHC has been revised over time; however, it remains in line with the legislative intent. The current shortened vision/mission statement was driven by feedback that the community needed a statement that was easy to understand and remember. Table 2.2 presents a comparison of the Visions/Missions over time.

Each management plan also lists visions, goals, objectives or strategies for program areas centered on historic and cultural resources; natural resources, land use, and agriculture; and economic development, tourism, and recreation. While these goals were revised over time to reflect changes in the NHC’s priorities, they are in line with the legislative intent and largely consistent over time.

**Table 2.2 Comparison of the Vision/Mission Statements by Management Plan**

	Vision to Reality: A Management Plan (1997)	Vision 2010: A Plan for the Next 10 years (2000)	Vision 2020: The Next Ten Years (2010)
Vision/Mission	NHC will preserve its natural, historical and cultural assets while its residents enjoy a quality of life based on a strong, healthy economy compatible with its character. This will be accomplished through local, regional and state cooperation, and partnership with businesses, organizations, and residents. Town government will play a pivotal role, as local use decisions will remain, as they historically have been, at the local level.	NHC will conserve, celebrate and enhance the significant historical, cultural, natural and scenic resources of TLGV while promoting a quality of life based on strong, healthy economy compatible with the region’s character.	Calls for a revised mission statement. Current mission statement is: The Last Green Valley, Inc. works for you in the National Heritage Corridor. We help you to care for it, enjoy it, and pass it on.

Activities during this period are more fully described in Section 3.

## 2.2.2 TLGV, Inc. Organizational Structure

### TLGV, Inc. Staff

TLGV, Inc., headquartered in Danielson, CT, operates as TLGV NHC's management entity charged with administering the Corridor's management plan.

Currently there are five staff at TLGV, Inc. including:

- Executive Director
- Chief Ranger
- Finance Administrator
- Office Coordinator
- Project Administrator

TLGV, Inc. contracts with a number of part-time individuals: an Education Outreach Coordinator and an Education Outreach Assistant, a Water Quality Monitoring Coordinator, and three Informational Ambassadors.

The previous Executive Director was hired in March 1997 and stepped down in August 2014 after serving for 17 years. The current Executive Director was Deputy Director for 8 years prior to assuming her current position. TLGV, Inc. organizational chart is provided in Figure 2.1.

In 2000, TLGV, Inc. partnered with The University of Connecticut Cooperative Extension System to create the Green Valley Institute (See Section 3 for a discussion of the Green Valley Institute). Between 2001 and 2011, the Green Valley Institute supported a staff ranging from five to nine people. These positions dissolved when the Green Valley Institute closed.

### Volunteer Staff

As early as 1999, TLGV, Inc. began to expand their staffing infrastructure with targeted recruitment and use of volunteers as part of a concerted effort to get the people who live in the Corridor to be stewards for the resources it contains. Board subcommittees are open to volunteers engaging over 90 volunteers monthly. The Vision 2010 Management Plan was reviewed by over 100 volunteers. Additional volunteer programs throughout the history of TLGV NHC include:

- The Ranger Program (approximately 20-25 volunteers per year)
- The Green Valley Brush Brigade (approximately 10-15 volunteers per year)
- Walktober (approximately 150 volunteers per year)
- Tastes of the Valley (approximately 10 volunteers per year)
- The Water Quality Monitoring Program (approximately 100 volunteers per year)
- The Eagle Monitoring Program (approximately 50 volunteers per year)
- Clean-up activities (approximately 1,067 volunteers per year)

### TLGV, Inc. Board of Directors

TLGV, Inc. is overseen by a Board of Directors (currently 17 members) and guided by bylaws and information in the management plans. The Governors of Connecticut and Massachusetts or their designees serve as voting members. Other members are elected by the membership at the annual meeting and serve for 3 year terms. Representation typically includes at least one resident of each of the four demographic centers (Norwich, Windham-Mansfield, Putnam-Killingly, and Sturbridge-Webster). Officers such as the Chairman, Vice Chairman, Secretary, and Treasurer are appointed for 2 year terms. In addition to the Executive Committee, there is one standing committee, the Finance, Planning & Development Committee. The Board meets every month. Votes require a quorum of 5.

Many of the key partner organizations have representatives on the Board of Directors and several members of the TLGV, Inc. staff serve as Board members on many of their partners' Boards. Our interviews with several of TLGV, Inc.'s key partners indicated that both formal and informal interaction is common and critical to partner planning strategies.

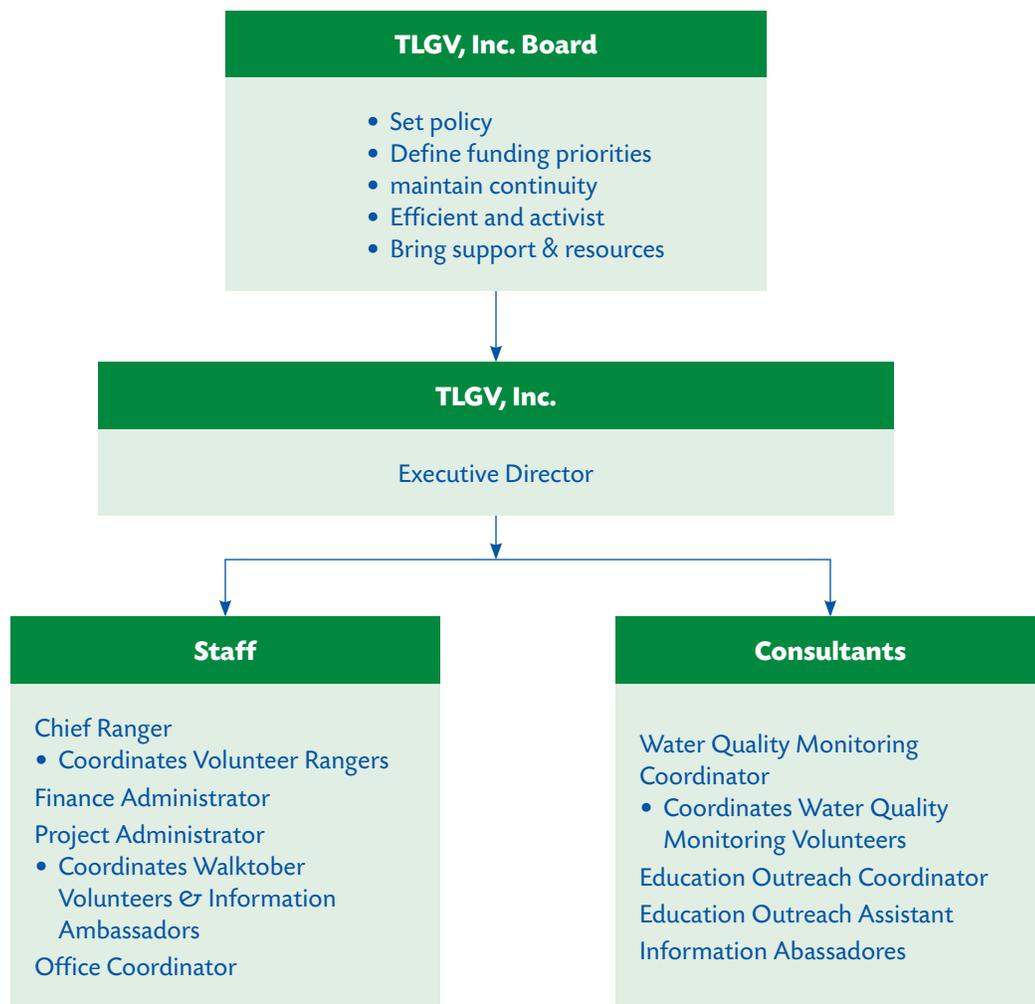
Board members and officers who were interviewed indicated that this was a very active Board, meeting regularly to review finances and make decisions on projects for the TLGV NHC. In addition, the Finance, Planning & Development Committee meets regularly

(more detail on committee/task force role is provided in Section 5.1). The Board of Directors is also working on revitalizing the Nominating Committee. In addition to these standing committees, TLGV, Inc. also has committees for Tastes of the Valley, Walktober, and Water Trails that include both Board and non-Board members.

### 2.3 The Last Green Valley NHC’s Relationships with Partners/ Stakeholders and NPS

One of the core commitments of TLGV, Inc. is to facilitate partnerships and strengthen local capacity. TLGV, Inc. works to maintain both formal and informal partnerships in which there is mutual benefit, including well over 100 organizations. Partnerships serve to extend TLGV, Inc.’s capacity and reach, support the staff in carrying out diverse activities, and facilitate the exchange of mutually beneficial information and resources.

**Figure 2.1 TLGV, Inc. Organizational Chart**



### 2.3.1 Partners and Stakeholder Organizations Relationships

From the inception, TLGV, Inc. staff have focused on building relationships with federal, state, and local partners and stakeholders to support TLGV NHC activities. These partnerships include federal and state agencies, such as the United States Army Corps of Engineers, the United States Department of Agriculture, the Connecticut Department of Energy and Environmental Protection (CT DEEP), and the Massachusetts Department of Environmental Protection (MA DEP). It has partnered with local universities, including a 10-year, formal partnership with the University of Connecticut and University of Massachusetts to support the Green Valley Institute.

TLGV, Inc. has also demonstrated partnership with leadership in the towns within the Corridor. In 2001 it completed the compact that secured the agreement of every one of the 35 member towns to accept the goals of the Corridor’s Vision 2010 (Annual Report for 2001) and incorporate them into their town’s goals and objectives. TLGV, Inc. also works closely with conservation organizations, historic societies, local businesses, and farmers, and tourism organizations. Below is a list of a small sample of these key partners:

#### Conservation Organizations

- Southern New England Heritage Forest Partnership
- MassConn Sustainable Forest Partnership
- Thames River Basin Partnership
- Willimantic River Alliance
- Eastern Connecticut Conservation District
- Land Trusts

#### Historic Organizations

- National Trust for Historic Preservation
- Norwich Historical Society
- Preston Historical Society
- Brooklyn Historical Society
- Hampton Historical Society
- Franklin Historical Society
- Scotland Historical Society
- Lebanon History Society Museum

- Thompson Historical Society
- Old Sturbridge Village

#### Businesses/Foundation

- Local Banks, restaurants, and retailers
- Millenium Power
- Hull Forest Products
- Fiberoptics Technology, Inc.
- Eversource (formerly called Connecticut Light and Power)
- Katherine and Winthrop Crane Foundation
- Mills Family Charitable Trust

#### Farmers

- Creamery Brook Bison Farm
- Beltane Farm
- Chaplin Farms
- Ekonk Hill Turkey Farm
- The Farmers Cow

#### Tourism/Economic Development Boards

- Eastern Tourism District
- Putnam Economic Development Committee
- Killingly Economic Development Committee

TLGV, Inc. and its partners have a reciprocal relationship in which each partner helps to sustain the other. TLGV, Inc. is able to provide financial assistance to partners through a variety of small grants, though most of the support that TLGV, Inc. provides is in-kind resources. For instance, TLGV, Inc., because of its numerous connections, is able to connect different organizations and towns with each other in an effort to collaborate. TLGV, Inc. also provides technical resources through seminars and workshops and provides staff and volunteer hours. Interviewers have also stressed that TLGV, Inc. has helped them to promote their own organizations through their advertisements.

TLGV, Inc. also benefits from its alliance with the partners. Partners often serve on the board of directors for TLGV, Inc. Partners also provide financial support and expertise. They spread the mission of TLGV, Inc. and support the enactment of events within the community.

### **2.3.2 The Last Green Valley NHC Partnership with NPS**

Another partnership is with the National Park Service. NPS has been a resource for both technical and financial assistance for the Corridor to various degrees throughout its history. Prior to designation, NPS sponsored a feasibility study of the 25 town area in northeastern Connecticut being recommended for potential designation to better understand the natural, historic, and cultural assets of the area. NPS also provided the Quinebaug Rivers Association with technical assistance as it investigated ways to preserve the region's resources.

A representative from NPS's Rivers and Trails Conservation Assistance (RTCA) program served as the NPS liaison for TLGV, Inc. until 2000. The liaison role was reassigned to the Executive Director of the Blackstone River Valley NHC, who was also the Superintendent of Roger Williams Park, from 2000 to 2012. While it is not common for one NHA to oversee another, the management entity for Blackstone was a federal commission. For this reason, the Blackstone River Valley NHC Executive Director was an NPS employee and able to fulfill this role. As the management entity for Blackstone changed from a federal commission to a nonprofit organization, the role of NPS liaison was reassigned to the NHA Program Coordinator from the NPS Northeast Regional Office.

Throughout its history, RTCA program staff from the Northeast Region of the NPS based in Boston also provided technical assistance and financial support to TLGV, Inc. for the development of trails and waterways in the Corridor. RTCA staff also collaborated with TLGV, Inc. on programs/events and assisted with Board and community meetings. For example, between 2009 and 2014, TLGV received technical assistance from the RTCA and the two organizations worked closely together to submit an application for National Recreation Trail designation.

For approximately the first 10 years after designation, TLGV, Inc. staff participated regularly in meetings with the Alliance of NHAs. They met quarterly and reported that sharing ideas with other NHAs and NHCs was very valuable. In 1999, TLGV, Inc. hosted one of the quarterly meetings and toured their colleagues through the Corridor. In 2000, TLGV, Inc.'s Executive Director was elected as the Secretary of the Board. Following 2000, participation with the Alliance lessened in part reportedly due to new membership fees and a change in the Alliance mission. Currently, the Alliance's membership dues have been reduced and the organization is undertaking a strategic plan.

## Section 3 – NHA Fulfillment of the Authorizing Legislation and Management Plan

### 3.1 Goals and Objectives of the TLGV

As outlined in Chapter 2, original 1994 legislation (PL 103-449) designated the Quinebaug and Shetucket Rivers Valley (QSRV) National Heritage Corridor (NHC), now renamed TLGV NHC, as a 25 town area of eastern Connecticut. In 1999, Congress passed PL 106-449 that enlarged the Corridor to include an additional 9 towns in Massachusetts and one more town in Connecticut. While slightly refined over time, the purpose as specified in the legislation remained largely the same (see Figure 3.1).

In order to fulfill the legislative purpose, the Connecticut General Assembly established an Advisory Council to prepare the management plan that was mandated through the original legislation. In 1997, the management plan entitled, Vision to Reality:

A Management Plan was completed, accepted by Governor Rowland, and transmitted to the Secretary of the Interior. The 1999 Federal legislation (PL 106-449) that enlarged the Corridor suggested that the management plan may be revised, as needed. Two additional revisions were made to the management plan; the first in 2000 entitled, Vision 2010: A Plan for the Next Ten Years, and the second in 2010 entitled, Vision 2020: A Plan for the Next Ten Years. See Chapter 2 Figure 2.2 for a comparison.

During the Meet and Greet Visit in March 2015, TLGV, Inc. staff and the evaluation team constructed a Logic Model that related three overarching goals to three Strategy and Activity areas. The relationships between the authorizing legislation purpose, the current goals and the Strategy and Activity areas can be seen in Table 3.1:

**Table 3.1 Comparison of TLGV Legislative Purpose, Current Goals, and Strategy and Activity Areas**

Purposes as Specified in Legislation	Current Goals	Strategy and Activity Areas
To retain, enhance, and interpret the significant features of the lands, water, structures, and history of the Quinebaug and Shetucket Rivers Valley ( <i>renamed TLGV</i> )	<ul style="list-style-type: none"> <li>To preserve the historic and cultural assets within TLGV</li> <li>To protect the natural resources including the land, agriculture, forests, water, air and wildlife</li> <li>To promote economic development, tourism, recreation and community revitalization</li> </ul>	<ul style="list-style-type: none"> <li>Preservation of Historic and Cultural Assets</li> <li>Protection and Conservation of Natural Resources (Water, Air, Wildlife), Land Use, Agriculture</li> <li>Promotion of Economic Development, Community Revitalization, Tourism, and Recreation</li> </ul>

The management entity<sup>1</sup> for the NHC, originally called Quinebaug Shetucket Heritage Corridor Inc. and now renamed TLGV, Inc., created a number of planning documents to guide and operationalize its work on the specified goals and objectives. It was assisted in these efforts by Board members, advisory council members, and volunteers. The Table 3.2 captures some of the additional strategic planning:

### 3.2 TLGV Activities and Impacts

**TLGV, Inc. staff has initiated partnerships, built infrastructure, developed programs, and provided leadership and support to organizations and individuals throughout TLGV NHC to fulfill the legislative purpose and goals and objectives in the management plan.** A Logic Model, depicting the relationships between TLGV goals, resources, partners, strategies and activities and outcomes, is presented in Figure 3.1.

**Table 3.2 List of TLGV Strategic Plans and Their Purpose**

Year	Name	Purpose
1998	Implementation Plan	Further operationalized the work under each of the goals and objectives listed in the Management Plan
1998	Action Plan	Displayed how tasks cross program areas fulfilling multiple goals and objectives
1999	Interpretive Plan	Defined the most important stories to tell about the Corridor and how to best tell them
1999 and on-going	Inventory of historical and cultural resources	Documented the resources in TLGV
2000	Educational needs assessment (811 respondents)	Assessed educational needs of members of municipal planning, zoning, conservation, economic development, inland wetland and historical commissions
2001	Fundraising Feasibility Study	Assessed opportunities for sustainable fundraising
2002	Database of 400 agricultural businesses	Raised awareness about the importance of agriculture and support farmers
2002	Air Line Trail Design Manual	Encouraged municipalities, nonprofits and the state of CT to complete and maintain the trail
2006	The Trail to 2015: A Sustainability Plan for TLGV	Developed a plan with specific action steps for TLGV to become self-sustaining
2008	Farms to Purveyors Study	Identified model economic marketing activities; collected and analyzed data from farmers and commercial buyers and recommended strategies to promote agricultural economy in the Corridor
2011	Green and Growing: A Call to Action	Developed comprehensive regional plan to sustain and expand food, fiber, and forest production and related agricultural economies in TLGV

<sup>1</sup> For ease, we will refer to the management entity as TLGV, Inc. throughout although the entity was named QSHC, Inc. until 2008.

**Figure 3.1 The Last Green Valley (TLGV) National Heritage Corridor Logic Model**



### 3.2.1 Areas #1: Preservation of Historic and Cultural Assets

A number of strategies and activities have been undertaken to preserve historic and cultural assets in the region including the Mill ReUse Initiative, the Historical Preservation Program, and Community/Stewardship Education Programs.

