

# MotorCities National Heritage Area

## *Evaluation Findings*



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# Executive Summary

## Purpose of the Report

In 1998, United States Congress through Public Law 105-355 officially designated the Automobile National Heritage Area, now MotorCities National Heritage Area (MCNHA), which encompasses over 10,000 square miles in southeast and central Michigan. The MotorCities National Heritage Area (MCNHA) is composed of portions of 16 counties in Southeastern and Central Michigan, with nearly 260 municipalities and townships, and approximately six million residents. The regional boundary encompasses 10,000 square miles and has over 900 diverse cultural, historic, and natural resources, including 15 watersheds. The region includes the “MotorCities” of Detroit, Dearborn, Flint, Lansing, Jackson, and Pontiac. The focus of the heritage area is its industrial, cultural, and natural heritage, with emphasis on its innovations in manufacturing and their influence on the labor movement and the world wars, as well as the associated industrial artifacts, buildings, and institutions.

The area’s coordinating entity, MotorCities National Heritage Area Partnership, Inc. (MCNHA Partnership, Inc.) is headquartered in Detroit. A National Heritage Area, or NHA, can be any size and is intended to encourage historic preservation and an appreciation of the unique natural, cultural, historic, and scenic resources that represent a nationally important American story. MCNHA is one of now 49 designated areas. They started receiving National Park Service (NPS) Heritage Partnership Program (HPP) funds in 2000. This evaluation covers the period from 2000 through 2015, though specific financial data were only available to us through 2013 at the time the evaluation was conducted.

In December 2014, Congress through Public Law 113-291, reauthorized NHA funding for MCNHA until 2020, if no evaluation was performed or until

2021 if an evaluation was performed<sup>1</sup> under the auspices of the Secretary of the Interior to review accomplishments made since designation. National Heritage Area designation is in perpetuity, although funding is limited and must be reauthorized or extended by Congress once the law sunset date is reached or funding ceiling is reached. Based on the findings from the evaluation, the Secretary of the Interior will prepare a report to Congress with recommendations regarding the future role of NPS with respect to the NHAs.

## Key Evaluation Questions

The key findings from the MCNHA evaluation are organized by the three questions introduced in Section 1 and derived from the legislation, Public Law 110-229, that serve as a framework for this evaluation:

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<b>Evaluation Question 1</b>	Based on its authorizing legislation and general management plan, has the heritage area achieved its proposed accomplishments?
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<b>Evaluation Question 2</b>	What have been the impacts of investments made by Federal, State, Tribal and local government and private entities?
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<b>Evaluation Question 3</b>	How do the heritage areas management structure, partnership relationships, and current funding contribute to its sustainability?
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<sup>1</sup> <http://www.gpo.gov/fdsys/pkg/PLAW-113publ291/html/PLAW-113publ291.htm>

## 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 16 years, the MCNHA Partnership Inc. has addressed each of its legislated purposes and has completed many but not all of the goals outlined in the management plan through the federal resources provided. As outlined in Table E.1, the legislated purposes for MCNHA and the authors of the Management Plan articulated the Plan goals into five strategy areas of activities. Members of the Westat Evaluation and MCNHA Partnership Inc. administrators revised these five areas into the current three strategy areas represented in the Logic Model that guided this evaluation (see Figure 3.1). The MCNHA Partnership Inc. efforts have centered around three strategies: Education/Interpretation, Tourism, and Preservation/Conservation/Revitalization. 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.

**Education/Interpretation:** *Developing and supporting programs, initiatives, and materials that create awareness and appreciation of and communicate and make widely known, understandable, and accessible the identity, heritage, and history of the region.*

**The MCNHA Partnership Inc. has successfully fulfilled the legislative requirement in meeting Education/Interpretation goals.** MotorCities has invested over \$3,279,356 in the period from 2000 through 2013 (the last year financial documents were available when the evaluation was conducted) in the education strategy area. Further, the MCNHA Partnership Inc. was involved in the planning as well as the development of many of these projects. Activities in the education strategy area included *Lunch and Learns*, exhibits and other forms of educational media, and educational events in museums. Stakeholder interviewees stated repeatedly and consistently that educational activities like the *Lunch and Learns* would not have been possible for community leaders without the MCNHA Partnership Inc. Educational activities within museums contributed to increased use of the historical buildings. The Ypsilanti Automotive Heritage Museum, for example, reported increased attendance after an automotive television show aired educational information from the museum.

**Table E.1 MCNHA Partnership Inc. Goals and Activities**

Purposes as Specified in Legislation	Management Plan Goals (Pages 40-42)	Current Goals/Activities
<p>Foster a close working relationship with all levels of government, the private sector, and the local communities in Michigan and empower communities in Michigan to conserve their automotive heritage while strengthening future economic opportunities</p> <p>Conserve, interpret, and develop the historical, cultural, natural, and recreational resources related to the industrial and cultural heritage of the Automobile National Heritage Area</p>	<p>Revitalization Mission Goals</p> <p>Education and Interpretation Mission Goals</p> <p>Tourism and Economic Development Mission Goals</p>	<p>Preservation/Conservation/Revitalization</p> <p>Tourism</p> <p>Education/Interpretation</p>

The MCNHA Partnership Inc. also ensures access to its educational materials through documentaries and other exhibits. For example, MotorCities collaborated with the Michigan Institute for Contemporary Art and MessageMakers to produce the documentary *Second Shift: from Crisis to Collaboration*. This documentary showcases the successes of local stakeholders to collaborate with General Motors who invested over \$1 billion in Lansing instead of pursuing plans to close production plants. Currently, the sequel, *This Model Works*, is being produced to highlight the process of working with GM as a model for other communities that may be threatened from the loss of capital when a large corporation announces plans to move out of an area. Other exhibits include *From the Margins to the Core*, which shares the contributions of Latin American workers to the auto industry. These activities and others align well with the educational goals of MotorCities such as communicating the roles of ethnic and minority groups in the MCNHA story.

Although MotorCities' staff documents the grant funding and dissemination of their educational activities, staff do not measure visitors' awareness of automotive heritage concretely. In response to this limitation, we conducted 35 intercept interviews to determine how aware individual persons in the NHA are of the region's automobile heritage as well as MCNHA Partnership Inc. activities. As noted in section 1, we were unable to conduct a full survey due to constraints of OMB Paperwork Reduction Requirements. Results from the interviews suggest that MotorCities has had some successes in raising awareness of automotive heritage throughout the area. We conducted interviews both at partner sites and outside of such sites in Lansing, Detroit, Dearborn, and Ypsilanti. Eight interviewees were aware of both the MCNHA and overall automobile heritage. Eighteen interviewees were aware of automobile heritage in the area, but they were not familiar with the NHA. Five Michigan residents were familiar with automobile heritage, and three of the five were aware of the MCNHA.

**Tourism:** *Ensuring clear, consistent and environmentally appropriate signs for access to points of interest, enhancing*

*and maintaining existing attractions, establishing interpretive venues, improving visitor experience, developing recreational opportunities, and increasing beneficial economic impact*

**The MCNHA Partnership Inc. has had some successes with tourism goals, but enhancing awareness of the NHA and its activities would meet additional stated goals, (e.g., developing linkages across attractions with clear and consistent signage; improving branding.)** The MCNHA Partnership Inc. has invested \$2,817,349 in tourism activities between 2000 and 2013. Tourism activities include supporting exhibits at local museums, connecting people to the history and culture of the heritage area, and promoting tourism at multiple area events. Interviewees repeatedly lauded the MCNHA Partnership Inc. for its role as a founding partner of one of the largest automobile heritage tourist events, Autopalooza. Further, stakeholders appreciated the recent completion of the Wayside Exhibit program to highlight 250 sites across the NHA. However, almost all informants suggested that MCNHA Partnership Inc. should work harder to develop linkages across attractions. Suggestions included developing an online application that links the signs and sites to each other and to local attractions; providing additional signs over highways to raise awareness that visitors are in the MCNHA; and developing branding to indicate when the MCNHA Partnership, Inc. is among the sponsors of an event.

An additional tourism activity is the NPS Passport Program. MotorCities encourages visitors to record their visits to over 20 locations throughout the NHA by stamping their NPS passports. Specific sites range from museums (e.g., Michigan Historical Museum) to historic homes (e.g., Edsel and Eleanor Ford House). The MCNHA Partnership Inc. has produced a brochure with a map and pictures of the sites so that visitors can locate the attractions. Although the NPA Passport program might connect individual sites within the NHA, many visitors might not know about the program.