#### Mill ReUse Initiative

TLGV, Inc.'s primary focus on mill restoration and reuse occurred in 1998 and 1999. At least 13 grants were given totaling over \$92,000 to restore historic textile mills so that they may be used for business or other purposes. Interviews with key partners, Board members, and staff indicated that direct grant assistance of this nature did not continue for a number of reasons. Many indicated that mill restoration is complex and costly. The level of funding that TLGV, Inc. had available could not make an impact within the Corridor that includes over 100 historic and/or architecturally significant mill structures. Instead,

the Board directed the TLGV, Inc. staff to prioritize the provision of technical assistance on historic preservation and educational resources to mill owners and other relevant stakeholders in the Corridor. As a result, TLGV, Inc. spent \$28,000 in 2000 on planning and developing the Mills Work Conference held in early 2001, which reached over 200 attendees. Additional support for the Mill Use Conference was provided by National Trust for Historic Preservation, the Connecticut Historical Commission, the Connecticut Rural Development Council, the Massachusetts Historical Commission, the Central Massachusetts Regional Planning Commission, and New England Utilities as well as donated space from Old Sturbridge Village. Other technical assistance and educational programs focused on mill restoration that continue to be provided on an ongoing basis includes educating community members on how to obtain Brownfield assistance and providing support for grant applications. See Table 3.3 for an overview of Mill ReUse Initiative projects.

**Table 3.3 Mill ReUse Initiative Project Names, Amounts and Location by Year**

Year	Project	Amount	Town
1998	The River Mill	\$10,000	Thompson
1998	The Belding Mill	\$10,000	Putnam
1998	The Rhodes Mill	\$10,000	Putnam
1998	The Apple Storage	\$10,000	Putnam
1998	The Fitness Factory	\$10,000	Killingly
1998	TA (architect; historian; designer)	\$2,054	14 sites
1999	Windham Mills	\$5,000	Windham
1999	Windham Textile and History Museum	\$2,000	Windham
1999	C & M Corp	\$5,000	Plainfield
1999	PeA Mill	\$10,000	Killingly
1999	Bailey Hill Management	\$5,000	Killingly
1999	The Apple Storage	\$10,000	Putnam
1999	Nutmeg Container	\$3,000	Putnam
2000	Mills Work Conference	\$28,000	Old Sturbridge Village
<b>TOTAL</b>		<b>\$120,054</b>	

Community conversations indicated that the restoration and reuse of historic mills is a source of pride for communities. Although many respondents were not directly familiar with TLGV, Inc. activities, most were familiar with the mill restoration and those who were found this work both valuable and beneficial.

### Historical Preservation Program

Between 2003 and 2006, TLGV, Inc. also provided 40 or more grant awards for historic preservation of structures and documents, creation of historical site inventories, and restoration of historic bridges and dams. Awardees were geographically diverse spanning 21 or more of the 35 towns across the Corridor. Since 1996, TLGV, Inc. has funded 112 projects with \$1,009,024 in grants under the category

of Preservation of Historical and Cultural Assets. These grants exceeded their match requirement and leveraged \$3,720,634. Table 3.4 provides an overview of historical/cultural preservation projects by year.

In 2007, the Partnership Grant Program and Historical Preservation Grant programs were combined into the Mini-Grant Program. While direct grant assistance for historic preservation and planning continues, funding allocations are made based on priorities set by the Board, which choose to allocate more resources to activities within Program Areas 2 and 3 (see below). For example, in 2012 TLGV, Inc. funded three projects aimed at interpreting historic and cultural resources employing digital technology and social media, and is funding an additional round of small historic and cultural grants the 2015 fiscal year.

**Table 3.4 Number, Type and Grant/Match Amount for Historical/Cultural Preservation Projects by Year**

Year	# of Projects	Grant Amount	Match	Types of Projects
1996	5	\$25,000	\$33,508	Interpretive brochure for national historic landmarks/ Historic preservation and planning/ Turntable installation/ Historic preservation of buildings
1997	3	\$25,000	\$40,968	Songs of Heritage Corridor/ Archaeology/ Historic assessment and plan
1998	10	\$70,554	\$615,102	Building exterior restoration/Building interior restoration/ Landscaping/ Historic mural
1999	9	\$50,000	\$119,548	Building exterior restoration/Building interior restoration/ Landscaping/ Signs/ Fencing/ Songs of Lebanon/ CD-ROM document project
2000	4	\$15,100	\$58,206	Traveling exhibit/ Building restoration/ Driveway enhancement/ Quebec Square project
2001	7	\$59,325	\$106,464	Historic resources inventories/ Film project/ The chronology of Mansfield/ Learning exhibit/ Building preservation and rehabilitation/ Archaeological site acquisition

Year	# of Projects	Grant Amount	Match	Types of Projects
2002	0	\$0	\$0	
2003	16	\$218,462	\$293,528	Museum information project/ Collections assessment/ Building exterior restoration/ Building interior restoration/ Archaeology/ Visitor amenities/ National Register nomination
2004	18	\$185,484	\$311,210	Collection assessment/ Building exterior restoration/ Building interior restoration/ Preservation of documents/ Archaeology/ Feasibility and feasibility study/ Statue restoration
2005	10	\$159,200	\$296,359	Revolutionaries and Reformers/ Feasibility study/ Building interior restoration/ Building exterior restoration
2006	15	\$161,124	\$435,099	Building preservation/ Building repairs/ Monument/ Building interior restoration/ Bee hive oven/ Structural repairs/ Carriage shed/ Traveling exhibition/ Museum exhibit/ Partnership assessment/ Interpretive panels/ Every Building Has a Story/ Assessment and evaluation of collections management plan/ Landscaping
2007	3	\$7,500	\$132,400	Barn restoration/ Roof and foundation repair/ Protecting historic and cultural resources
2008	7	\$21,500	\$37,845	Historic structures survey/ Tower restoration and renovation/ Tower clock restoration/ historic mapping/ Condition assessment/ Winterizing building
2009	0	\$0	\$0	
2010	5	\$10,775	\$1,240,397	Visitor facilities improvement, Quiet Corner Reads/ Local history enhancement project/ Site assessment/ Connecticut, the Contribution state
2011	0	\$0	\$0	
2012	3	\$11,000	\$37,855	Museum web access/ Letterboxing trail and website/ Kiosk
2013	0	\$0	\$0	
2014	0	\$0	\$0	
<b>TOTAL</b>	<b>115</b>	<b>\$1,020,024</b>		

### Community/Stewardship Education

TLGV, Inc. promotes and supports historic preservation through community/stewardship education programs. The program that has reached the largest number of individuals has been Walking Weekend(s)/Walktober. The Walking Weekend program began in 1990 during the same time period as the founders from the Corridor began working towards NHA designation. The first Walking Weekend included approximately 100 attendees participating in 25 guided walks. The program grew to 3 days in 1998 and 6 days in 2003. In 2008, Walking Weekends became Walktober growing into a month-long series of events including hikes, paddles, bicycle rides, horseback rides and tours of historical sites within all 35 towns in the Corridor. Educational programs on the history of the region as well as conservation and education on the natural resources in the area are provided. Since its inception, the program has reached more than 250,000 people from within and outside the Corridor according to TLGV NHC annual reports.

In addition to the towns, TLGV, Inc. has joined with numerous partners to sponsor events during Walktober. In 1999 and 2000, the North East Connecticut Visitors District took a leadership role in organizing the events. TLGV, Inc. was asked to resume the leadership role in 2001. Table 3.5 provides an overview of Walking Weekend(s)/Walktober by year.

**Table 3.5 Number of Guided Walks, Walking Opportunities, Participants and Days of Walking Weekend(s)/Walktober Events by Year**

Year	# of Walking Opportunities	# of Participants	# of Days
1997	NA	4,000	3
1998	74	2,500	3
1999	NA	NA	3
2000	NA	NA	3
2001	NA	3,000	3
2002	91	2,500	3
2003	122	4,000	6
2004	122	5,000	6
2006	131	5,000	6
2007	115	6,000	6
2008	160	25,000	31
2009	160	NA	31
2010	99	21,000	31
2011	80	20,000	31
2012	135	45,000	31
2013	164	50,000	31
2014	160	60,000	31

Other educational programs included:

**Local History Month:** In 2005, TLGV, Inc. engaged more than 40 sites in programming to promote the 118 historic homes, historical societies, and museums in the Corridor. Events included high teas, re-creations of house and barn raisings, meet-the-author forums, exhibits, and special tours. Similar work was completed in 2006 and 2007 in that TLGV, Inc. staff worked with members and partners in the Corridor towns, museums, and historical societies to develop and promote special events to educate community members about local history and the importance of historic preservation.

**Heritage Landscape Inventory Project:** In 2008, TLGV, Inc. held a public meeting of representatives from 14 Corridor towns. Participants worked together over the course of this project to identify hundreds of landscapes within the Corridor, outline their history, and develop preservation strategies. During the second phase of the project, TLGV, Inc. partnered with staff from the Blackstone River Valley National Heritage Corridor to develop a training program to provide municipal staff, volunteers, and community members with the tools needed to implement the recommended preservation strategies. Ten workshops were offered in both Corridors reaching approximately 180 participants.

**The Rangers and Outreach Program:** Developed in 2011, the Rangers and Outreach program recruits and trains volunteers who participate in a variety of capacities. With regard to historic preservation, volunteers conduct presentations in towns throughout the Corridor in libraries, senior centers, and community centers/clubs to educate the public about the history of the NHC and engage them in volunteer opportunities. Six different presentations are provided through this program, the one related to this program area is Notable and Notorious: Curious and Infamous Characters from The Last Green Valley, which described people who have lived in and shaped the Corridor including soldiers, statesmen, spies, entrepreneurs, and other influential members of the community. The presentation is supported by a TLGV publication of the same name. According to TLGV

NHC records, in 2014 rangers and other volunteers provided more than 900 hours of volunteer service educating community members in the Corridor.

### **Impact/Outcomes for the Preservation of Historical and Cultural Assets**

Given the size of the Corridor and the broad and diverse nature of authorizing legislation's goals and objectives, TLGV, Inc.'s Board of Directors has prioritized specific program areas at different points of time in attempt to make the largest impact possible given the available funding. The program area for preservation of historical and cultural assets was prioritized early in the history of the Corridor (between 1997 and 2000). At this time the majority of the funds were directed at the preservation of historic sites such as mills. Information received through interviews with Board and staff indicated that direct funding for mill restoration was considered to be too costly due to the large number of mills in the Corridor and the degree of restoration work required. Funds continue to promote and supported the restoration of mills through the provision of technical assistance and community education, which is believed to be a more effective use of resources. For example, TLGV, Inc. routinely educates Corridor residents on the importance of historic preservation and assists mill owners in obtaining grant funding with letters of support.

Through individual technical assistance, grants and the projects such as the Heritage Landscape Inventory Project, TLGV, Inc. has helped most of the Corridor towns capture the history of the area and inventory significant historical sites. Through interviews partners report that this assistance has helped guide community decision-making. For example, stakeholders report that inventories developed years earlier were in continual use as discussions arise for local community development projects. The inventories help community decision-makers protect historic sites.

Through educational events, such as Walktober and technical assistance, TLGV, Inc. has reached every town in the Corridor to capture, promote and pass on the history of the region. Interviews indicated that residents did not know or take pride in the historical or cultural

assets and natural resources in the region. TLGV, Inc. has developed brochures, booklets, and presentation materials and increased the number of rangers/storytellers to share the history of the Corridor.

**In summary, the types of activities undertaken to make an impact in the area of Preservation of Historical and Cultural Assets included:**

- **Early direct funding for the preservation of historic sites;**
- **Technical assistance to help Corridor towns capture the history of the area and inventory historical sites; and**
- **Educational events reaching every town in the Corridor to capture, promote and pass on the history of the region.**

### **3.2.2 Area #2: Protection and Conservation of Natural Resources (Water, Air, Wildlife), Land Use, and Agriculture**

Strategies and activities to advance the goal of protecting and conserving natural resources, land use and agriculture have been wide ranging including the Partnership Grant Program, Land Use Initiatives, Water Quality Programs, Agricultural Initiatives; and Community/Stewardship Education Programs.

### **Partnership Grant Program**

Through the Partnership Grant Program, TLGV, Inc. provided towns/nonprofit organizations with grant awards for trail development, natural resource inventories, and open space and land use plans. Beginning in 2007, the two grant programs were combined into the Mini Grant program.

These grants also supported Program Area 3, the Promotion of Economic Development, Community Revitalization, Tourism, and Recreation, by providing funds for enhancement and restoration projects that promoted community revitalization and supporting the development of brochures, guides, and interpretative materials that promote tourism and economic development. Since 1996, TLGV, Inc. has funded 74 projects with \$2,161,001 in grants under the category of Protection and Conservation of Natural Resources (Water, Air, Wildlife), Land Use, and Agriculture. These grants exceeded their match requirement and leveraged \$9,289,829. Table 3.6 provides an overview of grants provided by TLGV, Inc. for the protection and conservation of natural resources, land use, and agriculture.

**Table 3.6 Number of Grants, Type, Grant and Match Amount by Year for the Protection of Natural Resources, Land Use, and Agriculture**

Year	# of Grants	Grant Amount	Match	Types of Projects
1996	2	\$4,600	\$16,944	Interpretation of Mansfield Hollow Dam/ Wetland restoration project
1997	5	\$14,854	\$36,241	Natural resource inventory/ Restoration/ Preston City master plan/ Restoration of scenic route/ Scenic road study
1998	3	\$21,483	\$30,127	Land use education/ Edwin Way Teale video/ Traveling exhibit
1999	5	\$34,208	\$467,153	Land use education/ Lands of Unique Value/ Wildlife garden/ Exhibit/ GIS software
2000	5	\$184,847	\$228,040	Land use education/ Keeping Track projects/ Nature center reception area/ Corriveau Parcel acquisition/ open space initiative
2001	7	\$45,770	\$270,789	Forest bird analysis/ River project/ Keeping Tracks project/ Scenic routes/ Acquisition of Thompson parcel/ Open space plan/ Land use education
2002	1	\$147,514	\$159,725	Land use education
2003	5	\$177,057	\$199,169	Preston Farm tour/ Green Valley Citizen Science/ Natural resource inventory/ Open space plan/ Land use education
2004	9	\$194,992	\$845,678	Forest birds project/ Stewardship plan/ Green Valley Citizen Science/ Open space and recreation plan/ Boston Turnpike Greenway/ Master plan/ Garden on the Bridge construction documents/ Sediment analysis/ Land use education
2005	6	\$188,814	\$258,810	Greenways/ Preservation project/ Open space plan/ Dam removal feasibility study/ Vernal pool study/ Land use education
2006	7	\$206,023	\$234,994	POCD survey and resource inventory mapping project/ GIS and GPS project/ Trail site assessment study/ Vernal pool inventory/ Little River greenway/ Land use education/ Water Subcommittee (water quality monitoring) coordinator and Thames River Basin Partnership coordinator

Year	# of Grants	Grant Amount	Match	Types of Projects
2007	7	\$169,880	\$198,486	Video/ Access nature project/ Composting project/ GIS initiative/ Open space and recreation plan update/ Land use education/ Water Subcommittee (water quality monitoring) coordinator and Thames River Basin Partnership coordinator
2008	4	\$168,070	\$183,589	Rapid bio assessment project/ Community rain garden/ Water Subcommittee (water quality monitoring) coordinator and Thames River Basin Partnership coordinator
2009	2	\$160,070	\$175,589	Land use education/ Water Subcommittee (water quality monitoring) coordinator and Thames River Basin Partnership coordinator
2010	9	\$245,085	\$5,761,314	Bird conservation center/ Promoting an understanding of agriculture/ Leovich landing/ Conservation and Preservation GIS program/ Educational program/ Getting Green in the Last Green Valley/ Agriculture Preservation Restriction Survey/ Land use education/ Water Subcommittee (water quality monitoring) coordinator and Thames River Basin Partnership coordinator
2011	2	\$160,070	\$175,589	Land use education/Water Subcommittee (water quality monitoring) coordinator and Thames River Basin Partnership coordinator
2012	1	\$12,556	\$15,864	Water Subcommittee (water quality monitoring) coordinator and Thames River Basin Partnership coordinator
2013	1	\$12,556	\$15,864	Water Subcommittee (water quality monitoring) coordinator and Thames River Basin Partnership coordinator
2014	1	\$12,556	\$15,864	Water Subcommittee (water quality monitoring) coordinator and Thames River Basin Partnership coordinator
<b>TOTAL</b>		<b>\$2,161,005</b>	<b>\$9,289,829</b>	

\*Beginning in 2007, the Partnership Grant Program was combined with the Historic Preservation Grant Program.

## Land Use Initiatives

In 1998, TLGV, Inc. entered into a cooperative venture with the University of Connecticut Cooperative Extension Service to form the Corridor Circuit Rider program. By 2000, the Corridor Circuit Rider program was expanded and renamed the Green Valley Institute. As the Corridor was expanded to Massachusetts, the program grew and engaged the new Corridor towns.

The Green Valley Institute focused on providing technical assistance, training, and educational resources to land trusts, private land owners, developers, selectmen, mayors, planning and zoning commissions, conservation commissions, and other municipal officials on land use planning, open space and natural resource conservation, estate planning, forest land management and mapping with Geospatial Information Systems (GIS) and other technology for planning purposes. Educational programs consisted of weekend long retreats, multi-day courses, 1-day forums or conferences, workshop series, seminars, and 1-hour trainings.

The technical assistance and training that was provided helped with the formation of conservation commissions in at least 16 Corridor towns. The creation of town commissions provided an infrastructure that TLGV, Inc. continues to use to partner and effect change on the community level. Between 2000 and 2011 the Green Valley Institute conducted greenway planning with 20 communities, worked with 21 towns to change regulations, ordinances, and guidelines, and gave assistance to 27 towns in developing natural resource inventories.

## Courses on Mapping Tools

The Green Valley Institute offered 1 to 4 day courses on Global Positioning Systems and GIS that taught 139 attendees how to create maps to inform decisions on land use within the Corridor towns. From 2004 to 2011, Green Valley Institute staff worked with planning commissions to provide more in-depth information on how to use information from the maps they created to revise town regulations, ordinances and guidelines to make educated decisions about development in at least 21 communities.

## Land and Forest Conservation Training

Other training provided to community members within the Corridor to inform land use decisions included the development of personal land protection plans, forest stewardship, and assistance with identifying and protecting priority conservation properties.

Table 3.7 provides an overview of the number of Green Valley Institute events and attendees between 2004 and 2010.

**Table 3.7 Number of Green Valley Institute Events/Attendees by Year**

Year	# of events	# of attendees
2004	459	1,269
2005	68	1,379
2006	51	1,223
2007	79	1,259
2008	60	1,528
2009	48	1,073
2010	40	1,027
<b>Total</b>	<b>805</b>	<b>8,758</b>

Although the Green Valley Institute was dissolved in 2011, TLGV, Inc. continues to partner with the University of Connecticut Cooperative Extension Service to offer a more limited number of land use workshops. The impact on land use is demonstrated by receipt of the awards listed in Table 3.8.

**Table 3.8 List of Awards Received by TLGV**

Year	Awarding Organization	Name of Award
2002	Connecticut Greenway Council	Outstanding Education Award
2002	Connecticut Chapter of the Society of Landscape Architecture	Outstanding Communication Award
2003	Connecticut Chapter of the American Planning Association	Public Program Award for public awareness of land use principles
2003	Connecticut Greenways Council	Outstanding Volunteer Program Award for the Green Valley Brush Brigade
2004	Connecticut Chapter of the American Society of Landscape Architecture	Frederick Law Olmstead Award
2004	Connecticut Forest and Parks Association	Outstanding Organization Award
2005	American Planning Association	Public Education Award

### Agricultural Initiatives

TLGV, Inc. conducted some activities in support of agricultural businesses during the first 10 years of designation. In 2001 TLGV, Inc. partnered with 9 organizations to conduct a conference with 1,400 attendees emphasizing the importance of sustainable agriculture. Beginning in 2006, TLGV, Inc. staff organized the Tastes of the Valley, a farm-to-table Initiative designed to connect local chefs to the agricultural resources in the community and introduce the public to these resources (see Program Area #3). However, agricultural initiatives became a priority area beginning in 2008 with work initiated through the following key planning documents:

**Farms to Purveyor Study:** In 2008, TLGV, Inc. received funds from the United States Department of Agriculture, the Rural Business Cooperative Service, and the Farm Credit New England AgEnhancement Program and, working with a consultant, conducted a feasibility study for connecting farms and purveyors. A report from the study summarized information received from farmers and commercial buyers, identified model economic marketing activities, and recommended strategies to promote agricultural economy in the Corridor such as networking, cooperatives, and green technology.

**Farm Survey:** In 2009, TLGV, Inc. surveyed 550 agricultural businesses in the Corridor to determine farmers' needs and learned that 47% of those who responded planned to expand their business and 48% were interested in diversifying their business. Farmers indicated that the economy, weather, and labor were the biggest challenges that they face and 56% were willing to join a region-wide farmer's organization with expressed interest in green technology, cooperatives, processing, and networking.

**Foodshed Plan:** In 2010, TLGV, Inc. received foundation funding to support the development of a plan to increase the value of land, increase regional food production, and stabilize agricultural businesses.

**Green and Growing -A Call to Action:** Working with more than 11 partners, this comprehensive regional plan aims to sustain and expand food, fiber, and forest production and related agricultural economies.

Ongoing programs in this area include:

**AGvocate Program:** Since 2010, TLGV, Inc. partnered with six organizations to create this program aimed to strengthen farm friendliness in municipal regulations and promote agricultural businesses. Similar to the

technical assistance and training completed for land use planning, TLGV, Inc. staff worked with town representatives to draft ordinances to establish Agricultural Commissions in five towns. By 2012, the program was working with 14 towns to increase farm friendliness, inform planning, and revamp regulations, ordinances, and guidelines. The program also hosted educational events on protecting and stewarding farmland reaching 160 participants in 2011 and 2012. In 2014, the Connecticut Department of Agriculture expanded the program statewide. The 14 towns continue to meet quarterly in a regional network and receive educational forums and events.

### Mastering the Business of Agriculture (M.B.Ag)

**Program:** In 2012, TLGV, Inc. partnered with the University of Connecticut and Quinebaug Valley Community College to create the M.B.Ag Program. In the first year, an advisory committee created a curriculum aimed to provide technical assistance in business planning to farmers including the value of planning, marketing, budgeting, goal setting, and writing a business plan. By 2014, 31 attendees from 16 farms participated in a 10-week course with 100% indicating that they would recommend the class to others.

### Water Quality Monitoring Program

In 2006, TLGV, Inc. partnered with the Eastern Connecticut Conservation District to hire and fund a part-time coordinator to develop the Water Quality Monitoring Program. In the initial year, the part-time coordinator worked with Connecticut Department of Energy and Environmental Protection and Massachusetts Department of Environment Protection to reconcile differences in the state protocols for accepting volunteer data on water quality monitoring. Now federal and state approved protocols are in place for each type of monitoring activity. In the first year, volunteers were recruited and trained to monitor 8 sites on the French River. Since inception, the type of assessments and number of sites monitored has grown. Table 3.9 provides the number of sites receiving water quality monitoring by year.

**Table 3.9 Number of Sites Monitored by Year**

Year	# of sites
2006	8
2007	75
2008	100
2009	71
2010	30
2011	109
2012	148
2013	143
2014	118

The program includes approximately 100 volunteers per year. While many return from one year to the next, staff train up to 50 new volunteers each year. Volunteers complete a range of monitoring activities including:

- **Stream Walk:** Volunteers observe and record information collected walking along streams such as healthy conditions and problems such as erosion and illegal discharges;
- **Bacteria Monitoring:** Volunteers collect water samples to look for bacteria such as E. Coli;
- **Water Chemistry Monitoring:** Volunteers use a sophisticated probe to measure water characteristics such as dissolved oxygen levels, pH, temperature, turbidity, and conductivity allowing for the detection of short and long term water quality problems;
- **Rapid Bioassessment:** Volunteers collect bugs that live along stream bottoms to help detect water quality problems;
- **Secchi Disk Monitoring:** Volunteers lower this tool into lakes and ponds to measure water clarity;

- **Water Temperature Monitoring:** Volunteers use a tool to measure long-term trends in water temperature in streams; and
- **Nutrient Monitoring:** Volunteers use a number of tools to measure nutrient levels in various water bodies.

Data are analyzed and submitted to the states for planning purposes. Information has helped to target educational and cleanup efforts. In 2010, TLGV, Inc. received the Project Partnership Award from the Eastern Connecticut Conservation District for the Water Quality Monitoring Program.

### **Clean Up Initiatives**

Each year, TLGV, Inc. supports cleanups throughout the Corridor with small grants in the amount of \$500. These funds are used to purchase needed materials such as trash bags, gloves, and safety vests for volunteers as well as publicity and food for volunteers. Over the past three years, 3,200 volunteers have removed approximately 74,700 pounds of trash from waterways, roadways, parks and trails, according to TLGV, Inc. annual reports.

### **Thames River Basin Partnership**

TLGV, Inc. staff participates in this cooperative initiative to develop a regional approach to natural resource protection. The Partnership includes a diverse coalition of government and non-profit organizations, educational institutions, industries, and municipalities joined by the common vision of protecting the Thames River watershed. In 2012, the partnership created a planning document that identified the highest value natural resources in the region with recommended action steps on how they may be protected. It continues to meet four times a year to share information, network, and collaborate on projects. TLGV, Inc. supports a part-time coordinator for the Thames River Basin Partnership who coordinates these meetings as well as an Annual Floating Workshop to educate community members on natural resource conservation.

### **Wildlife Conservation**

One example of wildlife conservation efforts in TLGV NHC is the Eagle Monitoring Program. Initiated in 2010, volunteers participated by assisting CT DEEP with the national midwinter eagle survey. Information on the number of eagles spotted is shared with the states and contributed to the planning for wildlife protection initiatives. Since its inception the program has grown from 13 volunteers to more than 50 monitoring in more than 20 locations.

### **Community/Stewardship Education**

TLGV, Inc. has a number of programs to promote stewardship and educate community residents about natural resource protection including:

**Watershed Education Program:** Initiated in 2012, TLGV, Inc. hired a part-time Educational Outreach Coordinator to develop and implement the Watershed Education Program. The program is a free 30-45 minute interactive educational unit for students in 4th through 8th grades designed to meet state educational standards. The hands-on program uses watershed maps and an Enviroscape, a table-top watershed model, to teach students about pollution prevention and best management practices to help keep pollution from entering waterways. Students learn to analyze maps, ask questions, make observations, and predict how day-to-day activities can impact storm water and water quality. Previously the program has been funded in part by the Environmental Professionals' Organization of Connecticut and is currently funded in part by Charter Oak Federal Credit Union. Since 2012, the program has trained 4,232 students in 29 schools, camps, and community festivals, according to the Educational Outreach Coordinator's records.

**Woodland Ambassadors' Program:** TLGV, Inc. supports technical assistance activities to strengthen forest stewardship. Beginning in 2012 with the Southern New England Heritage Forest Regional Pilot Project, TLGV, Inc. joined with a number of partners to formulate the Woodland Ambassadors' Program. The program recruits and assists forest landowners within

a community to engage with one another one-on-one or in group settings to promote the conservation of forests in the Corridor; most of which are privately owned. In 2014, 22 events with 305 attendees were held. Following the events TLGV conducted an evaluation and results indicated that the majority of attendees had never spoken with a consulting forester prior to the program, 75% had never spoken with a land trust or government agency to learn about conservation options and 90% had never consulted with estate planning professional. Following the events, approximately 50% of respondents indicated that they were interested in speaking with a forester and taking steps towards forest management and conservation.

**Source to Sea Expedition:** In 2009, TLGV, Inc. organized a 9-week expedition to connect community members to the watershed, educate the public on how behavior can impact water quality, and highlight recreational opportunities around the water. The event was sponsored by 95 partner organizations. More than 500 attendees paddled through major tributaries over 160 miles on 9 rivers. Over 90 events were held during this time period with up to 20,000 attendees. Volunteers provided education and asked community members to sign a pledge to become stewards of the water.

**The Rangers and Outreach Program (described above):** The program provided talks on five topics related to the protection and conservation of natural resources including

- Your Green Oasis: The Forests of The Last Green Valley
- On the Wild Side: Exploring the Flora and Fauna of the Last Green Valley
- Connecting the Drops: Sources to Sea Through the Last Green Valley
- Take a Walk in The Last Green Valley
- The Last Green Valley: It's Where You Live

In 2014, the rangers provided 37 presentations to an estimated 840 people.

### **Impact/Outcomes for the Protection and Conservation of Natural Resources (Water, Air, Wildlife), Land Use, and Agriculture**

Overall, TLGV, Inc. has invested most of its resources into the activities for the protection and conservation of natural resources, land use, and agriculture. Specifically, \$2,161,001 has been provided in direct funding for projects throughout the Corridor since 1996. A significant amount of education and technical assistance has been provided through the Green Valley Institute, by TLGV, Inc. staff and through the Ranger Program. Available data shows that these programs have been received across the Corridor reaching significant number of community members. For example, between 2004 and 2010 the Green Valley Institute provided 805 events with a total of 8,758 attendees. Key informant interviews indicate that these activities have helped towns to protect natural resources, make better land use decisions, and promote sustainable agriculture.

TLGV Inc.'s approach to activities in this area has been strategic. Using a "train-the-trainer" model, TLGV, Inc. and the Green Valley Institute established commissions in most of the Corridor towns in the areas of land use and agriculture. By creating commissions and promoting the concept of stewardship, they developed points of contact within each town with whom they could communicate. Education and technical assistance activities were targeted, in part, to members of the commissions who promoted stewardship within their towns, and served as local spokespeople to influence community-level decision-making for local planning efforts and policy changes. For example, between 2000 and 2011, the Green Valley Institute conducted greenway planning with 20 communities, worked with 21 towns to change regulations, ordinances and guidelines and gave assistance to 27 towns in developing natural resource inventories. TLGV, Inc. also worked with 14 towns to increase farm friendliness, inform planning, and revamp regulations, ordinances, and guidelines. The awards that the TLGV, Inc. and the Green Valley Institute have received in this area demonstrate community recognition for their work in this area.

TLGV, Inc. has made strides in the promotion of sustainable agriculture through efforts to form agricultural commissions and learned lessons related to engaging farmers. Outreach strategies have ranged from posting information on TLGV NHC web site to individual face-to-face engagement and education. Further evidence is the success of the AGvocate Program that was expanded statewide by the Connecticut Department of Agriculture in 2014.

TLGV, Inc. has also made significant contributions to creating a better understanding and making improvements in water quality. Since 2006, 110 volunteers have conducted 7 types of water quality monitoring and submitted data to the states for planning purposes. The Watershed Education program has trained 4,232 students in 29 schools, camps, and community festivals since 2012. Stewardship has also increased with programs such as Sources to Sea, the Woodlands Ambassadors, and the Rangers program. For example, volunteers have removed approximately 74,700 pounds of trash from waterways, roadways, parks and trails just in the past 3 years.

**In summary, the types of activities undertaken to make an impact in the area of the Protection and Conservation of Natural Resources included:**

- **Significant education and technical assistance to help towns protect natural resources, make better land use decisions and promote sustainable agriculture.**
- **Establishing Land Use and Agricultural Commissions in most of the Corridor towns to promote stewardship, influence community-level decision-making on the development of regulations, ordinances and guidelines, and stimulate greenway, farm-friendliness and other local level planning.**
- **Engaging over 100 volunteers per year since 2006 in extensive water-quality monitoring and submitting data to the state to guide planning and clean-up efforts; and**
- **Educating 4,232 students since 2012 for the protection of the watershed.**

### **3.2.3 Area #3: Promotion of Economic Development, Community Revitalization, and Tourism, Recreation**

TLGV, Inc. has undertaken a number of strategies and activities to promote economic development, community revitalization, tourism, and recreation in the region.

#### **Economic Development/Community Revitalization Initiatives**

As described above, TLGV, Inc. provided grant awards to towns and nonprofit organizations through the Partnership Program. Awards included visitor center enhancements, streetscape improvements, and park enhancements/site restoration. See Table 3.10 for more detail. Interviews with partner organizations indicated that receiving grant awards stimulated communities to undertake additional revitalization efforts and take pride in their communities.

Similarly, TLGV, Inc. supported the development of walking/hiking/biking/paddling trails, including needs assessments, planning studies, and trail signage through the Partnership Program and other mechanisms. Examples of outcomes include the designation of 21 miles of Williamantic River Water Trail as a National Recreation Trail and the expansion of the previously designated Quinebaug River Water Trail (45 miles).

Many of the previously described events for historic preservation and natural resource conservation also stimulated economic development such as Tastes of the Valley, a farm-to-table initiative that TLGV organized annually for the past nine years; Walktober, which drew 60,000 attendees last year; and the proliferation of farmer's markets (advertised by TLGV, Inc. since 2006). TLGV, Inc. also organized clean-ups that not only promoted natural resource conservation but also community revitalization. See section 3.2.2 for more detail. Since 1996, TLGV, Inc. has funded 64 projects with \$348,330 in grants under the category of Economic Development/Community Revitalization. These grants exceeded their match requirement

leveraging \$2,106,377. Table 3.10 provides an overview of TLGV, Inc. grants provided for promotion of

economic development, community revitalization, tourism and recreation.

**Table 3.10 Number/Type, Grant/Match Amount for Projects to Promotion of Economic Development, Community Revitalization and Tourism, and Recreation by Year**

Year	# of Projects	Grant Amount	Match	Types of Projects
1996	10	\$41,650	\$1,276,295	Neighborhood enhancement/ Air Line Trail survey/ Thematic interpretive daypacks/ Tourism brochure on waterways/ Trail feasibility study/ River trail development/ Urban renewal project
1997	4	\$15,914	\$22,348	Expansion of day pack program/ Development of portage and trails/ Tourism brochure/ Construction of pavilion
1998	4	\$17,000	\$20,615	Kiosk/ Tourism brochures/ Recreation guide
1999	2	\$9,000	\$33,010	Student daypack program/ Wauregan Riverfront Park study
2000	3	\$19,000	\$23,312	Air Line trail design manual/ Ardlock Acres trail/ Julia Burgess Park
2001	5	\$23,905	\$196,273	Trail bridge/ Link trail/ Sanctuary bridge/ Brochures/ Outreach program
2002	0	\$0	\$0	
2003	6	\$37,391	\$36,391	Brochures/ Kiosk/ Heritage trail/ Greenways and study trail/ South Street Gateway project/ Multi-purpose trail design/ Festival
2004	6	\$43,895	\$110,974	Bridge replacement/ Resource and activity guide/ Self-guided walking tour/ Canoe launch/ Trail/ Library addition and connector
2005	3	\$38,170	\$89,814	Trails/ Streetscape improvement plan/ Canoe and kayak guide
2006	5	\$31,878	\$61,780	Streetscape project/ Farmers' market plan/ Improvements to trail system/ Sprague River Park/ Southbridge FEST
2007	4	\$5,777	\$26,115	Wheelchair accessible fly-fishing ramp/ Pak and trails web guide/ Nature lodge repairs and specimens/ Brochures

Year	# of Projects	Grant Amount	Match	Types of Projects
2008	4	\$12,370	\$14,103	Nature fitness trail/ Farmers' market/ Trolley line/ Trail project
2009	0	\$0	\$0	
2010	5	\$42,380	\$157,492	Staycation site/ Improving public accessibility and awareness of moss sanctuary/ Property-easement acquisition/ Mechanical system design and bid specification prep for HVAC/ Trolley trail connection project
2011	0	\$0	\$0	
2012	0	\$0	\$0	
2013	0	\$0	\$0	
2014	0	\$0	\$0	

### Tourism and Recreation

Through the Partnership Program, TLGV, Inc. has also provided towns and nonprofit organizations with grant awards for the development of brochures and other interpretative materials that allowed them to promote the historic and recreational opportunities in the Corridor communities. See Table 3.11 for more detail. In addition to providing assistance for material development, TLGV, Inc. has created the following brochures, guides, newsletters and facts sheets.

TLGV, Inc. staff have partnered with local Chambers of Commerce and the Connecticut Eastern Regional Tourism District to promote tourism and events and activities in the TLGV NHC. Over the years, the partnership has included assistance setting up a new tourism office, reprinting and revising informational materials, reaching out to regional historic and cultural organizations to publicize and maintain a web calendar of events. By 2005, TLGV, Inc. was distributing brochures to over 40 sites throughout the Corridor. In 2006, due to budget cuts, these tourism partners struggled to maintain the same level of activity. For two years, TLGV, Inc. stepped in to fill the void for the community, by doubling their tourism activities to effectively market TLGV NHC as a tourist destination.