The MCNHA Partnership Inc. has successfully completed activities that promote widespread

awareness of its role and tourism activities (e.g., completion of Wayside Exhibit), but the majority of informants note that more work is needed. Many Interviewees noted the critical importance of improving the visibility of the MCNHA to future activities and sustainability, as discussed in Section 5. For example, although the MCNHA Partnership Inc. completed the installment of 250 signs across the NHA in 2014, the signs are not systematically linked together to tell the overall story of the MCNHA heritage. While Lansing and Flint have created online resources that connect the signs to tell a story for visitors, many of the signs remain isolated and unreferenced in any publication, whether print (e.g., brochure) or on-line. The remaining signs remain individual exhibits, and interviewees suggest that the signs would be much more impactful if they were linked together, perhaps with an online application. Further, interviewees often stated that more signs may be needed on highways to raise the awareness of the NHA. The MCNHA Partnership Inc. staff and board are aware of the need for increased visibility of the MCNHA and are working to improve the awareness of the MCNHA among its partners as well as the general public. Improved awareness of the MCNHA is the first of the three stated goals of the new Strategic Plan.

#### **Preservation/Conservation/Revitalization:**

*Identifying, interpreting, preserving, conserving, and linking auto heritage natural and cultural resources; restoring historic buildings and documents; and revitalizing communities and districts*

**The MCNHA Partnership Inc. has successfully fulfilled the legislative requirements in meeting resource preservation/conservation/revitalization goals.** The MCNHA Partnership Inc. has invested \$2,483,146 in preservation/conservation/revitalization activities from 2000 through 2013. The founding members of the MCNHA Partnership Inc. planned the foundation of the NHA while working on preservation, conservation, and revitalization activities such as restoring Ford industry mills that were slated to be demolished. Current activities include restorations at museums (e.g., Ford Piquette Avenue Plant, Ypsilanti Michigan Firehouse Museum, Ypsilanti Automotive

Heritage Museum) and other historical landmarks (e.g., Flint arch restoration project).

The MCNHA Partnership Inc. also works to preserve the cultural history of the NHA. For example, MotorCities works with partners to share the importance of the heritage area's labor history in projects such as the web tour *Auto and Labor History on the Detroit River*. This virtual tour shows visitors historical sites (many of which have been torn down). Additional preservation activities include conserving the cultural history of Willow Run, where the iconic Rosie the Riveter made her debut. Historians and other interviewees discussed many additional conservation projects that preserve the area's history.

Multiple historians stressed the importance of the MCNHA Partnership Inc. to preserve historic automotive artifacts. Further, key informants described how local residents increased their appreciation for their home communities. For example, residents of one neighborhood renamed their community *REO Town* after revitalization activities exposed the residents to their history with R.E. Olds (Oldsmobile). One interviewee stated, "there was no name for that neighborhood until people talked about auto heritage." MotorCities is an active participant in such conversations.

While the activities of the MCNHA Partnership Inc. have consistently centered on the goals cited in the legislation and their Management Plan, there was wide variation in the support they brought to each of the three activity areas over time. Some of the variation can be directly tied to the trajectory of the MCNHA Partnership Inc., which had six Executive Directors between the period 2002 – 2013: Constance Bodurow (2002-2003), Mark Pischea (2003-2006), Bud Lieberman (interim, late 2006-early 2007), Gary Familian (2007-2009), Nancy Darga (2009-2013), and Shawn Pomaville (2013-present). This lack of continuity in leadership is reflected in Sections 3, 4 and 5 of the report, impacting program activities, funding, and sustainability. In addition, during the same thirteen year period, there have been shifts in the economic climate in Detroit that have contributed



to shifts in MCNHA Partnership, Inc. supports and resources. Fluctuations in leadership, partner support and fund-raising affected the ability of the MCNHA Partnership to fund activities in the three activity areas. For example, there were clearly fewer grants funded in the years when the NHA experienced lower levels of overall financial resources (e.g., in 2006 and 2007).

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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?

**NHA has largely expended HPP funds on programmatic activities that address goals and objectives specified in the authorizing legislation.**

Since its inception, MCNHA Partnership, Inc. investments have generally aligned with the core mission and goals. Overall, expenditures were in keeping with the three core areas of education, tourism and preservation/revitalization/conservation throughout the period. MotorCities has a variety of funding sources beyond NPS, including other federal sources, Michigan state agencies, and private donation. The MCNHA Partnership Inc. has exceeded the match requirements of the legislation, bringing in a total of \$7,511,548 to match \$6,691,689 in NPS funding for a total of \$15,055,526. Of this total, \$11,525,035 constituted Programmatic Expenses. With respect to these expenditures, according to federal accounting reports, the largest expenditure occurred in the area of education (28%). Tourism accounted for 24% of funding, and preservation/conservation/revitalization accounted for 22% of funds. Finally, 26% of expenditures were not categorized (See discussion in Section 4.2).

While overall expenditures were in keeping with the management plan goals, the MCNHA Partnership Inc. faced financial challenges. In 2006 the Executive Director was asked to leave following financial irregularities that were subsequently remediated. In 2009, the Financial Statement and the Single Audit Reporting Package indicate that the MCNHA Partnership Inc. had incurred \$160,554 in debt

that was carried over into the next fiscal year. The subsequent Executive Director and Board successfully managed this net reduction in assets over time. The Executive Director and Board worked with creditors, created fund raising mechanisms, invested limited personal resources, and worked with partners to recoup the funds.

The MCNHA Partnership, Inc. succeeded in meeting overall match requirements for the period from 2000 through 2013 (\$6,541,689 in NPS funds expended and \$7,511,548 in matching funds). Since 2009, the match has been met primarily through in-kind contributions (between 80%-95% of the total match from 2009 through 2013 is in-kind contributions).

MCNHA Partnership Inc. efforts to create a more stable financial base are discussed in Section 5. Section 4 of this document provides a more detailed overview of MCNHA Partnership Inc. investments and use of the financial resources received.

Stakeholders reported the importance of MCNHA Partnership Inc. funds as seed investments that provide avenues for obtaining additional funds. For example, they provided seed funds and acted as a fiduciary for improvements to the Piquette Avenue Ford Plant so that the plant could receive additional funding from other sources. This required much less financial investment from MotorCities than if they had tried to fund a large project, and allowed the Ford Plant to pursue larger redevelopment funding from others. Additional examples include seed money to the Ypsilanti Auto Heritage Museum. The credibility that the MCNHA brings to partnerships with local agencies allows these organizations to leverage their resources for substantial development projects. In Section 2.3 we provide detailed lists of MCNHA Partnership Inc. partners, who include representatives from federal, State, county, and city governments, non-profit organizations, tourist promotion agencies and travel & convention bureaus, universities, schools and other educational organizations, regional historic preservation initiatives, environmental groups, cultural organizations, artists/art organizations, and foundations. As documented throughout the



report, MotorCities' partnerships are reciprocal in nature, with the joint planning activities furthering the mission of the MCNHA as well as the partner organization. The MCNHA Partnership Inc. looks for community partners that have the local engagement and resources to become stewards of the project after their involvement diminishes over time. Accordingly, sustainability of the project is given consideration at the beginning of each partnership and project.

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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 heritage area management structure, the evaluation found that MCNHA Partnership Inc. currently has the governance in place and is staffed appropriately to operate a sustainable NHA organization.** As discussed in Section 2, the MCNHA is governed by the MCNHA Partnership, Inc. The Board of Directors is composed of four Executive Officers and 15 Board Members. Five of the Board members are selected by the Stewardship Council (an advisory body) and 10 to 17 of the at-large members are nominated by the Nominating Committee. The Board has four officers: the Chair, Vice-Chair, Secretary, and Treasurer. Many board members have careers that are representative of the stakeholder groups that comprise the MCNHA's constituency: industry leaders and key stakeholders

from the region's cultural and educational institutions and community and non-profit organizations. The Board plays an active role in MCNHA Partnership Inc. affairs, meeting quarterly to assist in exploring MCNHA Partnership Inc. policy and activities.

Board members interviewed in April 2015 suggested that sustainability is a primary objective of their activities. The Board has identified four main sources of funding: state funding, special events, membership, and special/major gifts. Several board members discussed the importance of, and efforts towards, reducing reliance on federal funding. The MCNHA Partnership, Inc. has experienced a challenging trajectory in the years since its authorization in 1998. While the support of the Big Three Automobile Manufacturers and the United Auto Workers Union provided a strong financial base in the early years through 2004, the organization has faced financial challenges in all subsequent years. In the years from 2003 through 2009, changing leadership and mismanagement led to reduced resources and decreased partner participation. Since 2009 the vast majority of matching resources have consisted of in-kind contributions, not cash. By 2009 the organization was in debt with no stable financial base. Due to the dedicated effort of the Board and the Executive Director Nancy Darga, starting in 2009, the debt was paid off. Under the guidance of a new Executive Director, Shawn Pomaville, hired in 2013, the Partnership successfully lobbied for reauthorization and is regaining the trust and participation of old and new partners. The MCNHA Partnership, Inc. leadership and the Board of Directors are designing and implementing a Strategic Plan that has promise in creating a new financial stability and sustainability. The Strategic Plan contains many options for activities that could create a viable financial foundation for the future. The leadership and Board are committed; the plans are robust and well thought through. But realization of these goals, and achieving sustainability for the MCNHA Partnership, Inc., is still in the future.