**Table 3.11 Sample of Brochures, Guides, Newsletters and Facts Sheets by TLGV**

Name of publications
<b>Brochures/Booklets</b>
Agricultural Brochure
For the Common Good brochure
Green and Growing brochure
Notable and Notorious booklet
<b>Fact Sheets</b>
Facts sheet series on community planning
Facts sheets on standards for commercial development
Facts sheet series on community involvement
<b>Guides/Maps</b>
Green Valley Connections: A Guide to Linking Greenways, Blueways and Wildlife Corridors
Greenway and Blueway maps
Kid's Guides for Last Green Valley Ventures
Quiet Corner Getaway Guide
Quinebaug River Paddle Guide
Village Venture tour and map
Visitor's Guide
Walking Guide
Walking Weekend(s)/Walktober Guide
Wild Guide
Willimantic River Water Trail Paddle Guide

**Name of publications****Newsletters**

Corridor Connections Newsletter  
Voices of the Valley Newsletter

**Planning Documents**

Managing Development Along Scenic Roads:  
Guidelines for Municipal Officials, Landowners,  
and Developers  
Selecting Trees for along our Streets and Roads  
Your Family’s Land: Legacy or Memory

**Other Materials**

Little Known Treasures in TLGV Hiking and  
Outdoor Experiences free SmartPhone App  
Video/CD on the significance of TLGV

In 2007, TLGV, Inc. organized an event allowing organizations within the Corridor to meet and swap brochures. According to TLGV Annual Report, more than 50 attendees came to the first event. TLGV, Inc. now participates in the annual Brochure Swap organized by the Eastern CT Regional Tourism District. Throughout the year, TLGV, Inc. also distributes brochures to over 100 informational racks throughout the Corridor.

**Visitor’s Centers:** Originally, the vision of TLGV, Inc. was to establish and support four visitors’ centers in the four corners of the Corridor. The first was an existing center at in Sturbridge, Massachusetts, located just outside Old Sturbridge Village. This center continues to operate and is supported by the Chamber of Commerce of Central Mass South. While the visitors’ center for Thompson did not materialize, the TLGV office in Danielson also serves as a visitors’ center on weekdays for the eastern edge of the NHC. TLGV, Inc. supported the development of visitors’ centers in Windham and Norwich. The Windham visitors’ center is open on weekdays, and the Windham Textile Museum serves as a weekend visitors’ center for the area. The Norwich Visitors’ Center is open Wednesdays through Sundays.

**Website:** TLGV, Inc. has been managing one or more websites to disseminate information and promote TLGV NHC events and activities. Website activity promotes priority areas often with the addition of new pages or sites, such as Green Valley Institute programs

in 2004, tourism in 2006; land use in 2007; AgInfo in 2010; and interactive maps in 2011.

**Other Advertising:** Since inception, TLGV, Inc. staff have written various newsletters, weblogs, and articles for local newspapers such as the Norwich Bulletin. In 2011, they began to distribute information through e-Newsletters:

- *Voice of the Valley*
- *Historic Society newsletter*
- *Tourism Trends*
- *Currents from Source to Sea*
- *It’s Happening in The Last Green Valley*

Additionally, substantial effort is made to advertise through radio shows, newspaper, local TV, magazines, and other means including social media. TLGV Facebook page, created in 2010, currently has more than 2,200 followers. In some years they have responded to over 3,000 inquiries from reader response.

Other vehicles for “getting the word out” about TLGV NHC include the Rangers and Outreach Program and the Holiday Dazzle Light Parade. As described above, the Rangers and Outreach Program provides presentations on the history of the region and the protection of natural resources. Additionally, rangers and volunteers participated in fairs, events, and festivals helping to educate thousands of people about TLGV NHC. In 2014, the program extended to over 40 events. Holiday Dazzle Light Parade is an annual promotional event organized by the town of Putnam. TLGV, Inc. was the Grand Marshal in 2013 in honor of the upcoming 20th anniversary of the National Heritage Corridor. In 2014, more than 120 floats were decorated in holiday lights drawing over 20,000 spectators.

**Tourist Packages:** In order to further promote tourism, TLGV, Inc. created The Last Green Valley Ventures program in 2004. The program created three tourist themed packages: Green and Growing; Wild and Wonderful; and Village Visits. Information on these themes were circulated throughout the Corridor to engage visitors in the available natural and historic resources.

**Membership Program:** In 1998, TLGV, Inc. had 100 members. In an effort to garner more financial support for the organization and foster more community support for the mission, TLGV, Inc. expanded its membership program in 2006 by providing more benefits to members including monthly member programs, such as lectures and guided hikes and paddles. Since 2008, membership has been maintained at between 700-800 members. (See Section 5 for a more detailed description of the Membership Program).

### **Impact/Outcomes for the Promotion of Economic Development, Community Revitalization, Tourism and Recreation**

Interviews with staff, Board, and partners highlighted a change in the region since 1997. Many stated that the residents of the region did not know or take pride in the historical or cultural assets and natural resources in the region. People reported that the community perspective was one of confusion why outsiders would want to visit. They indicated that TLGV, Inc. has helped to turn that community image around by highlighting and preserving the natural and historic resources of the community. Intercept and partner interviews suggest that it has also stimulated a sense of pride for residents in the Corridor. Some Board and staff reported that they believe that TLGV's greatest impact has been in this program area.

Information received through interviews indicated that state tourism funding has fluctuated over the years. TLGV, Inc. has filled in the gaps in years that tourism was not otherwise supported by hiring a director of tourism and increasing activities related to this program area. Assuming this role has periodically resulted in some contentious, competitive relationships with tourism partners who were advocating for tourism resources. However, information received from interviews indicates that these relationships have improved and TLGV, Inc. is viewed as a valuable partner in the region.

Evidence suggests that tourism has increased. In 2013, TLGV, Inc. hired an outside consultant to conduct a visitors' survey. Interviews were conducted at 22

sites. One study showed that the number of those staying overnight has increased with now 66% of those visiting TLGV NHC reporting that they were day trippers. On average, visitors made 5.5 trips per year to the region. Increases in repeat visitors who are staying longer has impacted economic development in the region, specifically restaurants and bed and breakfasts. The study examined spending patterns for visitors and estimated that the total economic impact of tourism was \$278 million, based on documented figures of 1.9 million visitors in 2013. Ninety-five percent of visitors stated that they had visited TLGV NHC before and 91% reported that they are likely to return. Other indicators that TLGV, Inc. has had an impact in this program area are in the awards received. TLGV, Inc. received the Spirit of Connecticut Award for its quality presentation of tourism resources in the Corridor in 2001 and the Connecticut Greenways Council Nonprofit Award for promoting recreation and good stewardship of land and water resources in 2010.

### **In summary, the types of activities undertaken to make an impact in the area of the Promotion of Economic Development, Community Revitalization, Tourism and Recreation included:**

- **Providing \$348,330 in grant funding 64 economic development and community revitalization projects that partners indicated has stimulated additional revitalization efforts within the Corridor;**
- **Supporting the development of walking, hiking, biking, and paddling trails with grant funding, needs assessments, planning studies, and trail signage;**
- **Developed and circulated brochures, facts sheets, guides, maps, newsletters, planning documents and other materials in promotion of this program area; and**
- **Conducted extensive public outreach through educational events, tourist packages, TLGV, Inc. membership program, the visitors' centers, advertising through radio shows, newspapers, local TV magazines and TLGV Website(s).**

### 3.3 Summary

The evaluation determined that over the last 19 years, TLGV, Inc. has addressed each of its legislated purposes and goals outlined in the management plan through the federal resources provided. Accomplishments have been documented in the areas of:

- Preservation of Historic and Cultural Assets
- Protection and Conservation of Natural Resources (Water, Air, Wildlife), Land Use, and Agriculture
- Promotion of Economic Development, Community Revitalization, and Tourism, Recreation

In the area of preservation of historic and cultural assets, TLGV, Inc. supported at least 13 projects with grants totaling over \$92,000 to restore historic textile mills so that they may be used for business or other purposes between 1998 and 2000 as well as an additional 112 projects to preserve historic and cultural assets with \$1,009,024 in grants. TLGV, Inc. also provided technical assistance to help Corridor towns capture the history of the area and inventory historical sites and educational events reaching every town in the Corridor to capture, promote and pass on the history of the region.

Since its inception, the Walking Weekend(s)/ Walktober program which provides recreational and educational events designed to promote goals across all three program areas has reached more than 250,000 people from within and outside the Corridor.

In the area of the protection and conservation of natural resources, since 1996 TLGV, Inc. has provided \$2,161,001 in direct funding for 74 projects throughout the Corridor. A significant amount of education and technical assistance was conducted **to help towns protect natural resources, make better land use decisions and promote sustainable agriculture.** TLGV, Inc. in partnership with the Green Valley

**Institute also established Land Use and Agricultural Commissions in most of the Corridor towns to promote stewardship, influence community-level decision-making on the development of regulations, ordinances and guidelines, and stimulate greenway, farm-friendliness and other local level planning.**

Other achievements in this program area include substantial water quality monitoring and education. Since 2006, 110 volunteers have conducted 7 types of water quality monitoring and submitted data to the states for planning purposes. The Watershed Education program has trained 4,232 students in 29 schools, camps, and community festivals since 2012.

In the program area of promotion of economic development, community revitalization, tourism, and recreation, since 1996 TLGV, Inc. has funded 64 projects with \$348,330 in grants **that partners indicated has stimulated additional revitalization efforts within the Corridor. TLGV, Inc. has supported the development of walking, hiking, biking, and paddling trails with grant funding, needs assessments, planning studies, and trail signage. They also developed and circulated brochures, facts sheets, guides, maps, newsletters, planning documents and other materials in promotion of this program area and conducted extensive public outreach through educational events, tourist packages, TLGV, Inc. membership program, the visitors' centers, advertising through radio shows, newspapers, local TV magazines and TLGV Website(s).**

Though the amount of funding and number of activities directed towards each of these goals has changed over time, TLGV, Inc. has made significant investments in each of the three program areas. The available outcomes suggest that these investments have had a positive impact on the community.

## Section 4 – Public/Private Investments in The Last Green Valley NHA and their Impact

The legislation that created TLGV, as amended by Congress in 1999, 2009, and 2014, mandated the following concerning federal NPS appropriations to TLGV:

- (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 \$15,000,000 may be appropriated for the Corridor under this title after the date of the enactment of the Quinebaug and Shetucket Rivers Valley National Heritage Corridor Reauthorization Act of 1999.”
- (b) 50 PERCENT MATCH.— Federal funding provided under this title 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 TLGV NHC activities, determine if the TLGV, Inc. met legislative requirements with regard to additional investments required, and summarize the ways in which TLGV, Inc. made use of heritage corridor investments.

### 4.1 Investments in NHC Activities

The financial investments that support TLGV, Inc. activities can be divided into the following categories:

- Federal NPS HPP Funding – Funding provided to TLGV, Inc. through NPS since 1996;
- Non-NPS Federal Funds --- Funding provided to TLGV, Inc. through non-NPS Federal sources since 1996; and
- Match/Leverage Funds— Match/leverage funds include funds received by TLGV, Inc. to meet the matching funds requirement including state, local government, foundation, non-profit, corporate sponsors, in-kind donations, private and other

non-Federal match as well as funds received by partners in the heritage Corridor used to support the mission of TLGV, Inc.

Based on audited financial statements from the years 1996 through 2014, over \$264 million in financial resources were directed towards TLGV-related activities. Table 4.1 presents more detail on the financial support of TLGV, Inc. The funding allowed the organization to implement activities that fulfilled the goals of the authorizing legislation and the Management Plan, including: education, tourism, and preservation/conservation/community revitalization activities, as well as the provision of collaboration, technical assistance, and grant support to communities and organizations.

Since authorization in 1996, the TLGV, Inc. was allocated \$11,008,942 from NPS in Heritage Partnership Program funds and \$230,699 non-NPS Federal funds. TLGV, Inc. has carried NPS funds over each year, in part because NPS funding allocations were up to 6 months delayed from the beginning of the federal fiscal year to the time of passing of the budget allocations, approval of work plans, and awarding of funds in the cooperative agreements. In Table 4.1 we estimated the amount of NPS funds carried over by calculating the difference in NPS funds allocated and expended, according to the annual audits.

By Congressional instruction, TLGV, Inc. must match its federal assistance equally with non-federal dollars; that is, the NPS contribution must not exceed 50% of total expenditures. These match funds consist of money that goes towards furthering the mission of NPS from other government agencies or private entities. In total, TLGV, Inc. met the match requirement with \$253,628,334 in other funding sources received by TLGV, Inc. and by their partner organizations.

**Table 4.1 Overview of Investments Received by Year**

Year	NPS HPP Funds Allocated*	NPS HPP Funds Expended*	Other Non-NPS Federal Funds	Cumulative NPS Funds Carried Over	Match/ Leverage Funds	Total
1996	\$200,000	\$43,636	\$0	\$156,364	\$331,000	\$531,000
1997	\$200,000	\$184,315	\$0	\$172,049	\$1,300,000	\$1,500,000
1998	\$181,000	\$222,861	\$0	\$130,188	\$2,400,000	\$2,581,000
1999	\$190,000	\$283,890	\$0	\$36,298	\$3,350,000	\$3,540,000
2000	\$248,000	\$246,736	\$0	\$37,562	\$8,984,000	\$9,232,000
2001	\$515,000	\$438,695	\$0	\$113,867	\$14,000,000	\$14,515,000
2002	\$750,000	\$580,251	\$0	\$283,616	\$7,000,000	\$7,750,000
2003	\$844,000	\$728,323	\$0	\$399,293	\$15,245,959	\$16,089,959
2004	\$790,000	\$1,062,040**	\$2,000	\$127,253	\$23,164,645	\$23,956,645
2005	\$838,000	\$727,416	\$0	\$237,837	\$13,233,912	\$14,071,912
2006	\$788,230	\$988,894	\$9,500	\$37,173	\$13,460,070	\$14,257,800
2007	\$722,270	\$759,163	\$0	\$280	\$17,058,730	\$17,781,000
2008	\$711,721	\$584,145	\$0	\$127,856	\$31,401,197	\$32,112,918
2009	\$711,721	\$585,842	\$41,606	\$253,735	\$23,568,705	\$24,322,032
2010	\$712,000	\$759,906	\$834	\$205,829	\$22,803,166	\$23,516,000
2011	\$685,000	\$540,815	\$33,270	\$350,014	\$29,222,616	\$29,940,886
2012	\$666,000	\$627,696	\$21,896	\$388,318	\$14,504,195	\$15,192,091
2013	\$590,000	\$676,251	\$86,265	\$302,067	\$6,194,144	\$6,870,409
2014	\$666,000	\$677,089	\$35,328	\$290,978	\$6,405,995	\$7,107,323
<b>Total</b>	<b>\$11,008,942</b>	<b>\$10,717,964</b>	<b>\$230,699</b>	<b>—</b>	<b>\$253,628,334</b>	<b>\$264,867,975</b>

\* NPS funds received and expended were based on Independent Audits from 1996-2000 and Federal audits from 2001-2014.

\*\* Includes \$249,526 of funds contracted for, and not expended, in previous years which were not reflected in those audits because TLGV, Inc. moved from a cash to an accrual accounting system.

Table 4.2 presents the federal NPS funds, and the amount of match and leverage obtained per year from different sources including state, local government, and private/donations by year. Match funding includes money that goes directly to TLGV, Inc. as well as money that goes to partner agencies for programs in which TLGV, Inc. has invested. These match funds include private donations, membership fees, and in-kind donations, such as volunteer hours. The monetary value of volunteer hours varies greatly, depending on whether the volunteer was skilled or unskilled labor, the activity conducted, and the entity for which they volunteered. Leverage funding consists of funds that indirectly support TLGV NHC. For instance, money used by the state government to create a recreation park would count towards leverage funding for TLGV, Inc., as it contributes to its mission. TLGV, Inc. records do not distinguish between financial investments

made to partner organizations to fund programs, in which TLGV, Inc. invested and financial investments made to partner organizations within the corridor that support the mission of TLGV, Inc. but into which it did not invest. Examples of these investments include purchases of development rights for agriculture and open space, façade improvements and streetscapes; funds for land preservation and wildlife preserves.

As can be seen from Table 4.2, the amount of match/leverage funds received fluctuates year to year. This is due in part to state or other funding for larger projects received in specific years. Following 2012, amounts reported are limited to those funds that came directly to TLGV, Inc. or were made to partner organizations to fund programs, in which TLGV, Inc. invested and exclude funds leveraged by other organizations investing in the Corridor.

**Table 4.2 NPS and Matching Funds by Year**

Year	NPS /HPP Funds Expended	State Funds	Private/Non-Profit Funds	Total Match/ Leverage	NPS/Total Expenditure
1996	\$43,636	–	–	\$331,000*	0.12
1997	\$184,315	–	–	\$1,300,000*	0.12
1998	\$222,861	–	–	\$2,400,000*	0.08
1999	\$283,890	\$919,000	\$601,000	\$3,350,000	0.08
2000	\$246,736	\$3,700,000	\$724,000	\$8,984,000	0.03
2001	\$438,695	\$4,830,000	\$4,520,000	\$14,000,000	0.03
2002	\$580,251	\$1,800,000	\$2,500,000	\$7,000,000	0.08
2003	\$728,323	\$10,262,360	\$1,768,957	\$15,245,959	0.05
2004	\$1,062,040	\$6,203,996	\$11,317,749	\$23,164,645	0.04
2005	\$727,416	\$7,423,275	\$3,558,169	\$13,233,912	0.05
2006	\$988,894	\$5,071,328	\$1,953,854	\$13,460,070	0.07
2007	\$759,163	\$1,739,845	\$9,155,606	\$17,058,730	0.04

Year	NPS /HPP Funds Expended	State Funds	Private/Non-Profit Funds	Total Match/ Leverage	NPS/Total Expenditure
2008	\$584,145	\$19,205,149	\$9,709,337	\$31,401,197	0.02
2009	\$585,842	\$12,282,436	\$7,093,865	\$23,568,705	0.02
2010	\$759,906	\$4,871,260	\$10,158,830	\$22,803,166	0.03
2011	\$540,815	\$15,540,515	\$4,264,356	\$29,222,616	0.02
2012	\$627,696	\$513,173	\$6,561,611	\$14,504,195	0.04
2013	\$676,251	\$393,616	\$4,207,651	\$6,194,144	0.10
2014	\$677,089	\$636,107	\$4,956,483	\$ 6,405,995	0.10
<b>Total</b>	<b>\$10,717,964</b>	<b>\$95,392,060</b>	<b>\$83,051,468</b>	<b>\$253,628,334</b>	<b>0.04</b>

\* Specific breakdown between state match, local government match, and private match not available.

The review demonstrated that TLGV, Inc. was able to meet the match requirement and leverage support estimated to be valued at \$253,628,334 in other funding sources. With contributions from other organizations, NPS averaged only 4% of the total expenditure.

## 4.2 Use of Financial Resources

TLGV, Inc. uses funding provided by the NPS to support operational expenses including salary and administration funds, as well as programmatic activities.

### Programmatic and Operational Expenditures

TLGV, Inc.'s yearly expenses, funded through both federal and non-federal sources, are displayed in Table 4.3. Expenditures reported with audit reports are divided between operational expenses, programmatic expenses, and fundraising expenses. Operational expenses may include staff salaries, insurance, office supplies and equipment, utilities and phone, unemployment compensation, office moves, and other administrative expenses. Programmatic expenses are those resources dedicated to TLGV, Inc. activities, such as: preservation of historic and cultural assets; protection and conservation of natural

resources; and promotion of economic development, community revitalization, and tourism, recreation. Lastly, fundraising expenses, funded through non-federal sources, include both operational and program expenses for activities directed towards raising more revenue for TLGV, such as Taste of the Valley.

As seen in Table 4.3, since 1997, TLGV, Inc. has spent a total of \$1,470,948 on operational expenses, with yearly expenses ranging from \$27,589 to \$153,522. The variation in numbers is due to start up office costs related to two office moves, unemployment claims/compensation, attorney costs, overall levels of staffing, increased sophistication in tracking staff time (and corresponding ability to allocate to programs), and major office equipment purchases. A total of \$10,080,098 was spent on program expenses for the reporting period. Program expenses fluctuated year to year, ranging from \$143,475 to \$886,045. More detail is presented in Table 4.4 below. Fundraising expenses for the reported period total \$694,997. The amount spent on fundraising range from a low of \$3,735 in 2000 to \$96,650 in 2013. In total, the programmatic, operational, and fundraising expenses sum to \$12,266,043.

**Table 4.3 TLGV, Inc. Operational and Program Expenses by Year**

Year	Operational Expenses	Program Expenses	Fundraising Expenses*	Total
1996**	---	---	---	---
1997	\$47,897	\$143,475	---	\$191,372
1998	\$32,737	\$192,179	---	\$244,916
1999	\$27,589	\$273,906	---	\$301,495
2000	\$36,953	\$277,467	\$3,735	\$318,155
2001	\$57,749	\$390,939	\$15,603	\$464,291
2002	\$69,900	\$518,891	\$33,866	\$622,657
2003	\$75,707	\$664,370	\$8,138	\$748,215
2004	\$83,660	\$811,774	\$39,804	\$935,238
2005	\$97,005	\$643,094	\$52,488	\$792,587
2006	\$153,522	\$886,045	\$33,248	\$1,072,815
2007	\$110,459	\$780,777	\$63,385	\$954,621
2008	\$80,915	\$597,818	\$70,038	\$748,771
2009	\$104,537	\$603,533	\$64,233	\$772,303
2010	\$77,043	\$759,221	\$86,541	\$922,805
2011	\$77,853	\$610,053	\$21,243	\$709,149
2012	\$101,616	\$588,763	\$57,334	\$747,713
2013	\$122,174	\$699,823	\$96,650	\$918,647
2014	\$113,632	\$637,970	\$48,691	\$800,293
<b>Total</b>	<b>\$1,470,948</b>	<b>\$10,080,098</b>	<b>\$694,997</b>	<b>\$12,266,043</b>

\*Represents both operational and program expenses for fundraising programs. Paid for with non-federal sources of funding.

\*\*Breakdown of 1996 budget not available

In fulfillment of the NHA goals and objectives specified in the legislation, TLGV, Inc. and NPS developed Cooperative Agreements each year that included budgets for expenditures in specific program areas. Since audit reports and other financial documents did not capture expenditures by program area, budget allocations from Cooperative

Agreement adjusted by funds received, were used to provide an approximation of TLGV programmatic spending by year. As a result, the estimations in Table 4.4 only capture NPS funding; they do not include match or leverage funds. Nonetheless, it provides information on the priority of funding in each of the program areas.

**Table 4.4** Approximated Expenses by Program Area and Year

Year	Preservation of Historic & Cultural Assets	Protection & Conservation of Natural Resources, Land Use, Agriculture	Promotion of Economic Development, Community Revitalization, and Tourism, Recreation
1996*	–	–	–
1997	\$85,484	\$69,355	\$45,161
1998	\$95,469	\$31,586	\$53,945
1999	\$90,000	\$40,000	\$60,000
2000	\$105,813	\$85,973	\$56,213
2001	\$134,667	\$219,667	\$160,667
2002	\$136,667	\$376,667	\$236,667
2003	\$265,250	\$225,500	\$259,250
2004	\$203,133	\$312,733	\$274,133
2005	\$296,667	\$333,667	\$207,667
2006	\$238,761	\$349,824	\$199,644
2007	\$133,614	\$309,577	\$279,079
2008	\$127,154	\$307,841	\$276,726
2009	\$127,154	\$307,841	\$276,726
2010	\$89,520	\$384,480	\$238,000
2011	\$67,940	\$480,195	\$136,865
2012**	\$217,783	\$212,090	\$236,126
2013**	\$197,858	\$159,817	\$232,326
2014**	\$120,909	\$204,059	\$341,032
<b>TOTAL</b>	<b>\$2,733,843</b>	<b>\$4,410,872</b>	<b>\$3,570,227</b>

\*Breakdown of 1996 budget not available

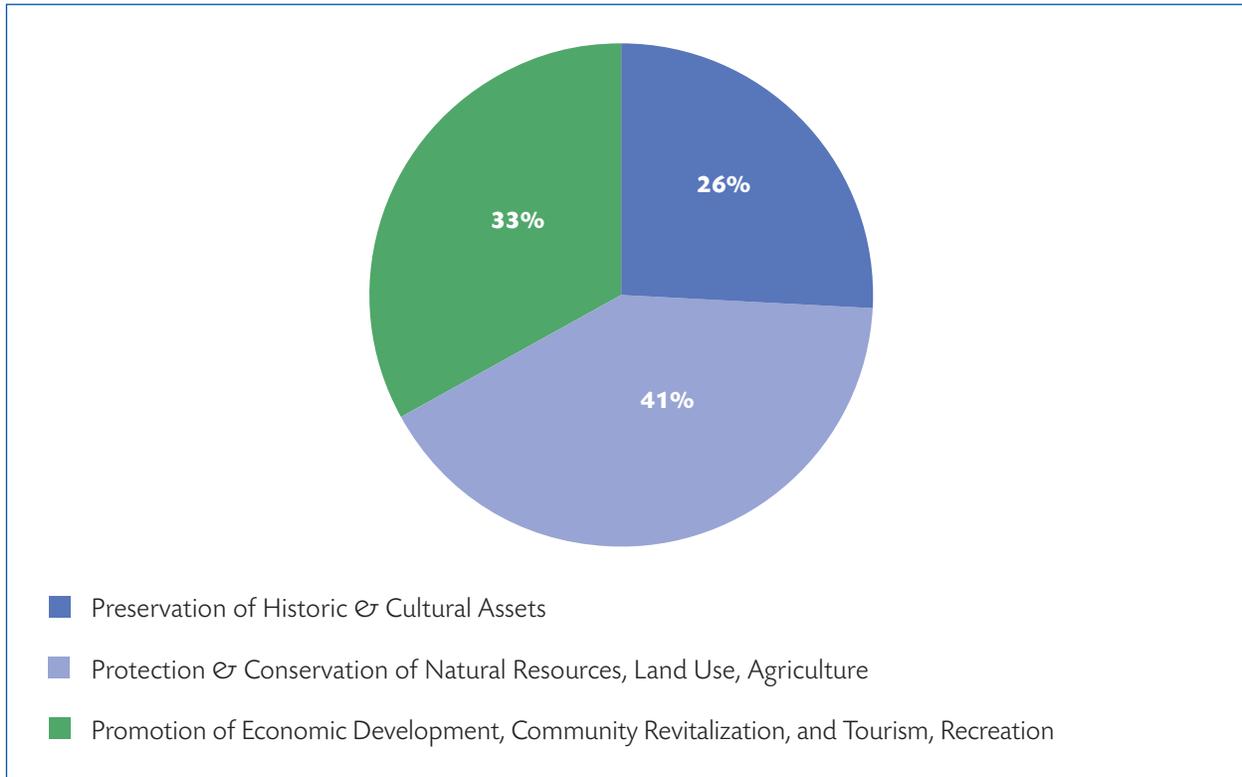
\*\*Economic development and historic/cultural resources were reported as a combined value. For these years, fund amounts were divided proportionally to previously reported amounts.

\*\*\*Fund amounts dedicated to stewardship, program management, as well as community development and outreach were divided equally among the three categories. If the proposed budget did not match the amount appropriated in NPS Cooperative Agreements, the amounts were calculated proportionally to the amount received.

Overall, the largest expenditures have occurred in the area of protection and conservation of natural resources, land use, and agriculture (\$4,410,872 or 41% of total funding), with the promotion of economic development, community revitalization,

and tourism, recreation as the second largest area (\$3, 570,227 or 33%) and \$2,733,843 or 26% on preservation of historical and cultural assets. Figure 4.1 illustrates the approximated total expenditures from 1996 to 2000 by program area.

**Figure 4.1** Approximated Expenditures by Program Area, Total 1996-2010



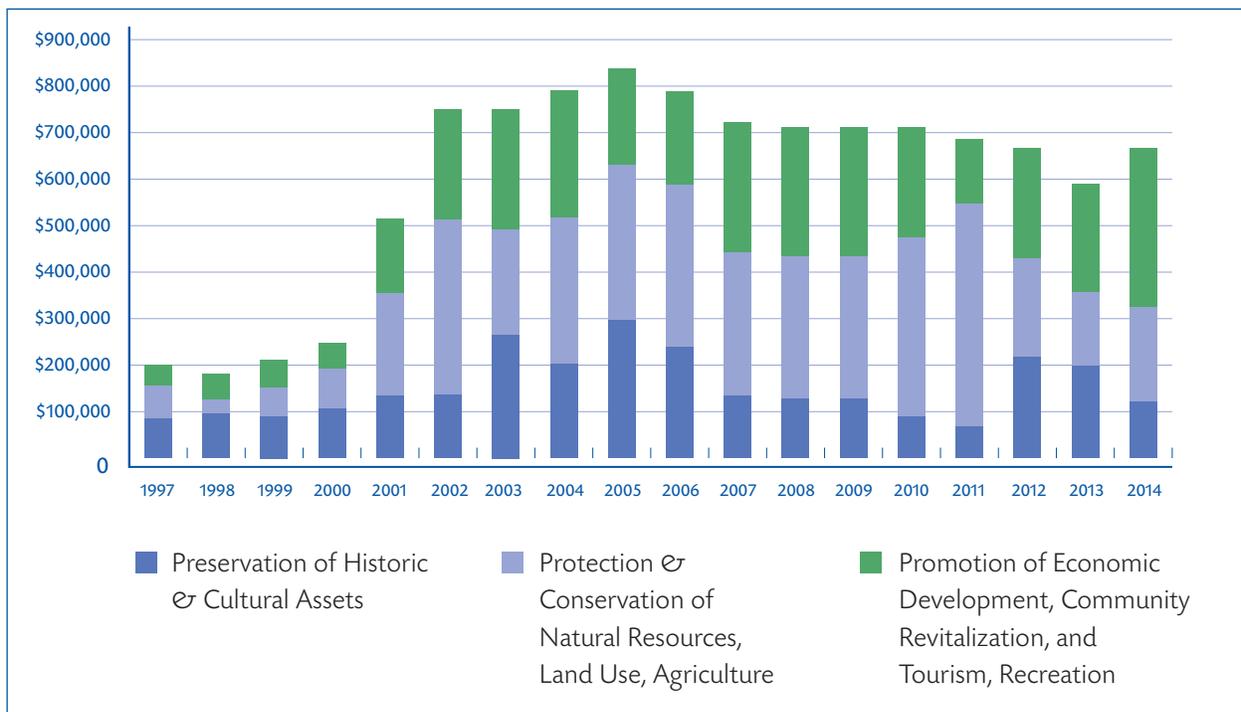
While the overall spending was greatest for programs related to the protection and conservation of natural resources, land use and agriculture, priorities for programmatic funding changed over time. During 1997 to 2000, the majority of funds were given to preservation of historic and cultural assets programs, such as restoring historic textile mills and grant programs. During 2012 to 2014, the priority of funding again switched to the promotion of economic development, community revitalization, and tourism, recreation, such as the Earth day recycling programs and Taste of the Valley. Figure 4.2 illustrates approximated expenditures by program area by year.

### 4.3 Impact of Investments

The evaluation assessed the investments made to TLGV, Inc. and found that they aligned with the core mission and goals. **Based the analysis, it was found that TLGV, Inc. has successfully met the 50 percent federal funding match requirements over the entire funding period and annually since 1996 and leveraged additional funds to support the goals**

**and objectives outlined through the authorizing legislation.** Of the funds available to TLGV, Inc. since 1996, \$10.7 million were NPS HPP federal funds and \$230,699 non-NPS Federal funds. An additional \$254 million of non-NPS funds and in-kind resources was invested in the corridor between 1996 and 2014. This includes both funding received by TLGV, Inc. and funding received by partner organizations. Unfortunately, between 1996 and 2012, TLGV, Inc. records do not distinguish between match funds (those received by partner organizations to support programs in which TLGV, Inc. has invested) and leverage funds (those received by partner organizations to support programs in which TLGV, Inc. did not invest). **The evaluation concludes that TLGV, Inc. has been fiscally responsible in expending its funds for programmatic activities that address the goals and objectives specified in the authorizing legislation and management plan.** The following section further examines the financial sustainability of TLGV, Inc. as well as other aspects of the NHC’s sustainability.

**Figure 4.2 Expenditures by Program Activity and Year**



## Section 5 – NHA 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 NHA

As stated in the 1994 authorizing legislation (P.L. 103-449), the purpose of the TLGV, Inc. is,

“to provide assistance to the State of Connecticut and the Commonwealth of Massachusetts, their units of local and regional government and citizens in the development and implementation of integrated natural, cultural, historic, scenic, recreational, land and other resource management programs in order to retain, enhance, and interpret the significant features of the lands, water, structures, and history of the Quinebaug and Shetucket Rivers Valley.”

This section of the document describes and assesses how TLGV, Inc.’s management, leadership, and relationships with NPS and with stakeholder organizations aid in the development and sustainment of the National Heritage Corridor.

### 5.3 TLGV, Inc.’s Management Capacity

#### 5.3.1 Governance, Leadership, and Oversight

As discussed in Section 2, TLGV NHC is governed by TLGV, Inc., a 501(c)3 membership organization managed by the TLGV, Inc. Board of Directors and staff. The Board of Directors is currently composed of four Executive Officers and 13 additional Board members. Board members serve 3 year terms and may have up to three consecutive terms, though Board members may take additional terms again after

taking a term off. Therefore, many of the members have had long tenures. The Board meets monthly, and Board members reported a typical attendance rate of 90 percent. The role of the Board is multifaceted and includes responsibilities such as making financial decisions, deciding priority program areas, fundraising, conducting outreach activities, and serving as the public relations for the organization. Many Board members' occupations are aligned with the priorities of TLGV NHC, such as economic development, farming, non-profit lending, and banking.

Although there is 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 to move the organization forward.

The Board has an Executive Committee plus one other standing committee, the Finance, Planning & Development Committee, which is charged with approving the budget and activities of TLGV, Inc. and engaging in long-range planning for TLGV NHC. While the Nominating Committee does not currently convene, TLGV, Inc. is trying to revive it. Board members also serve on activity-related committees and subcommittees as needed. These committees typically are formed around events, such as Water Trails, Tastes of the Valley, and Walktober.

### **5.3.2. Staffing and Operations**

After a long period of stability, the staff of TLGV, Inc. has recently undergone some changes. The Executive Director of the management entity for 17 years, left in August of 2014. The Deputy Executive Director since 2006, took over as Executive Director. In addition, both the Director of Sustainability and the Program Coordinator left the organization in 2014. The position of Program Coordinator was subsequently filled by a new hire and the Director of Sustainability position was eliminated. In addition to the Executive Director, the staff includes the Chief Ranger, the Finance Administrator, the Project Administrator, and the Office Coordinator. TLGV, Inc. contracts with a number of part-time individuals: an Education

Outreach Coordinator, an Education Outreach Assistant, a Water Quality Monitoring Coordinator, and three Information Ambassadors.

### **5.3.3 Strategic Planning and Adaptive Management**

TLGV, Inc. and its Board have had various levels of activity in strategic planning, including engaging community and governmental partners as well as consulting management groups in the creation of strategic plans, over the course of TLGV, Inc.'s existence. Strategic plans include the original 1997 management plan, the 2000 and 2010 management plan revisions, and the 2006 sustainability plan.

As part of efforts at adaptive management TLGV, Inc. has also been challenged with the decision of changing or refining its mission. It has been suggested by Board members and partners that the organization may be taking on too much, and if it were to narrow their focus, more could be accomplished. TLGV, Inc. staff and Board members have engaged in a number of discussions in recent years about the scope and the mission and whether to narrow the focus of activities. To facilitate this discussion, in 2013 TLGV, Inc. worked with a staff member from NPS RTCA program to conduct a cost-benefit analysis of its programs and activities to determine which programs are both cost effective and aligned with the goals of the organization. This exercise was intended to inform decision-making about eliminating those programs that are not contributing to the goals of TLGV, Inc. However, the Board members have been reluctant to make any changes in the mission of the organization in order to remain true to the breadth of the legislation and to maximize potential funding in the future. Board members reported that the broader mission allows the organization to remain eligible for funding from a variety of different streams.