Interviewees' responses were mixed in terms of MotorCities' viability in the absence of federal funding. Some interviewees suggested that the NHA would

disappear without federal support. Others were more optimistic, suggesting that MCNHA Partnership Inc. would survive if federal support went away. These optimists did not ignore the opportunities that federal funding provides to the NHA, however, and they suggested that the heritage area would be forced to

cut its current level of activity if federal funding was reduced. Interviewees across agencies reported the potential implications of financial loss as impacting the size and scope of their activities. Multiple respondents noted the importance of federal funding to provide resources for further development.

## Structure of the Report

### The report is divided into 5 sections

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

**Section 2** provides an overview of the MCNHA, the coordinating entity structure and organization; The MCNHA 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 MCNHA coordinating entity’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 MCNHA coordinating entity’s relationship with various NPS organizations.

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

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

## Section 1 – Introduction

### 1.1 National Heritage Areas

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

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

### 1.2 Report Purpose

"...National Heritage Areas are places where natural, cultural, historic, and scenic resources combine to form a cohesive, nationally important landscape arising from patterns of human activity shaped by geography."<sup>2</sup> Since President Reagan signed the law establishing the

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

#### **This evaluation follows three previous major NHA evaluation projects:**

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

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

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

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

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

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



### 2009 – First congressionally mandated evaluations (CPM/Westat)

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

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

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

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

### 2012 – Six Congressionally-mandated evaluations (Westat)

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

### 2015 – Additional Congressionally-mandated evaluations (Westat)

There are currently four 2015 evaluations underway on the following heritage areas/ corridors: Lackawanna Valley National Heritage Area, Last Green Valley National Heritage Corridor, Yuma Crossing National Heritage Area, and MotorCities National Heritage Area. These evaluations are also based on the model used for the 2012 evaluations. These evaluations were referenced in Public Law 113-291 which states:

- (B) Evaluation.--An evaluation conducted under subparagraph (A)(i) shall (i) assess the progress of the local management entity with respect to—
- (I) accomplishing the purposes of the authorizing legislation for the national heritage area; and
  - (II) achieving the goals and objectives of the approved management plan for the national heritage area;
- (ii) analyze the investments of Federal, State, tribal, and local government and private entities in each national heritage area to determine the impact of the investments; and
- (iii) review the management structure, partnership relationships, and funding of the national heritage area for purposes of identifying the critical components for sustainability of the national heritage area.<sup>[1]</sup>

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

## 1.3 MotorCities National Heritage Area

The MotorCities National Heritage Area (MCNHA) is composed of portions of 16 counties in Southeastern and Central Michigan, with nearly 260 municipalities and townships, and approximately six million residents. The regional boundary encompasses 10,000 square miles and has over 900 diverse cultural, historic, and natural resources, including 15 watersheds. The region includes

<sup>[1]</sup> <http://www.gpo.gov/fdsys/pkg/PLAW-113publ291/html/PLAW-113publ291.htm>

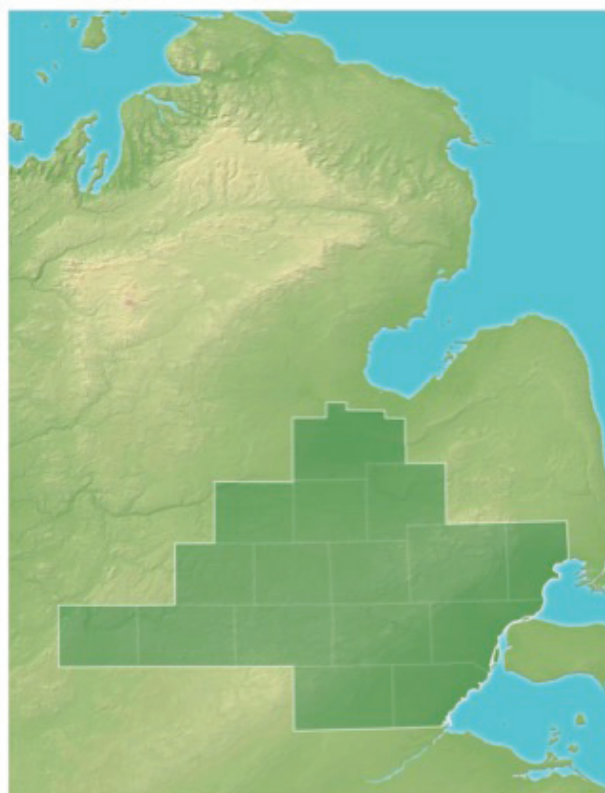
the “MotorCities” of Detroit, Dearborn, Flint, Lansing, Jackson, and Pontiac. The focus of the heritage area is its industrial, cultural, and natural heritage, with emphasis on its innovations in manufacturing and their influence on the labor movement and the world wars, as well as the associated industrial artifacts, buildings, and institutions.

The authorizing legislation (P.L. 105-355) outlined two broad-based purposes for the NHA:

- To foster a close working relationship with all levels of government, the private sector, and the local communities in Michigan and empower communities in Michigan to conserve their automotive heritage while strengthening future economic opportunities
- To conserve, interpret, and develop the historical, cultural, natural, and recreational resources related to the industrial and cultural heritage of the Automobile National Heritage Area.

**Table 1.1 Overview of MotorCities Heritage Area**

Overview Areas	NHA Description
Designated	On November 6, 1998 by Public Law 105–355
Location	Southeastern and Central Michigan
Encompasses	16 counties in Southeastern and Central Michigan Great Lakes system and 15 inland watersheds 10,000 square miles
National Historic Themes	<ul style="list-style-type: none"> <li>• Industrial, cultural, and natural heritage</li> <li>• Influence on labor and management</li> <li>• Manufacturing innovations effecting business and defense</li> <li>• Industrial artifacts, buildings, and institutions</li> </ul>
Organizational Structure	<ul style="list-style-type: none"> <li>• Coordinating entity: MCNHA Partnership, Inc.</li> <li>• Governance body: Board of Directors               <ul style="list-style-type: none"> <li>- Includes four officers and up to 25 members</li> </ul> </li> <li>• Shawn Pomaville, the Executive Director, reports to the Board and oversees the other MCNHA Partnership Inc. staff, which includes, but is not limited to:               <ul style="list-style-type: none"> <li>- Brian Yopp, the Director of Operations &amp; Community Liaison, who oversees the Stewardship Council</li> </ul> </li> <li>• Advisory bodies also report to the Board of Directors. These include the:               <ul style="list-style-type: none"> <li>- Leadership Council</li> <li>- Stewardship Council</li> <li>- Grant Review Committee</li> </ul> </li> </ul>
National Park Partners	<ul style="list-style-type: none"> <li>• River Raisin National Battlefield Park</li> </ul>
Other Partners	<ul style="list-style-type: none"> <li>• Federal legislature</li> <li>• Department of the Interior</li> <li>• State of Michigan (i.e., MDOT, legislature, Governor)</li> <li>• County and city governments</li> <li>• Nonprofit organizations</li> <li>• United Automobile Workers</li> <li>• Travel Michigan (i.e., Pure Michigan)</li> <li>• Travel &amp; Convention Bureaus</li> <li>• Universities</li> <li>• MCNHA Partnership Inc. Members</li> <li>• Subject Matter Experts (speakers)</li> <li>• Ambassadors</li> <li>• Volunteers</li> </ul>

**Figure 1.1 MCNHA Map**

## 1.4 Evaluation Methodology

### 1.4.1 Methodology

The methodology, captured in the National Heritage Area Evaluation Guide, May 2014 is designed to maximize both the use of existing data and the ability to measure specific outcomes of the MCNHA Partnership Inc. activities. The period covered by the evaluation starts with the 1998 designation as an NHA through 2015, 16 years during which the NHA received federal funding.

Data from interviews and on-site visits to the MCNHA and its partnership organizations are current through 2015; completed financial audits were available through 2013. However current financial position of the MCNHA Partnership, Inc., and plans for addressing the future were documented in interviews with Leadership and Board Members. This information, and conclusions concerning sustainability, are presented in this report.

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

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

The evaluation used a case study design to address these 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 Comptroller, the NPS Liaison with each heritage area, the Panel of Experts, and NHA leadership. The tailored data collection tools and this report reflect the comments provided by NPS, and the NHA evaluation site. The following sections describe each phase of the evaluation.

### 1.4.2 Site Introduction and Background Research

During the initial phases of the evaluation process, Westat contacted MCNHA Partnership, Inc. staff to discuss preliminary planning details and initial background research requests. Over the course of one onsite face-to-face meeting (Meet & Greet Visit), multiple email exchanges, and several telephone conversations during November 2014 to May 2015, Westat introduced the evaluation team and evaluation



methodology to the MCNHA Partnership, Inc. staff. Additionally, when possible, Westat triangulated findings with a recent evaluation of the MCNHA Partnership, Inc., conducted by the Institute for Local Government at the University of Michigan at Dearborn.

During the Meet & Greet Visit in January 2015, Westat project staff worked with MCNHA Partnership, Inc. staff to develop a logic model for MCNHA Partnership, Inc.'s review. 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 provided to MCNHA Partnership, Inc. 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 the

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

Numerous documents were reviewed to understand the background of MCNHA (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 financial statements), and strategies and activities conducted (e.g., strategic planning reports and management plans). These documents also provided information on the outcomes that have occurred from MCNHA Partnership, Inc. activities.

Individual interviews were conducted with 18 individuals representing federal, state, and city governments; MCNHA Partnership, Inc.'s Board of Directors and grant recipients, and MCNHA Partnership, Inc.'s community partners and other key stakeholders. Two members of the MCNHA Partnership, Inc. staff were interviewed: the Executive Director and Director of Operations & Community Liaison. These interviews helped the evaluators gain an understanding of the background and history of MCNHA, the MCNHA Partnership, Inc.'s activities and investments and their associated outcomes, and MCNHA Partnership, Inc.'s efforts towards sustainability.

Interviews were conducted with representatives from many stakeholder and partner organizations. These interviews discussed the genesis of the organization's relationship with MCNHA Partnership, Inc.; the influence and impact that the stakeholder perceives that MCNHA Partnership, Inc. has made in the community; and additional ways the interviewee believes the MCNHA Partnership, Inc. could serve the needs of the region. Stakeholder interviewees were selected by Westat from a list of organizations with

which the MCNHA Partnership, Inc. has relationships and who have a vested interest in the work of the MCNHA Partnership, Inc. We also utilized snowball sampling to select additional interviewees based on suggestions and comments from the partners we interviewed. Stakeholders were selected to be representative of the three NHA strategy and activity areas specified in the Logic Model: Education/ Interpretation, Tourism, and Preservation/ Conservation/Revitalization.

Thirty-five community intercept interviews were conducted with members of the public to learn how familiar they were with the history and culture of MCNHA and the ways in which they gained this knowledge and familiarity, whether they had visited the MCNHA and used its resources, and their views on the impact the activities sponsored by the MCNHA Partnership, 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 MCNHA Partnership, Inc. had achieved its organizational and programmatic goals as articulated in the mandating legislation and the MCNHA foundational documents. Findings discussed have been triangulated; that is, information has been documented from multiple sources. In addition, efforts have been made to ensure that the information gathered from key informants also has been substantiated with data from documents and other written sources.

#### 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 intercept conversations will be a more qualitative assessment of the community's perceptions of the MCNHA. 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 MCNHA Partnership, Inc. on stakeholder knowledge, attitudes, and involvement in the MCNHA Partnership, Inc. We collected 35 intercept interviews. We also held informal conversations with Stewardship Community members in the time before and after their annual meeting in April 2015 and obtained some 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.

### 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, consisting of changes to table formats in Sections 4 and 5. Westat

##### **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

##### **MCNHA Partnership Inc.**

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

prepared a logic model to guide the evaluation in collaboration with the MCNHA Partnership, Inc. staff, prepared the data collection protocols, collected and analyzed the data, and prepared 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 the NPS Assistant National Coordinator 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 Midwest Region.

### **1.5.3 MotorCities National Heritage Area**

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



## Section 2 – Overview of the NHA

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

### 2.1 Introduction to MCNHA & the MCNHA Partnership, Inc.

The automobile industry made a significant contribution to the Nation's industrial growth and to the national labor and civil rights movements of the 1900s. Southeastern and central Michigan housed the corporate, design, and engineering headquarters of the "Big Three" automakers (Ford, General Motors, and Chrysler (now DaimlerChrysler) as well as the United Auto Workers. The area is known for being the focus of the 20th century industrial revolution and labor movement.

The region possesses abundant natural resources that contributed to the development of the nation's transportation infrastructure, skilled labor, innovation and ingenuity, and venture capital for the period and became the center of the national and global automobile industry. The presence of numerous watersheds and the Great Lakes system sustained a boat building and shipping industry, and facilitated trading and transport for the automotive industry. The automotive revolution led to innovations in manufacturing, design, technology, and production (e.g., the assembly line, mass production and vertical integration for vehicle manufacturing) which in turn, were used to build the military vehicles and machinery used by America and its Allies in both World War I and II.

The area is also known for its rich cultural and ethnic diversity. The increased labor demand in the 1900s led to significant immigration from the American South, Europe, Asia, and the Middle East and involvement in the auto workforce by previously excluded populations (e.g., women and African Americans). Partnered with numerous wage and benefit advancements, America's middle class exploded and its workplaces were transformed. These advancements influenced the labor and civil rights movements of the latter half of the century.

This history has left behind a rich heritage, for both the region and the nation. The mission of the MotorCities National Heritage Area is to build on this history to revitalize the economy and increase resident and visitor appreciation of the region by preserving, interpreting and promoting the automotive heritage of the State of Michigan. In the course of these activities, MotorCities partners with local governments and community partners to develop a sense of pride in the community that improves appreciation in the auto-heritage and stimulates tourism.

The following are a few highlights from the MCNHA region's history, some of which describe its role in supporting the start of America's Second Industrial Revolution and the two World Wars and were instrumental in the area's designation as an NHA:

- **1850-1900s:** Industrial trade centers develop in mining, lumber, shipbuilding, steel and iron manufacturing, and rail-related production (Detroit, Flint, and Lansing).
- **1887:** Ransom E. Olds develops his first steam-powered horseless carriage (Lansing).
- **1896:** Olds demonstrates his first gasoline-powered car (Lansing). Henry Ford has his first trial run on a vehicular device (Detroit).
- **1900-1910s:** Advancements in interchangeability

and outsourcing of parts in manufacturing allow Olds, Ford, Henry M. Leland, and William Durant to mass produce automobiles.

- **1913-14:** Ford implements the moving assembly line at the Ford Highland Park Plant.
- **1920:** Auto industry shifts to mass marketing; planned obsolescence; and multi-story, multi-building auto production facilities. Construction booms and the population grows. Cultural and education institutions and transportation infrastructure develop.
- **1935:** The United Automobile Workers union is created to organize auto industry workers.
- **1942-1945:** No cars, commercial trucks, or auto parts were made from February 1942 to October 1945. All related resources were committed to the manufacture military equipment for World War II by President Franklin Roosevelt. To meet the demand, women and African Americans join the auto workforce.
- **1950-1960s:** Jobs are abundant. The automobile industry evolves to new kinds of motorized vehicles. GM, Chrysler, and Ford emerge as the “Big Three”. The population grows and construction booms as transportation infrastructure develops.
- **1960-1980s:** Vehicle exportation by foreign competitors threatens the dominance of the Big Three. Plants relocate to suburbs and city populations decline as do automotive jobs.
- **1990s:** Domestic car sales rebound.

Though sales rebounded in the 1990s and auto industry jobs increased, many of the plants were still vacant. Residents, businesses, institutions, and local governments in Detroit, Flint, and Lansing came together, respectively, to begin revitalization and reconstruction. Overall planning efforts for a potential heritage area designation began with the Ford Heritage Trails Initiative in 1989, led by Wayne County Parks and the Henry Ford Estate – Fair Lane. This initiative was one of many local initiatives raising awareness of auto-industry resources within their communities. In 1991, an MIT master’s thesis, *Reinventing the Industrial Landscape: the Future of the Ford Rouge Complex*, discussed the region’s significant

historical and cultural resources and the potential for using those resources as a basis for planning and redevelopment. Led by the Henry Ford Museum & Greenfield Village and University of Michigan-Dearborn, regional leadership began investigating the potential for revitalization and redevelopment.

With grant funds from the State of Michigan, a 100-member task force of state and local government, cultural and educational institutions, was formed to investigate the possibilities. Two studies were conducted: *A Shared Vision for Metropolitan Detroit* (1995), illustrating the broad range of resources within the region and the impact of the automobile on the nation, and *Labor History Theme Study: Phase III; Suitability-Feasibility* (1996), an NPS study (conducted by the Rivers, Trails and Conservation Assistance program) identifying the importance of automotive labor history in America. In June 1998, a 200-member task force led by U.S. Congressman John Dingell (D-Michigan) convened to discuss legislation and marketing strategies for the proposed NHA, which they expanded to incorporate six corridors of distinct natural and cultural resources. Ford Motor Company and Chapin & Co. sponsored the feasibility study, *The Machine that Changed the World*, which informed the 1998 Automobile National Heritage Area (ANHA) legislation.