### **5.3.4 Monitoring and Record Keeping**

TLGV, Inc. has demonstrated an efficient capacity for monitoring and record keeping. Its annual reports provide a detailed snapshot of the state of the Corridor each year highlighting key partnerships, program activities, and investments in the NHC.

Additionally, TLGV, Inc. provided us with a complete set of financial audits and cooperative agreements with NPS for our review as well as a comprehensive list of all grants funded from 1995 through 2014, with information on the grantee, type of project, amount of investment, and match amount. These data improved our understanding of the grant activities in Section 3. However, there are not consistent data collected on the impact of program related activities. For example, annual reports show the proportion of expenses for each activity and provide some limited information on users of programs, but they do not include detail on who attends events or the impacts on local economies. These data would enhance our understanding of the impact of the TLGV, Inc. to fulfill its mission. Interviewees recognized the importance of measuring the impact of the organization's activities, and the current evaluation encourages TLGV, Inc. to move forward with obtaining data on measurable outcomes such as those identified in the Logic Model.

## **5.4 Partnerships**

TLGV, Inc. operates with many formal and informal partnerships as well as through collaboration and stakeholder relationships. In Section 2, we provide detailed lists of the partnerships that are central to TLGV, Inc. Such partnerships include NPS, state agencies, local and regional tourism boards, universities, municipal chief elected officials and administrations, farmers and local business owners, conservation organizations, and historic and other preservation societies. These partnerships are reciprocal, with activities benefiting both TLGV, Inc. and the partner organization.

Partners reported receiving funding from TLGV, Inc. through grants, as well as support from in-kind support, such as staff and volunteer time. In addition to the direct support of organizations and projects, partners also reported benefiting from their partnership through receiving technical assistance on program development, attending seminars and workshops created by TLGV, Inc., forging new partnerships with government and non-profits, and receiving advertising and advisement.

Though partners reported receiving benefits from TLGV, Inc. the relationship was symbiotic. TLGV, Inc. often collaborated with partner organizations in order to mutually support programs of interest, and partners regularly serve on TLGV's Board of Directors. Partners often pledge financial support of TLGV, Inc. and they are instrumental in spreading public awareness of the Corridor and TLGV, Inc.'s mission. Finally, the partners bring technical expertise in a variety of areas and contribute new ideas on how to improve programing and enhance sustainability of the organization.

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

### **5.5.1 NHA Coordinating Entity Need for Financial Resources**

With an eye towards the scheduled sunseting of NPS funds in 2015, the Board of Directors passed a resolution on August 11, 2005 to work towards self-sustainability by the year 2015. In 2006, the management entity created a plan, entitled *The Trail to 2015: a Sustainability Plan*, which outlined a Three-Legged Stool action plan to sustainability. The three approaches included 1) fees for services, direct sales and other income-producing activities; 2) program support from private contributions; and 3) income from a permanent fund, such as an endowment. In the same year, a Director of External Affairs was hired to manage TLGV, Inc.'s first fundraising activity, Tastes of the Valley at the Hole in the Wall Gang Camp in Ashford, CT, which raised nearly \$9,000 for TLGV, Inc.

Throughout the following 10 years, the management entity continued to work on becoming sustainable by 2015 based on the three approaches laid out in the 2006 sustainability plan.

#### **Fees for service/direct sales**

Beginning in 2006, TLGV, Inc. began engaging in a number of fundraising activities, including Tastes of the Valley, an annual farm-to-table initiative designed to connect local chefs to the agricultural resources in the community and introduce the public to these resources. Farmers and chefs donate their materials and services

in exchange for exposure and advertising. Profits from ticket sales benefit TLGV, Inc. programs. Further, in 2010 TLGV, Inc. implemented an online shop, through which individuals were able to buy products, such as mugs, calendars, and books on TLGV NHC; make donations to TLGV, Inc.; and buy event tickets.

### **Program support from private contributions**

In an attempt to create program support from private contributions, TLGV, Inc. began a membership program in 2006. For an annual fee of \$25 for individuals and \$45 for families, members receive invitations and discounts for monthly member programs, such as lectures and guided hikes and paddles. Members also are invited to participate and vote in TLGV, Inc. committees, receive a 10% discount at TLGV online shop, and receive copies of e-newsletters and publications. Local area businesses can become members of TLGV for an annual fee of \$50 for non-profit organizations and \$100 for other corporations. In addition to the participation benefits received by individual members, business members receive a listing on TLGV website partner directory (with a hyperlink to their own websites), placement on TLGV interactive destination map, listing in the *Explore! Guide*, recognition in TLGV, Inc.'s annual report, and a "Proud Member of TLGV" certificate to display at their place of business.

TLGV, Inc.'s membership numbers have remained relatively stable since 2008, averaging around 700 to 800 members.

### **Income from a permanent fund**

The third approach the TLGV, Inc. developed to increase their ability to be sustainable explored ways to establish an endowment fund. This effort attempted to inspire the Board of Directors to become more focused on fundraising which, according to key informants, has been a "difficult swing." TLGV NHC is located in an area of the country that is largely rural, home to agricultural and small businesses rather than major corporations. Additionally, the area is still financially depressed and not benefitting from the economic recovery that has occurred in other parts of the country. Moreover, key informants report that the

mission of the organization (i.e., preserving historical and cultural resources, protecting natural resources, and increasing economic development) does not represent priority areas for philanthropic activity.

These efforts to become sustainable, as laid out in the Sustainability Plan, have met with limited success. While the efforts have resulted in a number of beneficial changes for the organization, they did not lead to sustainability. Between 2006 and 2015, TLGV, Inc. membership has grown, the number of business partners increased by 700 percent, and donations increased by 30 percent. However, TLGV, Inc. staff have conceded that these efforts have not served as a vehicle for financial sustainability for the organization. Instead, interviewees' believed the NHC would either disappear without federal support or would be forced to cut its current level of activity when federal funding is reduced.

Interviewees noted that TLGV, Inc. fills gaps in the community that no other organization in the Corridor has been able to fill. For instance, beginning in 1998, TLGV partnered with the University of Connecticut Cooperative Extension Service to fund the Corridor Circuit Rider (expanded in 2000 and renamed the Green Valley Institute). This program provided technical assistance, training, and educational resources to land trusts, private land owners, developers, selectmen, mayors, planning and zoning commissions, conservation commissions and other municipal officials on land use planning, open space and natural resource conservation, estate planning, forest land management. TLGV, Inc. stopped funding the Green Valley Institute in 2011 because increases in the University's operating costs made the program too costly for TLGV, Inc. to operate it. Once this collaboration ended, partners stated that there was an adverse impact on the community. Now, in the TLGV NHC communities, knowledge of land use and conservation has dropped. Commissioners are much less aware of statutory rules and regulations regarding land use and are consequently making uninformed decisions. In addition, the Green Valley Institute also sponsored "Bring Your Own Map Parties" in which town commissioners would collaborate to identify

and make decisions regarding open space connections between their communities. Interviewees noted that without the Green Valley Institute, communities are no longer working in close collaboration with one another.

Another major contribution of TLGV, Inc. that has been perhaps the most consistent theme across the partner interviews is their ability to promote regionalism in a region composed of disconnected communities. Towns within TLGV NHC operate with a sense of “fierce independence,” which has traditionally prevented them from working together on shared causes. Interviewees credit TLGV, Inc. with creating a shared identity among these towns and promoting regional thinking. One example of this regional thinking comes through the Source to Sea Program in 2009. This 9-week expedition aimed to connect community members from the 35 Corridor towns to the watershed, educate the public on how behavior can impact water quality, and highlight recreational activity opportunities that focus on water. During this program, community members learned how their behavior can impact water quality and consequently have negative impacts on those individuals who use the river downstream. Without TLGV, Inc. interviewees note that communities would have fewer opportunities and motivation to work together around common issues.

In addition, interviewees noted that TLGV, Inc.’s work to promote stewardship in the area provides an invaluable resource to the other organizations in the Corridor. One example cited is the water monitoring program. This program produces a lot of data and

research for conservation organizations that do not have the resources to collect them on their own. This program would be unsustainable without TLGV, Inc.

### **5.5.2 NHA Need for Financial Resources**

Table 5.1 shows that TLGV, Inc. has been successful in matching funds for its operation from the time that it was created to the present. However, as mentioned in Section 4, the matching resources are often not direct financial contributions to TLGV, Inc. The majority of matched funds are derived from outside organizations that use the funds to promote activities related to the goals of TLGV, Inc. In addition to these indirect funds, another large portion of matched funds come from in-kind donations rather than cash, such as volunteer hours.

Partners of TLGV, Inc. were concerned about the effects of losing federal funding for both activity areas and their own organizations. There are a number of program areas that would be negatively affected by the loss of NPS funds. For example, without the support of TLGV, Inc. tourism to the Corridor could suffer. In 2006, Connecticut faced a fiscal budget crisis and eliminated their statewide tourism funding. Funding was later reestablished for \$9 million in 2012, but during this time, TLGV, Inc. was able to hire a tourism coordinator to fill the gap. TLGV, Inc. began marketing and doing brochure swaps because there was no one else in the region to do this. Staff and partners of TLGV, Inc. noted that federal funds are critical for activities such as historic preservation, and it would be difficult to do much in this area without federal funding.

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

Year	NPS HPP Funding	Non-Federal Investment	Total Investment	Expenses
1996	\$200,000	\$331,000	\$531,000	–
1997	\$200,000	\$1,300,000	\$1,500,000	\$191,372
1998	\$181,000	\$2,400,000	\$2,581,000	\$244,916
1999	\$190,000	\$3,350,000	\$3,540,000	\$301,495
2000	\$248,000	\$8,984,000	\$9,232,000	\$318,155
2001	\$515,000	\$14,000,000	\$14,515,000	\$464,291
2002	\$750,000	\$7,000,000	\$7,750,000	\$622,657
2003	\$844,000	\$15,245,959	\$16,089,959	\$748,215
2004	\$790,000	\$23,164,645	\$23,954,645	\$935,238
2005	\$838,000	\$13,233,912	\$14,071,912	\$792,587
2006	\$788,230	\$13,460,070	\$14,248,300	\$1,072,815
2007	\$722,270	\$17,058,730	\$17,781,000	\$954,621
2008	\$711,721	\$31,401,197	\$32,112,918	\$748,771
2009	\$711,721	\$23,568,705	\$24,280,426	\$772,303
2010	\$712,000	\$22,803,166	\$23,515,166	\$922,805
2011	\$685,000	\$29,222,616	\$29,907,616	\$709,149
2012	\$666,000	\$14,504,195	\$15,170,195	\$747,713
2013	\$590,000	\$6,194,144	\$6,784,144	\$918,647
2014	\$666,000	\$6,405,995	\$7,071,995	\$800,293
<b>TOTAL</b>	<b>\$11,008,942</b>	<b>\$253,628,334</b>	<b>\$264,637,276</b>	<b>\$12,266,043</b>

## 5.6 Sustainability Summary

**The evaluation found that the TLGV, Inc. has a number of the critical components of sustainability in place.** It has the necessary governance and staff to operate a sustainable NHC. The Board of Directors has an ongoing role in planning activities, and approving the direction of the NHC programmatic activities.

Strategic planning is an important aspect of sustainability in which TLGV, Inc. is actively engaged. Beginning with the development of the management plan in 1997, and continuing with the management plan revisions in 2000 and 2010, and the 2006 sustainability plan TLGV, Inc. recognizes the value of frequently assessing activities and planning for the future. Planning continues to be a strong emphasis of the TLGV, Inc. with discussions of the mission of the organization, strategic changes in staffing, and attention being paid to fundraising and sustainability.

**TLGV, Inc. has received stable funding since its establishment in 1996, but despite significant efforts to become sustainable by 2015, it has nonetheless experienced difficulty in achieving this goal.** While TLGV, Inc. membership has grown significantly between 2006 and 2015, staff have conceded that these efforts have not served as a

vehicle for financial sustainability for the organization. In addition, while TLGV, Inc. has been able to successfully match their federal grants, this funding has not come in the form of direct contributions to the organization, but rather as investments into sites and municipalities within the Corridor. As a result, TLGV, Inc. primarily relies on federal funding and in-kind donations to support operations.

**Both the NPS funding and the NHC designation have been critical to TLGV, Inc. and its activities.**

The federal funding has provided flexibility, a consistent source of discretionary funds, and ability to leverage other resources. If the NPS funding is discontinued, the general view among those interviewed is that progress will be slowed and many activities may not be accomplished. Interviewees noted that when TLGV, Inc. activities (e.g., the Green Valley Institute) have been discontinued in the past due to financial constraints, there was an adverse impact on the community. Partners frequently noted the importance of the NHC designation to their mission to increase awareness, understand, and pride in the region's pride in the historical or cultural assets and natural resources in the region.

## Appendix 1 – Evaluation Legislation

PUBLIC LAW 111–11—MAR. 30, 2009

123 STAT. 1291

(B) before making any determination with respect to the designation of the study area, secure the concurrence of each manager with respect to each finding of the study.

(c) DETERMINATION.—

(1) IN GENERAL.—The Secretary, in consultation with the Governor of the State, shall review, comment on, and determine if the study area meets each requirement described in subsection (b)(2) for designation as a national heritage area.

(2) REPORT.—

(A) IN GENERAL.—Not later than 3 fiscal years after the date on which funds are first made available to carry out the study, the Secretary shall submit a report describing the findings, conclusions, and recommendations of the study to—

(i) the Committee on Energy and Natural Resources of the Senate; and

(ii) the Committee on Natural Resources of the House of Representatives.

(B) REQUIREMENTS.—

(i) IN GENERAL.—The report shall contain—

(I) any comments that the Secretary has received from the Governor of the State relating to the designation of the study area as a national heritage area; and

(II) a finding as to whether the study area meets each requirement described in subsection (b)(2) for designation as a national heritage area.

(ii) DISAPPROVAL.—If the Secretary determines that the study area does not meet any requirement described in subsection (b)(2) for designation as a national heritage area, the Secretary shall include in the report a description of each reason for the determination.

### Subtitle C—Amendments Relating to National Heritage Corridors

#### SEC. 8201. QUINEBAUG AND SHETUCKET RIVERS VALLEY NATIONAL HERITAGE CORRIDOR.

(a) TERMINATION OF AUTHORITY.—Section 106(b) of the Quinebaug and Shetucket Rivers Valley National Heritage Corridor Act of 1994 (16 U.S.C. 461 note; Public Law 103–449) is amended by striking “September 30, 2009” and inserting “September 30, 2015”.

(b) EVALUATION; REPORT.—Section 106 of the Quinebaug and Shetucket Rivers Valley National Heritage Corridor Act of 1994 (16 U.S.C. 461 note; Public Law 103–449) is amended by adding at the end the following:

“(c) EVALUATION; REPORT.—

“(1) IN GENERAL.—Not later than 3 years before the date on which authority for Federal funding terminates for the Corridor, the Secretary shall—

“(A) conduct an evaluation of the accomplishments of the Corridor; and

“(B) prepare a report in accordance with paragraph

(3).

123 STAT. 1292

PUBLIC LAW 111–11—MAR. 30, 2009

“(2) EVALUATION.—An evaluation conducted under paragraph (1)(A) shall—

“(A) assess the progress of the management entity with respect to—

“(i) accomplishing the purposes of this title for the Corridor; and

“(ii) achieving the goals and objectives of the management plan for the Corridor;

“(B) analyze the Federal, State, local, and private investments in the Corridor to determine the leverage and impact of the investments; and

“(C) review the management structure, partnership relationships, and funding of the Corridor for purposes of identifying the critical components for sustainability of the Corridor.

“(3) REPORT.—

“(A) IN GENERAL.—Based on the evaluation conducted under paragraph (1)(A), the Secretary shall prepare a report that includes recommendations for the future role of the National Park Service, if any, with respect to the Corridor.

“(B) REQUIRED ANALYSIS.—If the report prepared under subparagraph (A) recommends that Federal funding for the Corridor be reauthorized, the report shall include an analysis of—

“(i) ways in which Federal funding for the Corridor may be reduced or eliminated; and

“(ii) the appropriate time period necessary to achieve the recommended reduction or elimination.

“(C) SUBMISSION TO CONGRESS.—On completion of the report, the Secretary shall submit the report to—

“(i) the Committee on Energy and Natural Resources of the Senate; and

“(ii) the Committee on Natural Resources of the House of Representatives.”

(c) AUTHORIZATION OF APPROPRIATIONS.—Section 109(a) of the Quinebaug and Shetucket Rivers Valley National Heritage Corridor Act of 1994 (16 U.S.C. 461 note; Public Law 103–449) is amended by striking “\$10,000,000” and inserting “\$15,000,000”.

**SEC. 8202. DELAWARE AND LEHIGH NATIONAL HERITAGE CORRIDOR.**

The Delaware and Lehigh National Heritage Corridor Act of 1988 (16 U.S.C. 461 note; Public Law 100–692) is amended—

(1) in section 9—

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

“(a) IN GENERAL.—The Commission”; and

(B) by adding at the end the following:

“(b) CORPORATION AS LOCAL COORDINATING ENTITY.—Beginning on the date of enactment of the Omnibus Public Land Management Act of 2009, the Corporation shall be the local coordinating entity for the Corridor.

“(c) IMPLEMENTATION OF MANAGEMENT PLAN.—The Corporation shall assume the duties of the Commission for the implementation of the Plan.

“(d) USE OF FUNDS.—The Corporation may use Federal funds made available under this Act—

Effective date.

## Appendix 2 – Authorizing Legislation

### Introduction

The original enabling legislation for the Quinebaug and Shetucket Rivers Valley National Heritage Corridor was passed by Congress and enrolled as H.R.1348, and signed by President Clinton on November 2, 1994 to become Public Law 103-449.

It was amended by H.R. 1619, passed by Congress and enrolled, and signed by President Clinton on December 9, 1999, becoming Public Law 106-149. The text of both public laws has been combined, printing original language in black and amendments or their affects in blue.

PL 103-449 was reauthorized again in the 2009 Omnibus Public Lands Management Act, Public Law 111-11 signed by President Obama, and its affects are noted in green.

PL 103-449 was reauthorized again in the 2014 National Defense Authorization Act, Public Law xx, signed by President Obama on December 19, 2014. The same legislation formally changed the name of the Quinebaug and Shetucket Rivers Valley National Heritage Corridor to The Last Green Valley National Heritage Corridor. These changes are shown in purple. The 2014 legislation specified that “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.’”

Public Law 103-449

as amended by Public Law 106-149, Public Law 111-11, and Public Law xx

An Act

To establish the Quinebaug and Shetucket Rivers Valley National Heritage Corridor in the State of Connecticut and the Commonwealth of Massachusetts, and to amend the Quinebaug and Shetucket Rivers Valley National Heritage Corridor Act of 1994 to expand the boundaries of the Corridor, and for other purposes.

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

### TITLE I – QUINEBAUG AND SHETUCKET RIVERS VALLEY NATIONAL HERITAGE CORRIDOR

#### SECTION 101. SHORT TITLE

- (c) SHORT TITLE-This title may be cited as the ‘Quinebaug and Shetucket Rivers Valley National Heritage Corridor Act of 1994’ and ‘The Quinebaug and Shetucket Rivers Valley National Heritage Corridor Reauthorization Act of 1999.’
- (d) REFERENCE- Whenever in this Act a section or other provision is amended or repealed, such amendment or repeal shall be considered to be made to that section or other provision of the Quinebaug and Shetucket Rivers Valley National Heritage Corridor Act of 1994 (Public Law 103-3449; 16 U.S.C. 461 note).

#### SECTION 102. FINDINGS

The Congress finds that—

- (1) the Quinebaug and Shetucket Rivers Valley in the State of Connecticut and the Commonwealth of Massachusetts is one of the last unspoiled and undeveloped areas in the Northeastern United States and has remained largely intact, including important

aboriginal archaeological sites, excellent water quality, beautiful rural landscapes, architecturally significant mill structures and mill villages, and large acreages of parks and other permanent open space;

- (2) (original paragraph 2 deleted and subsequent paragraphs renumbered) the beautiful rural landscapes, scenic vistas, and excellent water quality of the Quinebaug and Shetucket Rivers contain significant undeveloped recreational opportunities for people throughout the United States;
- (3) the Quinebaug and Shetucket Rivers Valley is within a two-hour drive of the major metropolitan areas of New York City, Hartford, [New Haven](#), Providence, Worcester, Springfield, and Boston. With the President’s Commission on Americans Outdoors reporting that Americans are taking shorter “closer-to-home” vacations, the Quinebaug and Shetucket Rivers Valley represents important close-by recreational opportunities for significant population;
- (4) the existing mill sites and other structures throughout the Quinebaug and Shetucket Rivers Valley were instrumental in the development of the industrial revolution;
- (5) the Quinebaug and Shetucket Rivers Valley contains a vast number of discovered and unrecovered Native American and colonial archaeological sites significant to the history of North America and the United States;
- (6) the Quinebaug and Shetucket Rivers Valley represents one of the last traditional upland farming and mill village communities in the Northeastern United States;
- (7) the Quinebaug and Shetucket Rivers Valley played a nationally significant role in the cultural evolution of the prewar colonial period, leading the transformation from

Puritan to Yankee, the “Great Awakening” religious revival and early political development leading up to and during the War of Independence; and

- (8) many local, regional and State agencies businesses, and private citizens and the New England Governors’ Conference have expressed an overwhelming desire to combine forces; to work cooperatively to preserve and enhance resources region-wide and better plan for the future.

### **SECTION 103. ESTABLISHMENT OF LAST GREEN VALLEY NATIONAL HERITAGE CORRIDOR; PURPOSE**

- (a) ESTABLISHMENT – There is hereby established in the State of Connecticut [and the Commonwealth of Massachusetts The Last Green Valley](#) National Heritage Corridor.
- (b) PURPOSE – [It is the purpose of this title to provide assistance to the State of Connecticut and the Commonwealth of Massachusetts, their units of local and regional government and citizens in the development and implementation of integrated natural, cultural, historical, scenic, recreational, land and other resource management programs in order to retain, enhance, and interpret the significant features of the lands, water, structures, and history of the Quinebaug and Shetucket Rivers Valley.](#)

### **SECTION 104. BOUNDARIES AND ADMINISTRATION.**

- (a) BOUNDARIES- The boundaries of the Corridor shall include the towns of Ashford, Brooklyn, Canterbury, Chaplin, Coventry, Eastford, Franklin, Griswold, Hampton, Killingly, Lebanon, Lisbon, Mansfield, Norwich, Plainfield, Pomfret, Preston, Putnam, Scotland, Sprague, Sterling, Thompson, [Union](#), Voluntown, Windham, and Woodstock [in the State of Connecticut, and the towns of Brimfield, Charlton, Dudley, East Brookfield, Holland, Oxford, Southbridge, Sturbridge, and Webster in the Commonwealth](#)

of Massachusetts, which are contiguous areas in the Quinebaug and Shetucket Rivers Valley, related by shared natural, cultural, historic, and scenic resources. As soon as practical after the date of enactment of this Act, the Secretary shall publish in the Federal Register a detailed description and map of boundaries established under this subsection.

(b) ADMINISTRATION-

(1) IN GENERAL

- (A) The Corridor shall be managed by the management entity in accordance with the management plan, in consultation with the Governor and pursuant to a compact with the Secretary.
- (B) The management entity shall amend its by-laws to add the Governor of Connecticut (or the Governor’s designee) and the Governor of the Commonwealth of Massachusetts (or the Governor’s designee) as a voting members of its Board of Directors.
- (C) The management entity shall provide the Governor with an annual report of its activities, programs, and projects. An annual report prepared for any other purpose shall satisfy the requirements of this paragraph.

(2) COMPACT- To carry out the purposes of this Act, the Secretary shall enter into a compact with the management entity. The compact shall include information relating to the objectives and management of the Corridor, including, but not limited to, each of the following:

- (A) A delineation of the boundaries of the Corridor.
- (B) A discussion of goals and objectives of the Corridor, including an explanation

of the proposed approaches to accomplishing the goals set forth in the management plan.

(C) A description of the role of the State of Connecticut and the Commonwealth of Massachusetts.

(3) AUTHORITIES OF MANAGEMENT

ENTITY – For the purpose of achieving the goals set forth in the management plan, the management entity may use Federal funds provided under this Act–

- (A) to make grants to the State of Connecticut and the Commonwealth of Massachusetts, their political subdivisions, nonprofit organizations, and other persons;
- (B) to enter into cooperative agreements with or provide technical assistance to the State of Connecticut and the Commonwealth of Massachusetts, their political subdivisions, nonprofit organizations, and other persons;
- (C) to hire and compensate staff; and
- (D) to contract for goods and services.

(4) PROHIBITION ON ACQUISITION OF REAL PROPERTY – The management entity may not use Federal funds received under this Act to acquire real property or any interest in real property.

**SECTION 105. STATES CORRIDOR PLAN**

[Note: in P.L. 103-449, 2 paragraphs of this section were devoted to directing the Governor of Connecticut to prepare a management plan for the Corridor. Those obligations were fulfilled by publication of *Vision to Reality: A Management Plan*, September, 1997. The two paragraphs are not reproduced here, as they were eliminated by the amendment in 1999.]

- (a) IMPLEMENTATION OF PLAN – The management entity shall implement the management plan. Upon request of the management entity, the Secretary may take appropriate steps to assist in the preservation and interpretation of historic resources, and to assist in the development of recreational resources within the Corridor. These steps may include, but need not be limited to--
- (1) assisting the State and local governmental entities or regional planning organizations, and non-profit organizations in preserving the Corridor and ensuring appropriate use of lands and structures throughout the Corridor;
  - (2) assisting the State and Local governmental entities or regional planning organizations, and non-profit organizations in establishing and maintaining visitor centers and other interpretive exhibits in the Corridor;
  - (3) assisting the State and local governmental entities or regional planning organizations, and non-profits organizations in developing recreational programs and resources in the Corridor;
  - (4) assisting the State and local governmental entities or regional planning organizations, and non-profits organizations in increasing public awareness of and appreciation for the historical and architectural resources and sites in the Corridor;
  - (5) assisting the State and local governmental entities or regional planning organizations, and non-profits organizations in the restoration of historic buildings within the Corridor;
  - (6) encouraging by appropriate means enhanced economic and industrial development in the Corridor consistent with the goals of the plan;
  - (7) encouraging local governments to adopt land use policies consistent with the management of the Corridor and the goals of the plan; and
  - (8) assisting the State and local governmental entities or regional planning organizations to ensure the clear, consistent signs identifying access points and sites of interest are put in place throughout the Corridor.
- (b) GRANTS AND TECHNICAL ASSISTANCE – For the purposes of implementing the management plan, the management entity may make grants or provide technical assistance to the State of Connecticut and the Commonwealth of Massachusetts, their political subdivisions, nonprofit organizations, and other persons to further the goals set forth in the management plan.

**SECTION 106. DUTIES OF THE SECRETARY.**

- (a) ASSISTANCE – The Secretary and the heads of other Federal agencies shall, upon request of the management entity assist the management entity in the implementation of the plan. Such assistance shall include providing funds authorized under section 109 and technical assistance necessary to carry out this Act; and
- (b) TERMINATION OF AUTHORITY – The Secretary may not make any grants or provide any assistance under this Act after September 30, 2021.

[Following language from 2014 amendment supersedes evaluation language from 2009 amendments]:

- (A) IN GENERAL. - [The amendment extending authorization until 2021] 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.

**SECTION 107. DUTIES OF OTHER FEDERAL ENTITIES.**

Any federal entity conducting or supporting activities directly affecting the Corridor shall consult with the Secretary and the [management entity](#) with respect to such activities to minimize any adverse effect on the Corridor.

**SECTION 108. DEFINITION.**

For the purposes of this title:

- (1) The term “State” means the State of Connecticut and the Commonwealth of Massachusetts.
- (2) The term “Corridor” means [The Last Green Valley National Heritage Corridor](#) established by section 3.
- (3) The term “Governor” means the Governor of the State of Connecticut and the Governor of the Commonwealth of Massachusetts.
- (4) The term “Secretary” means the Secretary of the Interior.
- (5) The term “regional planning organizations” means the following: the [Northeastern Connecticut Council of Governments](#), the [Windham Regional Council of governments](#), and the [Southeastern Connecticut Council of Governments in Connecticut](#), (or their successors), and the [Pioneer Valley Regional Planning Commission](#) and the [Southern Worcester County Regional Planning Commission](#) (or their successors) in Massachusetts.
- (6) The term ‘management plan” means the document approved by the Governor of the State of Connecticut on February 16, 1999, and adopted by the management entity, entitled “Vision to Reality: A Management Plan,” the management plan or the

Corridor, as it may be amended or replaced from time-to-time.

- (7) The term “management entity” mean Quinebaug-Shetucket Heritage Corridor, Inc., a not-for-profit corporation (or its successor) incorporated in the State of Connecticut.

**SECTION 109. AUTHORIZATION OF APPROPRIATIONS.**

- (a) IN GENERAL - There is authorized to be appropriated under this total not more than \$1,000,000 for any fiscal year. Not more than a

total of \$15,000,000 may be appropriated for the Corridor under this title after the date of the enactment of the Quinebaug and Shetucket Rivers Valley National Heritage Corridor Reauthorization Act of 1999.

- (b) FIFTY PERCENT MATCH – Federal funding provided under this title may not exceed 50 percent of the total cost of any assistance or grant provided or authorized under this title.

**SECTION 110. NATIONAL PARK S.**

The Corridor shall not be deemed to be a unit of the National Park System.

## Appendix 3 – Evaluation Methodology

### Background and Purpose

In May 2008, Congress passed legislation<sup>2</sup> 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

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<sup>2</sup> From P.L. 110-229, Section 462. EVALUATION AND REPORT, signed May 8, 2008

and indicators, the analysis, and interpretation of the findings reflect their views and concerns.

### Core Evaluation Design and Measures

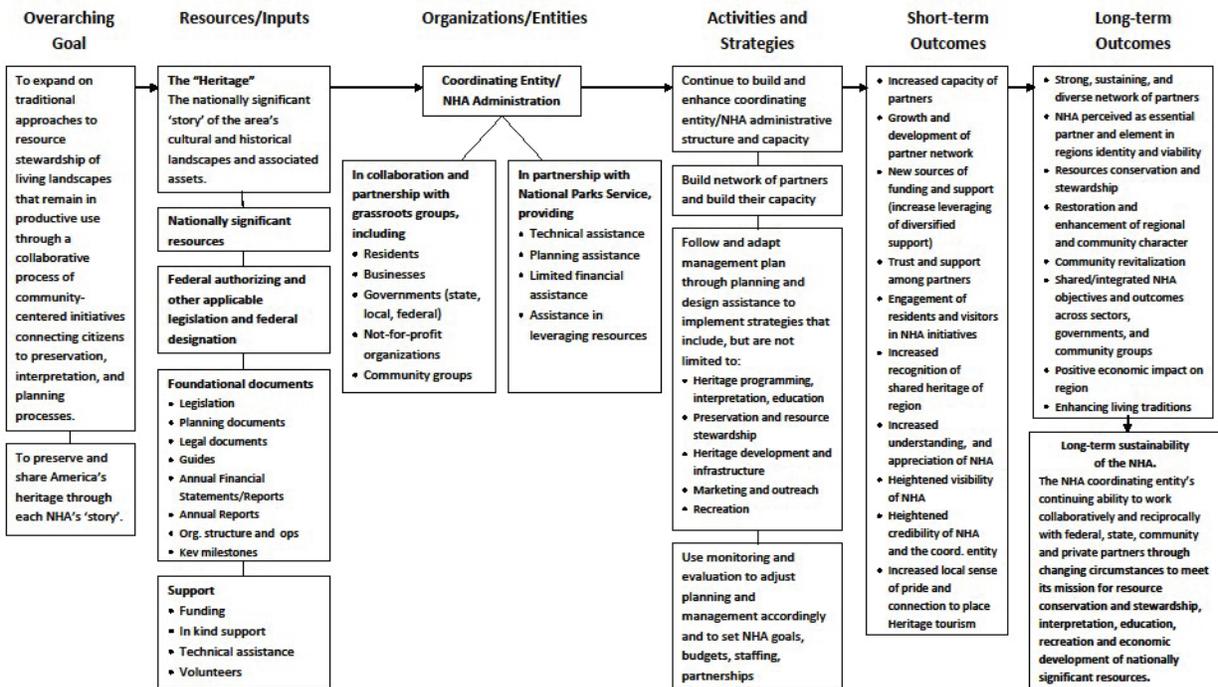
Westat is developing a core evaluation design that will then be tailored for each NHA evaluation. Three tools guide the development of the core evaluation design: the NHA Logic Model (Figure A3.1), the NHA Domain Matrix (Appendix C of the Guide), and a comprehensive case study protocol. The basic structure 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.

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,

Figure A3.1 NHC Logic Model



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:

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**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.

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**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.

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**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 group<sup>3</sup> will be employed in addressing this question. We will examine the nature of

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<sup>3</sup> 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.

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 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

### 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 Last Green Valley NHA coordinating entity 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 Last Green Valley NHA, including its background and history, your different activities and investments and their associated outcomes, and their contribution to the NHA's sustainability.

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

*[Begin with reviewing goals, etc. from logic model]*

#### HISTORY AND BACKGROUND

1. Could you tell us about the organizational history and evolution prior to the NHA Designation?
2. How did the NHA 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 NHA coordinating entity 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 NHA?  
What are the goals for the NHA coordinating entity?
6. Can you describe the various planning processes that the NHA coordinating entity 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 Last Green Valley NHA and who/what is involved in their implementation.

#### Preservation of Historic and Cultural Assets:

Heritage based development activities that foster public support and appreciation for the Last Green Valley NHA site and tell the story of its natural, historical and cultural significance to our nation. Examples of some of these activities include the Mill ReUse Initiative, the Historical Preservation and partnership Program, and Community/Stewardship Education.

1. For each of these activities:
  - When did it begin? What was the impetus for starting it?
  - What has been the role of the Last Green Valley?
  - 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 Last Green Valley NHA and its resources has had in the community?
  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?
  5. Has the Last Green Valley Provided technical assistance for these 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. Last Green Valley NHA 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?
  6. 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?*

**Protection and Conservation of Natural Resources (Water, Air, Wildlife), Land Use, Agriculture:**

Examples of some of these activities include the Partnership Program, Land Use Initiatives, Water

Quality Programs, Agricultural Initiatives, and Community/Stewardship Education.

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 Last Green Valley?
  - What has been the role of the Last Green Valley NHA'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 protection and conservation activities in your area?
3. How would [Protection and Conservation 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 [Protection and Conservation Activity] and how it has been implemented over the years?
5. Has the Last Green Valley Provided technical assistance for these 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. Last Green Valley NHA 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?

6. 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?

### **Promotion of Economic Development, Tourism, Recreation and Community Revitalization:**

Activities that increase public use and awareness of the Last Green Valley NHA 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 to increase public awareness of the Last Green Valley NHA. Specific programs include the partnership Program, Trail Development, Community/Stewardship Education, and Economic Development Initiatives.

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 Last Green Valley NHA 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 Last Green Valley NHA 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 Last Green Valley NHA experience

3. Could you tell us the overall accomplishments of your tourism activities? What challenges have you encountered in implementing these activities?

4. How would your tourism activities be affected if the NPS Last Green Valley NHA Federal funding sunsets or is reduced? Are there other organizations in the community who also provide [Activity] in a way that support the Heritage Area?

5. Are there documents you could provide us that describe the Last Green Valley NHA's marketing and outreach activities and how they have been implemented over the years?

6. Has the Last Green Valley Provided technical assistance for these 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. Last Green Valley NHA 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?

7. 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?

## BOARD OF TRUSTEES AND ADVISORY GROUPS

### Board of Trustees and Advisory Groups

1. Can you tell us about the history of and/or your role on the Board? How has your/their role changed across the life of the NHA?
2. What are the responsibilities of members of these committees? For instance, does it involve setting goals, establishing budgets and financial accountability for TLGV, Inc.?
3. How do the skills and expertise that members of these committees bring to the table contribute to the NHA'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 NHA's staff and members of the Board?
7. What activities has the NHA 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 NHA?

### 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 NHA's sustainability?
2. Has the NHA'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 NHA's Board seemed to have set clear goals for the NHA 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 NHA 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 NHA maintain financial accountability for the NHA? 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 NHA? (Is this a public or private process)?
10. What kind of plan is in place for stakeholder development?

*Probe* - How has the NHA's partner network changed over the years?

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

*Probes* - 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.?