## 2.2 Introduction to MCNHA Partnership, Inc.

Congress acknowledged the national importance of the resources and heritage of the region, and on November 6, 1998, President Clinton signed Public Law 105-355, designating the Automobile National Heritage Area. The legislation designates the ANHA Partnership, Inc. as the management entity for ANHA. The ANHA Partnership, Inc. was originally formed as a result of the intensive citizen interest and support for preservation and interpretation of the region’s automobile heritage in the early 1990s. On November 12, 1998, Articles of Incorporation were filed with State of Michigan approving the ANHA Partnership, Inc. as a 501(c)3 nonprofit organization. Under a cooperative agreement with the NPS, ANHA was mandated to develop and submit a General

Management Plan (GMP) to the U.S. Secretary of the Interior for review and approval by November 6, 2001. The General Management Plan was revised, submitted, and approved in 2002. That same year, the ANHA Partnership, Inc. became the MotorCities National Heritage Area Partnership, Inc. or MCNHA Partnership, Inc. to reflect the name change of the NHA from “Automobile” to “MotorCities”. The name change was not reflected in the legislation, however, until the amending language in 2014 reauthorization.

#### Authorizing Legislation:

- Public Law 105-355

#### NHA Original Mission:

“Preserve, interpret and promote the region’s rich automotive and labor heritage in ways that are meaningful and relevant to contemporary society.”

#### NHA Objectives:

- Define regional identity
- Create regional linkages
- Tell the MCNHA story by building on existing interpretive resources
- Strengthen regional tourism
- Revitalize and interpret the cultural landscape of the region
- Create a mechanism and forum that can be a catalyst for regional action

### 2.2.1 Authorizing Legislation and NHA Vision and Mission

The original mission of the MCNHA was to “preserve, interpret and promote the region’s rich automotive and labor heritage in ways that are meaningful and relevant to contemporary society.” MCNHA Partnership Inc. worked “in partnership with others to provide educational opportunities for our citizens, increase tourism, encourage economic development, and improve the quality of life in our region.”

The authorizing legislation (P.L. 105-355), outlined two broad-based purposes for the NHA:

- To foster a close working relationship with all levels of government, the private sector, and the

local communities in Michigan and empower communities in Michigan to conserve their automotive heritage while strengthening future economic opportunities

- To conserve, interpret, and develop the historical, cultural, natural, and recreational resources related to the industrial and cultural heritage of the Automobile National Heritage Area.

The objectives of the MCNHA Partnership, Inc., as outlined in the General Management Plan, are to:

- **Define regional identity**, enlarging the heritage constituency and changing the perception of the region;
- **Create regional linkages**, inter-connecting widely scattered sites that are part of a common regional history;
- **Tell the MCNHA story by building on existing interpretive resources**, making the history of the region more accessible and apparent to residents and visitors and allowing residents to participate in documenting their personal histories;
- **Strengthen regional tourism**, enhancing existing attractions and increasing beneficial economic impact;
- **Revitalize and interpret the cultural landscape of the region**, encouraging revitalization of communities and districts associated with the MCNHA story and enhancing the quality of life in Michigan; and
- **Create a mechanism and forum that can be a catalyst for regional action**, advocating for using the shared automotive heritage of the region as a unifying force for growth, development, and improved quality of life.

The General Management Plan was intended to not only fulfill the requirements of the legislation, but also to create a strategic framework for the implementation of MCNHA Partnership Inc. and an interpretive framework to tell the region’s nationally significant story. The plan documents projects and programs, outlines a set of strategic, phased investments for the communities within the region, and proposes a regional implementation strategy for



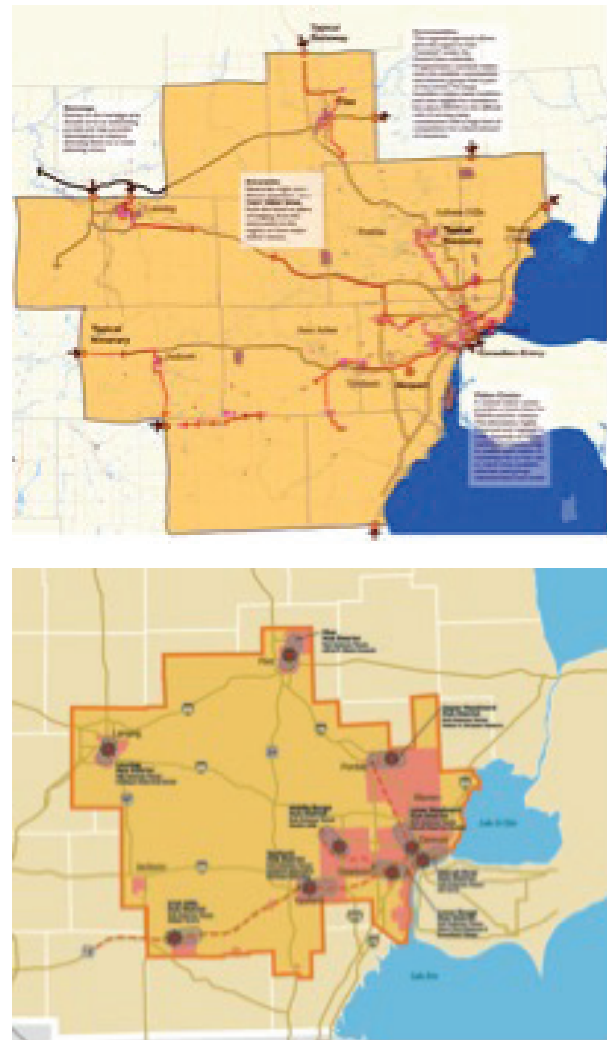
education, revitalization, and tourism programs that build upon auto heritage resources. The plan also develops a vision where the MCNHA Partnership, Inc. helps its citizens “appreciate how the automobile changed Michigan, the nation, and the world, making this rich heritage a source of pride for our communities and a positive influence on our region’s future.” Partnership and collaboration are identified as the organization’s key tenets, as the region is large and the MCNHA Partnership, Inc. is tasked with affecting broad change throughout it.

The plan introduces five strategic approach alternatives to resource management throughout the NHA. Through a public planning process, Alternative 5, the Hybrid Approach, was selected as the Preferred Alternative. The Hybrid Approach divides the heritage area into three resource management zones, each with differing types and densities of automotive and labor heritage resources. The zones are defined with the idea that MCNHA Partnership, Inc. programs and activities will be most intense where resources are most highly concentrated.

1. Zone 1: The Heritage Region is the entirety of the MCNHA area, defined by the overall boundary.
2. Zone 2: Stewardship Communities are defined areas and initiatives within the Heritage Region.
3. Zone 3: Hub Districts are defined areas within Stewardship Communities where resources, existing interpretive venues, and visitor services are most densely concentrated.

The MCNHA Partnership, Inc. would support education and interpretation activities throughout the Heritage Region, assist Stewardship Communities with revitalization and preservation activities, and collaborate with partners in the Hub Districts to enhance and improve visitor experience and encourage resource preservation. For Affiliates (those outside the Heritage Region), MCNHA Partnership, Inc. would provide opportunities for mutually beneficial joint marketing.

**Figure 2.1: MCNHA Approach Alternatives**



In 2009, with input from Board and Stewardship community members, the preferred alternative approach was altered from the Hybrid Approach (Alternative 5 in the plan) to the Expanded Approach (Alternative 4 in the plan) (see Figure 2.1 above). The older Hybrid approach centralized activities in Hub areas (see grey ovals in Alternative 5, figure 2.1), with museums in the hub playing a central planning or clearinghouse role for all partners and potential partners. The newly adopted Expanded Approach divides the Heritage Region by county, and nearly all auto resources within the counties are included under the MCNHA umbrella. The switch eliminated the central position of hub districts, and allows community organizations more direct access to NHA grants and resources than was possible under the previous approach.

The mission and vision statement of the heritage area have also changed to match this shift. MCNHA Partnership Inc.'s statement now focuses on "preserving, interpreting and promoting the automotive heritage of the State of Michigan." The current vision statement focuses on both residents of and visitors to Michigan.

### **2.2.2 The MCNHA Partnership, Inc.'s Organizational Structure**

#### **MCNHA Partnership, Inc. and the Board of Directors**

MCNHA Partnership, Inc. operates as the MCNHA's coordinating entity and has general oversight over MCNHA management and program staffing. The Partnership is comprised of the MCNHA Partnership Inc. Board of Directors and staff. The Board of Directors is currently comprised of four Executive Officers and 15 Board members. These officers and members are representative of the stakeholder groups that comprise the MCNHA Partnership Inc.'s constituency: industry leaders and key stakeholders from the region's cultural and educational institutions and community and non-profit organizations. Five of the Board members are selected by the Stewardship Council (an advisory body) and 10 to 17 of the at-large members are nominated by the Nominating Committee.