12. Would you say that this NHA'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 NHA'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 NHA's partnership with [partner name]?
  - Describe [partner name]'s level of involvement with the NHA.
  - What kinds of resources has [partner name] committed to the NHA? 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 NHA?
5. What types of services or support do you receive from your partners?
6. How do partners support one another?
7. How has the NHA'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 NHA 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 NHA? Do partners collaborate and combine their investments to accomplish NHA objectives? If yes, how?
3. How has the number NHA partners changed over time?

*Probe* - What kind of partner retention has the NHA had over the years?

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

## ACCOMPLISHMENTS, CHALLENGES AND LESSONS LEARNED

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

- Probes* - 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 NHA entity for accomplishing the goals and objectives of the NHA? Would these organizations or mechanisms continue to work toward the Heritage Area goals post-sunset of funding?
5. Are there ways this NHA has changed the region since its inception? How? In what ways? How has the NHA'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 NHA?
7. Could you tell us about any evidence of community support for the NHA? 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 NHA coordinating entity do, if any? What changes would it be helpful for the NHA coordinating entity to make?

## **NHA Partner Network Topic-Centered Interview Discussion Guide**

### **INTRODUCTION**

Thank you for agreeing to meet with us today about your organization's involvement with TLGV. We are researchers from and we are conducting a study on National Heritage Areas. Specifically, we're interested in learning about your work with TLGV, Inc. 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 TLGV, Inc. how it has evolved and 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 NHA COORDINATING ENTITY**

1. Can you briefly the nature of your relationship with TLGV and TLGV, Inc.
2. What factors influenced your decision to become a partner with TLGV, Inc?
3. When and how did your partnership with the TLGV, Inc. 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 TLGV, Inc? What types of services/programs/benefits does the TLGV/TLGV, Inc. receive through you?

5. Could you describe how your organization's program activities contribute to the TLGV's unique story?
6. Could you describe how your partnership with the TLGV, Inc. 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 TLGV, Inc?
- Has it helped you receive funding? In what ways? What funding have you received that you may not have without the TLGV, Inc.'s 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 TLGV, Inc?
  - 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 TLGV heritage into your programming?
3. How have this assistance and your activities/offerings evolved over time?
4. What does this assistance from TLGV, Inc. 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 TLGV, Inc and/or with other NHA 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 other organizations or resources in the community because of your collaboration with TLGV, Inc? How?

*Probe* - NPS, other state resources

## OVERALL IMPACT OF PARTNERSHIP WITH NHA

1. How has your relationship with the TLGV, Inc evolved over time? Has the impact of TLGV, Inc changed over time – grown stronger, weaker or stayed the same?

2. Have you experienced any challenges as a result of your partnership with the TLGV, Inc?

*Probe* - limitations on ability to fundraise or collaborate with other organizations?

3. What leadership roles does the TLGV, Inc play in the community? Convener? Organizer? Funder? Other?

4. Are there ways in which the TLGV, Inc. has changed the region over the past 20 years? How? In what ways? How has TLGV, Inc's impact changed over time?

*Probe* - were there mechanisms present before the NHA designation?

5. Is it important for your organization to continue working with TLGV, Inc? Why? What factors influence your continued relationship?

6. What additional things would you have the TLGV, Inc do, if any? What changes would be helpful for TLGV, Inc 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 NHA Federal funds that support TLGV discontinued? Would any of your activities that contribute to the NHA 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 TLGV, Inc discontinues? Are there other mechanisms or organizations that could support the unique features and heritage of the area?

*Probes* - How long have you been a resident?  
- 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.

*Probe* - 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

*Probes* - Has the information that you received changed your understanding of the need to protect and restore historic mills and other historic sites or conserving the land, forests and other resources in the Last Green Valley? If so, how?  
- Have the NHA had an impact on the local area and community? If so, how?

## NHA Heritage Area Residents/ Visitors Topic Centered Interview Discussion Guide

### The Last Green Valley

#### Discussion Guide for People Visiting an NHA Event or Attraction

Hi, my name is [INTERVIEWER NAME] and I'm working with the National Park Service to learn what individuals know about the Last Green Valley (formerly known as the Quinebaug and Shetucket Rivers Valley National Heritage Corridor). 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

### The Last Green Valley

#### Discussion Guide for People Visiting Areas Outside of the NHA

Hi, my name is [INTERVIEWER NAME] and I'm working with the National Park Service to learn what individuals know about the Last Green Valley (formerly known as the Quinebaug and Shetucket Rivers Valley National Heritage Corridor). 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

*Probes* - How long have you been a resident?  
- Which state are you visiting from?

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

*Probe* - Are you familiar with TLGV's educational programs (such as Walktober, ACORN program, AGvocate Program or the Woodlands Ambassadors' Program? Have you participated? 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?

- How familiar are you with TLGV's efforts to conserve the land, forests and other natural resources in the area? When/ How often did you visit? Reason for visiting?
- How familiar are you with TLGV's efforts to promote economic development in the area such as Tastes of the Valley, TLGV Ventures and trail development and use?

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

*Probes* - Has the information that you received changed your understanding of the resources in the region? If so, how?  
- Has the NHA had an impact on the local area and community? If so, how?

**Domain and Source Crosswalk: NHA National Heritage Area**

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
<b>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?</b>						
<b>Preservation of Historic and Cultural Assets– Activities and programs that foster public support and appreciation for the NHA site and tell the story of its natural, historical and cultural significance to our nation</b>						
<b>Describe Nature of NHA activities</b>						
Description of programming, interpretation and education activities	X	X		X	X	
<b>Describe Implementation of each activity</b>						
Role of the NHA coordinating entity	X	X		X	X	
Role of NHA 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	
<b>Assess Impact of activities</b>						
Engagement of residents and visitors (# served/involved/affected)	X	X	X			
Increased understanding, awareness and appreciation of NHA resources & stories		X	X			
Increased recognition of shared heritage of region			X	X		X
Greater amount and diversity in sources of funding committed to interpretive and educational programming	X					X
Economic Impact / Job Creation	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
<b>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?</b>						
<b>Protection and Conservation of Natural Resources (Water, Air, Wildlife), Land Use, Agriculture – Activities that support long-term preservation, conservation and reclamation of natural, cultural and historic resources; includes implementing environmental conservation efforts</b>						
<b>Describe Nature of NHA activities</b>						
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	
<b>Describe Implementation of each activity</b>						
Role of the coordinating entity (e.g., administration of grants; provision of TA)	X	X	X	X	X	
Role of NHA 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	
<b>Assess Impact of activities</b>						
Environmental, cultural, and historic resources conservation	X	X		X	X	
Artifact or building restoration	X	X		X	X	X
Greater amount and diversity in sources of funding committed to conservation and stewardship	X	X		X		
Increased local sense of pride and connection to place	X	X	X			
Increased capacity of partners	X	X		X		
Growth in partner network	X	X	X			
Community revitalization	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
<b>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?</b>						
<b>Promotion of Economic Development, Tourism, Recreation and Community Revitalization– Heritage based development activities that further provide educational and inspirational opportunities for current and future generations</b>						
<b>Describe Nature of NHA activities</b>						
Description of physical improvement and development activities	X	X		X	X	
<b>Describe Implementation of each activity</b>						
Role of the coordinating entity (e.g., administration of grants; provision of TA)	X	X		X	X	
Role of NHA 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	
<b>Assess Impact of activities</b>						
Development/construction that is successful in meeting objectives	X	X	X	X	X	
Increased local sense of pride and connection to place			X			
Heightened visibility of NHA resources and stories			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
<b>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?</b>						
<b>Marketing and Public Outreach – Activities that increase public use and awareness of the NHA and further its economic sustainability</b>						
<b>Describe Nature of NHA activities</b>						
Description of marketing and public outreach activities (e.g., promotional materials, events programming)	X	X	X	X	X	
<b>Describe Implementation of each activity</b>						
Role of the coordinating entity (e.g., creation of marketing plans)	X	X		X	X	
Role of NHA 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	
<b>Assess Impact of activities</b>						
Engagement of residents and visitors (# served/involved/affected)	X	X	X		X	
Increased understanding, awareness and appreciation of NHA 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				X
Growth and development of partner network	X	X	X			
Heightened visibility of NHA resources and stories		X				
Economic Impact / Job creation	X					

<p>Research Question, Domains, Measures</p> <p>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?</p>	<p>NHA Management Interviews</p>	<p>Partner Network Interviews</p>	<p>Community Input</p>	<p>Plans, Legal Documents</p>	<p>NHA Guides, Brochures, Web Sites, Other Documents</p>	<p>Financial Data Forms</p>
<p><b>Planning and Technical Assistance – Activities that build local community capacity and assist individuals, organizations and communities who are involved in NHA interpretation, education, preservation and development activities</b></p>						
<p><b>Describe Nature of NHA activities</b></p> <p>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)</p>	<p>X</p>	<p>X</p>		<p>X</p>	<p>X</p>	
<p><b>Describe Implementation of each activity</b></p> <p>Role of the coordinating entity (e.g., coordinating, planning)</p> <p>Role of NHA administrative staff</p> <p>Role of the partnership network</p> <p>Role of the local community</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p></p> <p></p> <p></p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	
<p><b>Assess Impact of activities</b></p> <p>Increased capacity of partners</p> <p>Growth and development of partner network</p> <p>Trust and support among partners</p> <p>Heightened credibility of NHA Economic</p> <p>Impact / Job creation</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>				

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
<b>Evaluation Q.2</b> What have been the impacts of investments made by Federal, State, Tribal, and local government and private entities?						
<b>Describe Financial investments:</b>						
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
<b>Assess Impact of financial investments</b>						
Amount of dollars committed to each NHA activity (Interpretation & education, Preservation, Development, Technical assistance and Marketing) over time	X	X				X
Revenue generated from NHA program activities – educational and recreational	X					
Consistency of donor support	X		X			
Expansion of base of donors over time	X		X	X	X	X
Economic Impact / Job creation	X					X
<b>Describe Other types of investment</b>						
Partnership contributions (e.g., time, staff, resources)	X	X	X	X	X	X
Community contributions (e.g., volunteerism)	X	X				X
Other In-Kind donations	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
<b>Evaluation Q.2</b> What have been the impacts of investments made by Federal, State, Tribal, and local government and private entities?						
<b>Assess Impact of other investment sources</b>						
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
<b>Evaluation Q.3</b> How do the NHA management structure, partnership relationships and current funding contribute to its sustainability?						
<b>Describe Nature of management structure</b>						
Description of management structure	X	X		X	X	X
Description of NHA mission and vision	X	X		X	X	
Description of NHA goals	X	X	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	

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
<b>Evaluation Q.3 How do the NHA management structure, partnership relationships and current funding contribute to its sustainability?</b>						
<b>Assess Coordinating entity's contribution to sustainability</b>						
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 NHA 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					
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		
Coordinating entity has leadership role in partner network	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
<b>Evaluation Q.3 How do the NHA management structure, partnership relationships and current funding contribute to its sustainability?</b>						
<b>Describe Nature of partner network</b>						
List of partners	X	X		X	X	
Purpose of each partnership	X	X		X		
Partners’ involvement with NHA	X	X		X		
Resource commitment from partners (for what? for how long?)	X	X				
<b>Assess Partner network’s contribution to Sustainability</b>						
Broad base of partners representing diverse interests and expertise in the NHA	X	X		X	X	
Partner collaboration and combination of investments to accomplish NHA objectives	X	X		X	X	
Partner retention over time	X	X				
Number of partners over time	X			X		
Partners’ role(s) on NHA boards	X					
Trust and support among partners	X					
<b>Assess Financial sustainability</b>						
Amount of dollars committed to each NHA activity over time	X	X		X		X
Allocation of Federal funds over time	X			X		X
Sources and amount of matching 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	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
<b>Evaluation Q.3 How do the NHA management structure, partnership relationships and current funding contribute to its sustainability?</b>						
<b>Assess Economic impact on sustainability</b>						
Resource stewardship resulting in improved economic value of NHA	X	X				X
Improved earned income over time	X	X				X
Trends in return on fundraising investment	X					X
Trends in contribution and grants ratio – indicates dependence on voluntary support	X					X
Trends in debt ratio	X					X
Trends in average annual operating revenue	X					X
Economic Impact / Job creation	X					

## Appendix 5 – Timeline of NHC Key Events

Year	Activity
1988	<ul style="list-style-type: none"> <li>• Congressman Sam Gejdenson (2d district) found the Connecticut ranked last among 50 states in the amount of federally protected park and open space lands and last for the amount of land set aside for public recreation. Sought support from NPS and received TA to study the 25-town area for potential designation as a heritage corridor. NPS also provided funds and TA for several projects to raise awareness of the natural, historic, and cultural assets of the area.</li> </ul>
1989	<ul style="list-style-type: none"> <li>• Quinebaug Rivers Association forms a subcommittee to investigate ways of preserving the region's resources. TA is provided by NPS and the CT Dept of Environmental Protection.</li> </ul>
1991	<ul style="list-style-type: none"> <li>• Heritage Corridor Committee was formed as a subcommittee of the Northeast CT Council of Govt, incorporating the former subcommittee of the Quinebaug Rivers Association and other grassroots participants. They draft the legislation for the corridor's designation and present it to Congressman Gejdenson.</li> <li>• The first Walking Weekend is held to acquaint residents and visitors with the enormous resources that exist in the region.</li> </ul>
1993	<ul style="list-style-type: none"> <li>• NPS conducts a study of the proposed Natl Heritage Corridor.</li> </ul>
1994	<ul style="list-style-type: none"> <li>• Public Law 103-449 passed by the 103rd Congress designated the Quinebaug and Shetucket Rivers Valley National Heritage Corridor 25 town area of eastern Connecticut. The fourth NHA in the country.</li> <li>• Subsequently, the Connecticut General Assembly passed Public Act No 95-180 to establish the Advisory Council to prepare the management plan.</li> </ul>
1995	<ul style="list-style-type: none"> <li>• CT General Assembly passes Public Act 95-170 to establish an Advisory Council to prepare a management plan for the Corridor. Grassroots committee incorporates as a nonprofit charitable organization, Quinebaug-Shetucket Heritage Corridor, Inc. (QSHC, Inc.) and is designated by Governor Rowland as the "Suitable administrating organization" to manage project and funds from the federal legislation. QSHC, Inc has no regulatory authority. It is the administrative body for the implementation of the management plan.</li> </ul>
1997	<ul style="list-style-type: none"> <li>• Governor Rowland names and convenes the Advisory Council to draft the Management Plan. Members were designated per guidelines in the state legislation. Advisory Council was dissolved upon completing the Management Plan with some members becoming ex-officio members of QSHC Inc. Vision to Reality: A Management Plan is produced, accepted by Governor Rowland and transmitted to the Secretary of the Interior.</li> </ul>
1998	<ul style="list-style-type: none"> <li>• QSRV produces the QSHC Implementation Plan: A Work in Progress and the Action Plan.</li> </ul>

Year	Activity
1999	<ul style="list-style-type: none"> <li>• Congressman Gejdenson (CT) in partnership with Congressman Neal (MA) introduce legislation that becomes Public Law 106-449 It is passed by Congress and signed by President Clinton reauthorizing the QSRV NHV for another 10 years, increasing its authorized funding to \$1 M per year for 10 more years, and expanding the boundaries to include 10 additional communities in the watershed. Covering in both Massachusetts and Connecticut, now numbering 35 in all.</li> </ul>
2000	<ul style="list-style-type: none"> <li>• QSRV completes Vision 2010: A Plan for the Next Ten Years, and the Interpretive Initiative for the Quinebaug and Shetucket Rivers Valley National Heritage Corridor.</li> </ul>
2002	<ul style="list-style-type: none"> <li>• All 35 towns in the Corridor sign the Community Compact. QSHC completes the Development Assessment.</li> </ul>
2005	<ul style="list-style-type: none"> <li>• QSHC completes a regional survey to measure awareness and support of mission and programming.</li> </ul>
2007	<ul style="list-style-type: none"> <li>• TLGV Board of Directors adopted Trail to 2015: A Sustainability Plan, which recognized the need to retain the federal investment. Spurred the introduction of the reauthorization bill to Congress in 2007. Delays in passing the bill until 2009. This caused the TLGV to have to rapidly deploy a capital campaign to help them sustain under 2015 when additional funds may come through They indicate that it's the first sustainability plan for any NHA. (Noted that they lost two and a half staff in 2007 due to the delays in federal contracting and it had a severe impact on the program delivery)</li> </ul>
2008	<ul style="list-style-type: none"> <li>• QSHC changes its name to The Last Green Valley, Inc. (TLGV)</li> </ul>
2009	<ul style="list-style-type: none"> <li>• QSRV NHC is reauthorized by Congress to September 30, 2015, with authorization for up to \$15,000,000 in federal funding. CT General Assembly passes PA09-221, creating the CT Heritage Areas Program and directing all state entities to take the resources of the NHAs in the state into consideration in their planning and projects.</li> </ul>
2010	<ul style="list-style-type: none"> <li>• MA General Court passes Chapter 272 of the Acts of 2010, recognizing the NHAs in the Commonwealth, directing all state entities to take the resources of the NHAs into consideration in their planning and projects and giving authorization for appropriations.</li> </ul>
2014	<ul style="list-style-type: none"> <li>• Legislation extended the National Heritage Corridor's ability to receive federal funds through 2021 with a six-year reauthorization and changed the name to the Last Green Valley</li> </ul>

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## Appendix 6 – NHC Board Members and Affiliations

### OFFICERS

**Bill Jobbagy, Chairman**

Coventry Economic Development Commission

**Mike Nelson, Vice-Chairman**

Charter Communications

**Myra Ambrogi, Secretary**

Recreation Director for Plainfield

**Thomas Dufresne, Treasurer**

Southbridge Savings Bank

### DIRECTORS

**Eric Thomas**

*Representing the Governor of Connecticut*

**Governor of Massachusetts**

*Representative to be designated*

**Donna Baron**

Lebanon Historic Society Museum

**Janet Blanchette**

J & D Engineering

**Elsie Bisset**

Killingly Economic Development

**Mary Ellen Ellsworth**

Eastford Conservation Commission

**Rick Hermonot**

Ekonk Hill Turkey Farm

Farm Credit East

**Ed Hood**

Opacum Land Trust

**Jennifer Kaufman**

Town of Mansfield

**Alix McNitt**

Chamber of Central Massachusetts South

**Marty Nieski**

Marty's of Dudley

**Wayde Schmidt**

United Technologies Corporation

**Joan St. Ament**

Savings Institute Bank & Trust

**Mark Winne**

Millenium Power

*Cover photo courtesy of Town of Coventry*