The Board has four officers: the Chair, Vice-Chair, Secretary, and Treasurer. All officers serve a two-year term. The Immediate Past Chair also serves on the Board ex-officio with vote, starting on the date of the Annual Meeting of the Board of Directors at which the Chair's term ended and extending until the succeeding Chair's term expires. All others on the Board serve staggered two year terms from the date of the Annual Meeting at which they were elected. They continue to serve until their successors have been elected or appointed. The Board had originally met six times a year, to review business and projects related to MCNHA Partnership Inc. They have recently amended the schedule to meet quarterly. This new schedule also reflects the activity of the current Board Members, many of whom are actively engaged between meetings in the original drafting

and refining, and now the implementation of the new Strategic Plan (see Section 5). The current Board of Directors roster is provided in Appendix 6.

Many of the key partner organizations have representatives on the MCNHA Partnership, Inc. Board of Directors and several members of the MCNHA Partnership, Inc. staff serve as board members on many of their partners' Boards. Our informant interviews with several of MCNHA Partnership, Inc.'s key partners indicated that both formal and informal interaction was and is common and critical to partner planning strategies. In our interviews, we received many comments on how partners felt the Board membership could be improved by including more representatives from business organizations, especially those connected with automotive enterprises, to balance the current and past representation from museums and educational institutions. We return to this discussion in Section 5, where we discuss sustainability.

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 of the MCNHA Partnership Inc. In addition, the following standing committees and councils meet as necessary (more detail on committee/task force role is provided in Section 5.1):

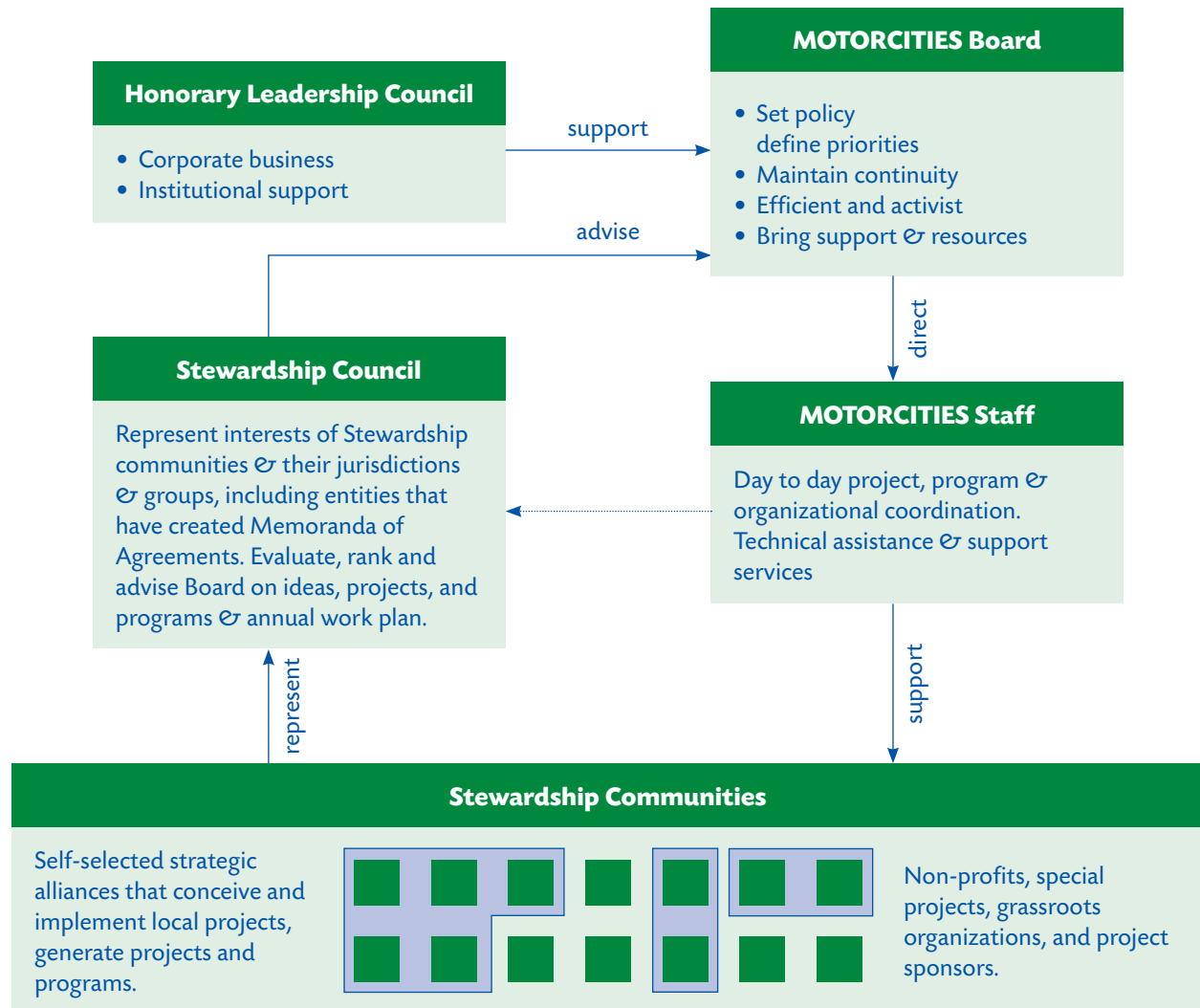
- Executive and Finance Committee
- Nominating Committee
- Strategic Planning Committee
- Honorary Leadership Council
- Stewardship Council
- Grant Review Committee

As described in Section 2.4, there have been considerable changes in leadership over the lifetime of the MCNHA Partnership Inc. The current Executive Director of MCNHA Partnership, Inc. has led the organization since 2013. Additional staff includes an office administrator, finance services director, and director of operations and community liaison. The previous Executive Directors include: Constance Bodurow (2002), Mark Pischea (2002-2006), Bud

Lieberman (interim, late 2006-early 2007), Gary Familian (2007-2009), and Nancy Darga (2009-2013).

The organizational chart for the MCNHA Partnership, Inc. is provided in Figure 2.2:

**Figure 2.2 Organizational Chart of the MCNHA Partnership, Inc.**



## 2.3 MCNHA Partnership Inc.'s Relationships with Partners/ Stakeholders and NPS

Beginning in 1999, the MCNHA Partnership, Inc.'s collaboration efforts with key partners and stakeholders have played a significant role to incorporate the goals related to education, tourism, preservation, conservation, revitalization, technical assistance, and grant-making within Hub Districts and Stewardship Communities, and throughout the heritage region. MCNHA Partnership, Inc. partners include the National Park Service. More detail on partner and stakeholder activities are described in Section 3.

### 2.3.1 Partners and Stakeholder Organizations Relationships

A critical component of the MCNHA Partnership, Inc.'s mission is to execute a coordinated effort that involves the use of different, federal, local, state, public and private organizations in the heritage region. Several of the general operations and management mission goals outlined in the General Management Plan focus on partnerships and collaboration and span across the three strategy/activity areas. They are as follows:

- Achieving tangible, quantifiable outcomes that can be evaluated and will build support and constituency in the region;
- Encouraging communities and organizations to set their own priorities and to define their place within the MCNHA Partnership Inc. framework; and
- Partnering with other regional heritage, environmental, and economic development organizations, including the media, to achieve demonstration projects, new programs, and long term actions that will build the Vision and increase awareness and effectiveness of the Partnership's efforts.

To achieve these goals, MCNHA Partnership, Inc. established partnerships and stakeholder relationships throughout Michigan. Appendix 7 provides a complete list of the substantial number of organizations whose partnership with the MCNHA Partnership, Inc. is formalized through providing or receiving grant funds. There is also a wide array of community, regional, state and federal partnerships that consist of planning or

consultative relationships that are not represented by the actual flow of cash or resources. As the NHA coordinating entity, the MCNHA Partnership, Inc. receives funds from the National Park Service Heritage Partnership Program (HPP) funds. The MCNHA Partnership, Inc., due to its auto heritage focus, has also received significant funds and resources from private auto-industry organizations. However, as we discuss in Section 5, the flow of funds from partners has changed substantially during the course of the MCNHA Partnership Inc.'s history. Other major funding sources include:

#### Federal

- Department Of Housing and Urban Development
- Department of Transportation

#### State

- State of Michigan Department of History, Arts, and Libraries
- Michigan Department of Transportation

#### Local

- Metro Detroit Convention and Visitors Bureau

#### Private

- DaimlerChrysler
- Ford
- General Motors
- United Automobile, Aerospace, and Agriculture Implement Workers (UAW)
- The Whitney Foundation
- Riverfront Holding, Inc.
- International Heritage Development Conference
- PVS – Norwood Chemicals, Inc.
- Jerry and Dorene Hammes
- Edsel and Eleanor Ford House

In addition, MCNHA Partnership, Inc. has a number of planning and consulting partnerships with a wide variety of community partner organizations including:

- Representatives from federal, State, county, and city governments
- Not-for-profit organizations (NPOs)
- Travel Michigan (i.e., Pure Michigan)
- Tourist promotion agencies and travel & convention bureaus



- Universities, schools and other educational organizations
- Regional historic preservation initiatives
- Environmental groups
- Cultural organizations
- Artists/Art organizations
- Foundations

Table 2.1 presents a select number of community partners that were chosen to be interviewed because they represent diversity throughout the Stewardship Communities of the MCNHA Partnership Inc., as well as in the Strategy/Activity Area best represented by their partnership.

**Table 2.1 MCNHA Partnership, Inc. Community Partners**

Partner	Stewardship Community	Strategy/Activity Area
Benson Ford Research Center	Dearborn	Tourism, Education/Interpretation
Michigan State University	Dearborn	Education/Interpretation, Preservation/ Conservation/ Revitalization
Detroit Metro Convention and Visitors Bureau	Detroit	Tourism
Piquette Model-T Complex	Detroit	Tourism, Education/Interpretation
Michigan Historic Center	Lansing	Tourism, Education/Interpretation
Olds Museum	Lansing	Tourism, Education/Interpretation
Meadow Brook Hall	Rochester	Tourism, Education/Interpretation
Ypsilanti Area Convention and Visitors Bureau	Ypsilanti	Tourism
Ypsilanti Automotive Heritage Museum	Ypsilanti	Tourism, Education/Interpretation

The model for engaging community partners has evolved over time. The shifts in activities and funding are discussed in more detail in Section 3.

### 2.3.2 NHA Partnership with NPS

The NPS' Rivers Trails and Conservation Assistance (RTCA) program was very involved in the planning for the MCNHA. RTCA was asked for assistance in conducting a study looking at the suitability and feasibility of the heritage area. Representatives from RTCA, including Barbara Nelson-Jameson worked with early MCNHA founders Ed Bagale and Sandra Clark to look at other NHAs and conduct an original resource inventory and assessment. From 1995-1996, RTCA was present at many planning meetings and assisted with bringing in leaders from other NHAs (Blackstone, Rivers of Steel, Ohio and Erie, Lackawanna) to Detroit to talk to its planning group. This planning process resulted in the story expanding from the Henry Ford story to the story of the entire automotive heritage of the area. RTCA was on the advisory panel, and also assisted with the Environmental Assessment and interpretive plan. RTCA remained involved through designation in 1998, and in initial transfer of funds under a cooperative agreement in 2002. At that time, the Midwest Region created a position of Regional NHA coordinator, and the RTCA was no longer involved in NHA affairs or planning.

The MCNHA Partnership Inc. had an ongoing relationship with the NPS Midwest Regional Coordinator, though from interviews with remaining MCNHA Partnership, Inc. staff, this involvement was not of an intensive or sustained nature. The superintendent of the River Raisin Battlefield Park has been a steady partner with the MCNHA Partnership Inc. since the Park's opening in 2011, and has participated in many joint activities, such as the Bi-Centennial celebration of the Battle of 1812.

### 2.4 NHA Timeline

Prior to receiving the federal NHA designation in 1998, the MCNHA Partnership, Inc. had undertaken a range of activities supporting the education, tourism, and preservation/ conservation/revitalization of the MotorCities region and the resources that are encompassed within the MCNHA boundaries. A detailed list of the accomplishments is included in Appendix 5. A few of the key milestones include:

**Table 2.2 MCNHA Timeline**

Year	Activity
1989	<ul style="list-style-type: none"> <li>Beginning of effort to establish the Ford Heritage Trails, a self-guided trail system of auto-related villages in region</li> </ul>
1990	<ul style="list-style-type: none"> <li>National Park Service advises coalition behind the Ford Heritage Trails to consider seeking National Heritage Area designation from Congress.</li> </ul>
1996	<ul style="list-style-type: none"> <li>American automobile industry celebrates its centennial anniversary</li> </ul>
1997	<ul style="list-style-type: none"> <li>Feasibility Study conducted by Wayne County Parks and Recreation</li> </ul>
1998	<ul style="list-style-type: none"> <li>President Clinton signs PL 105-355, formally designating the Automobile National Heritage Area (ANHA) after legislation approved by Congress.</li> </ul>
1999	<ul style="list-style-type: none"> <li>ANHA corporation bylaws adopted</li> <li>First Federal Appropriation Approved for FY 1999-2000</li> </ul>
2000	<ul style="list-style-type: none"> <li>Initial Cooperative Agreement signed with National Park Service</li> </ul>
2001	<ul style="list-style-type: none"> <li>ANHA changed to d.b.a. MotorCities National Heritage Area (MCNHA) to connote action and forward momentum</li> <li>General Management Plan submitted to NPS</li> </ul>
2002	<ul style="list-style-type: none"> <li>General Management Plan approved by Secretary of Interior Gale Norton</li> <li>Grant program launched—\$70,000 in Grants Announced for 17 Projects</li> <li>First Stewardship Community Revitalization Conference held at The Detroit Club</li> </ul>
2003	<ul style="list-style-type: none"> <li>\$36,000 in grants and mini-grants awarded to 12 Projects</li> <li>Kalamazoo, Saginaw, and Windsor approved as affiliates by Board of Directors</li> </ul>

2004	<ul style="list-style-type: none"> <li>• Rouge Factory Tour opens—\$2 million investment project championed by MCNHA Partnership, Inc.</li> <li>• MCNHA Partnership, Inc. receives 35 grant applications by the FY 2004 deadline</li> </ul>
2005	<ul style="list-style-type: none"> <li>• MCNHA Partnership, Inc. hosts 2005 World Forum for Motor Museums</li> </ul>
2006	<ul style="list-style-type: none"> <li>• Wayside Exhibit Project begins interpretation of auto heritage history</li> <li>• 3,000 people attend Drawing Power: Motor City Ad Art in the Age of Muscle &amp; Chrome exhibition at Detroit Public Library, co-sponsored by MCNHA Partnership, Inc.</li> </ul>
2007	<ul style="list-style-type: none"> <li>• Michigan and the Detroit Metropolitan area are hit hard by the recession</li> <li>• MCNHA Partnership, Inc. moves its Detroit headquarters from River Place to the Renaissance Center</li> </ul>
2008	<ul style="list-style-type: none"> <li>• Year of the Car celebration of the 100th anniversary of Model T</li> <li>• The first annual Autopalooza is launched</li> </ul>
2009	<ul style="list-style-type: none"> <li>• Grant program is revamped as the Community Cost Share Program, which focuses on leveraging increased support within surrounding communities</li> <li>• GMP is successfully amended to reflect the “Expanded Region” approach to broaden the heritage areas reach and increase engagement from partners</li> </ul>
2010	<ul style="list-style-type: none"> <li>• Making Tracks, a web-based project on the African American experience in the Auto Industry, opens at the Museum of African American History</li> <li>• MCNHA Partnership, Inc. introduces Challenge Grant Program to encourage grantees to use funds to leverage more 3rd-party project funding</li> </ul>
2011	<ul style="list-style-type: none"> <li>• MCNHA Partnership, Inc. introduces Lunch &amp; Learn Series, which serves to spearhead need-to-know strategies for local NPOs</li> </ul>

2012	<ul style="list-style-type: none"> <li>• 93 Wayside Signs installed to date in various Stewardship Communities</li> <li>• MCNHA Partnership, Inc. tops the \$1 million figure in grants awarded to partners and \$6 million in resources leveraged through the grant program</li> </ul>
2014	<ul style="list-style-type: none"> <li>• MCNHA re-authorized</li> </ul>

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

While the Timeline above highlights the activities of the MCNHA Partnership, Inc. in term of fulfilling the activities of its mandate, it does not reflect the trajectory of the administrative implementation of MCNHA Partnership, Inc. activities. This trajectory has consequences that are described in all three of the remaining sections. The following serves as a brief introduction to this trajectory, and will provide an overall summary and general discussion of the impact through time.

As noted earlier in this section, the MCNHA Partnership, Inc. has had six Executive Directors since 2002: Constance Bodurow (2002-2003), Mark Pischea (2003-2006), Bud Lieberman (interim, late 2006-early 2007), Gary Familian (2007-2009), Nancy Darga (2009-2013), and Shawn Pomaville (2013-present). This lack of continuity in leadership is reflected in the following three Sections, impacting program activities, funding, and sustainability. In addition, during the same thirteen year period, there have been shifts in the economic climate in Detroit that have contributed to shifts in MCNHA Partnership, Inc. supports and resources. These two trajectories intersect in ways that increased each other’s negative impact. It is worth noting that though the program activities of the MCNHA Partnership, Inc. were consistent with the goals stated in the legislation through the years, the number, impact and distribution of said activities fluctuated in 2006 and 2007, as can be seen both in the examples of activities shown in Section 3 and in the distribution of dollars depicted in Section 4.

In its first few years (2000-2002), MCNHA Partnership, Inc. was the recipient of sizable contributions from the “Big Three” automakers (Ford, GM and Chrysler), as well as from the United Auto Workers (UAW). In some ways, these contributions reportedly presented a challenge to future sustainability, as the young MCNHA Partnership, Inc. did not learn how to raise funds in other ways to sustain activity. Interviewees noted that the first Director was a good planner but not an implementer. As the focus shifted to implementing the plan the Board felt a person with greater skills in that area was needed she was asked to leave. Her successor was dismissed for financial irregularities, and the subsequent ED ran the organization into debt. According to many interviewees, the actions and subsequent dismissal of the EDs tarnished the MCHNA reputation, causing other donors and supporters to back away from the MCNHA Partnership, Inc. To help the MCHNA develop a plan of correction, Congressman Dingell, the sponsor of the NHA legislation, appointed one of his aides to sit in on MCNHA Partnership, Inc. Board meetings from 2006 through 2009.

The Automotive Industry was being hit with its own financial crisis from 2007 on, rendering it unable to offer the financial resources it had in the earlier years. Several informants noted that their support had begun to dwindle a bit earlier in response to the image of the MCNHA Partnership, Inc. The next appointed Director had invested heavily in a marketing campaign that overran available resources and expected revenue did not materialize. The venture, following decreased

revenues in the immediately preceding years, left the Partnership with around \$160,554 in debt by 2009. The MCNHA Partnership, Inc. found itself in 2009 in debt and with dwindling support from earlier business and community sponsors. The ramifications of this financial instability were profound, and funding for activities was limited in some years.

Many interviewees refer to the period from 2005-2009 as the “Dark Days” of the MCNHA Partnership Inc. The members of the Board made very significant efforts to turn the situation around; the new Director in 2009 took on her position without pay, and together with the board, the organization raised money to pay off the debt and re-stabilize. But there continued to be an absence of an ongoing plan to regain the partner support base that would lead to a sustainable NHA. In 2013, the Board hired a new Executive Director with experience in running and generating support for a non-profit organization. The challenge was to rebuild partnerships and resources, and also gain passage of re-authorization of the MCNHA which was due to sunset. Based on the evidence of the turnaround since 2009, the efforts of the Board, and a new Strategic Planning process that was initiated in 2014, the NHA was re-authorized in December 2014 for another six or seven years (seven if an evaluation is performed; six if it is not). However, the current Board and Director still face challenges in creating and implementing a plan for sustainability, which is presented in the newly released Strategic Plan. This plan and its relationship to sustainability are discussed in Section 5.



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

### 3.1 Goals and Objectives of the NHA

In authorizing the MotorCities National Heritage Area, Public Law 105-355 outlined two purposes:

- To foster a close working relationship with all levels of government, the private sector, and the local communities in Michigan and empower communities in Michigan to conserve their automotive heritage while strengthening future economic opportunities
- To conserve, interpret, and develop the historical, cultural, natural, and recreational resources related to the industrial and cultural heritage of the Automobile National Heritage Area

In order to fulfill this purpose, the MCNHA Partnership, Inc. developed a management plan that established the following mission goals:

#### Education and Interpretation

- Support efforts to enable the diverse communities of the region to appreciate the MCNHA's story and how it affected their lives;
- Assist existing attractions and institution to communicate the breadth of the MCNHA region's story to the public and to place resources in regional context;
- Provide mechanisms for individuals who have worked in the automotive industry to tell their stories;
- Communicate the role of ethnic and minority groups in the MCNHA story and involves these groups in MCNHA Partnership, Inc. activities;

#### Tourism and Economic Development

- Reinforce existing attractions and cultural institutions, helping them to communicate the story of the MCNHA region;

- Develop programmatic and/or physical linkages between attractions, assisting visitors to experience the region's diverse settings and venues;
- Increase cultural and heritage tourism, creating economic benefits for the region and its communities;
- Encourage community development efforts that protect and use heritage resources;
- Support improvement of local infrastructure and community building;

#### Revitalization

- Identify and document significant automobile heritage resources;
- Provide recognition and support to communities and organizations that preserve MCNHA heritage resources, giving guidance and suggesting models for adaptive reuse;
- Focus on significant heritage resources with high interpretive potential where MCNHA Partnership, Inc. participation can make a difference;
- Build community awareness of the effectiveness of adaptive reuse as a means of accomplishing preservation while achieving economic returns on historic properties;

#### Quality of Life and Recreation

- Improve the quality of life in communities within the MCNHA region;
- Increase recreational opportunities that take advantage of MCNHA resources;
- Enhance regional awareness, appreciation and pride in the automobile heritage of the region;
- Improve public appreciation of the importance of the arts and design in automotive history and the region's development;

## General Operations and Management

- Set an agenda with a long-term vision and short-term goals that will bring positive benefits across the region;
- Achieve tangible, quantifiable outcomes that can be evaluated and will build support and constituency in the region;
- Operate efficiently and effectively, with the flexibility to respond to unforeseen opportunities and situations;
- Encourage communities and organizations to set their own priorities and to define their place within the MCNHA Partnership Inc. framework;
- Partner with other regional heritage, environmental, and economic development organizations, including the media, to achieve demonstration projects, new programs, and long term actions that will build the Vision and increase awareness and effectiveness of the Partnership's efforts;

- Achieve significant leverage with the federal funds that are targeted for MCNHA Partnership Inc.; and
- Achieve self-sustainability for the Partnership to enable us to fulfill our mission after federal heritage funds are no longer available.

During the Meet and Greet Visit in January, the MCNHA Partnership, Inc. and the evaluation team constructed a logic model that related the mission goals and objectives to three Strategy and Activity areas:

- Education/Interpretation;
- Tourism; and
- Preservation/Conservation/Revitalization.

The relationships between the authorizing legislation purpose, the MCNHA Partnership Inc. General Management Plan and the Strategy and Activity areas can be seen in Table 3.1:

**Table 3.1 MCNHA Partnership Inc. Goals and Activities**

Purposes as Specified in Legislation	Management Plan Goals (Pages 40-42)	Current Goals/Activities
Foster a close working relationship with all levels of government, the private sector, and the local communities in Michigan and empower communities in Michigan to conserve their automotive heritage while strengthening future economic opportunities	Revitalization Mission Goals	Preservation/Conservation/
	Education and Interpretation Mission Goals	Revitalization
Conserve, interpret, and develop the historical, cultural, natural, and recreational resources related to the industrial and cultural heritage of the Automobile National Heritage Area	Tourism and Economic Development Mission Goals	Education / Interpretation
		Tourism

### 3.2 NHA Activities and Impacts

The Logic Model depicting the relationships between MCNHA Partnership Inc. goals, resources, partners, strategies/activities and outcomes is presented in Figure 3.1.

The MCNHA Partnership, Inc. provides leadership and support to organizations throughout the MCNHA through the following activities that support the strategies identified in the logic model:

- **Collaboration** across the three strategy/activity areas. Collaboration activities include partnering with other regional heritage, environment, and economic development organizations to achieve self-sustainability and the MCHNA vision through activities and programs like the Stewardship Councils and the Membership Program.
- **Technical Assistance** across the three strategy/activity areas. Technical assistance activities include bringing in subject matter experts to conduct sessions on finances, archiving, social media marketing, fundraising, and event design for members, partners, and grant recipients and supporting partner and member programs, events, exhibits, interpretive exhibits such as

providing man power through the Volunteer/Ambassador Program.

- **Grant Marketing** across the three strategy/activity areas. Community partners, non-profit organizations, local governments, and educational and cultural institutions apply for grant funds from the MCNHA Partnership, Inc. for projects across the three strategy/activity areas through the Grant Program.
- **Consultation** throughout the MCNHA on project design and implementation across the three strategy areas. Consultation activities include strategic planning such as identifying potential funding partners; and participating in regional planning groups with other state, federal and local governmental and community organizations.
- **Planning:** The MCNHA Partnership, Inc. has established organizational and political partnerships at the State, local and federal levels, which are a resource in collaborative planning with partners.

The following discussion provides a description of how these activities support implementation of activities across the three program areas of the MCNHA Partnership Inc.

**Figure 3.1 NHA Logic Model**





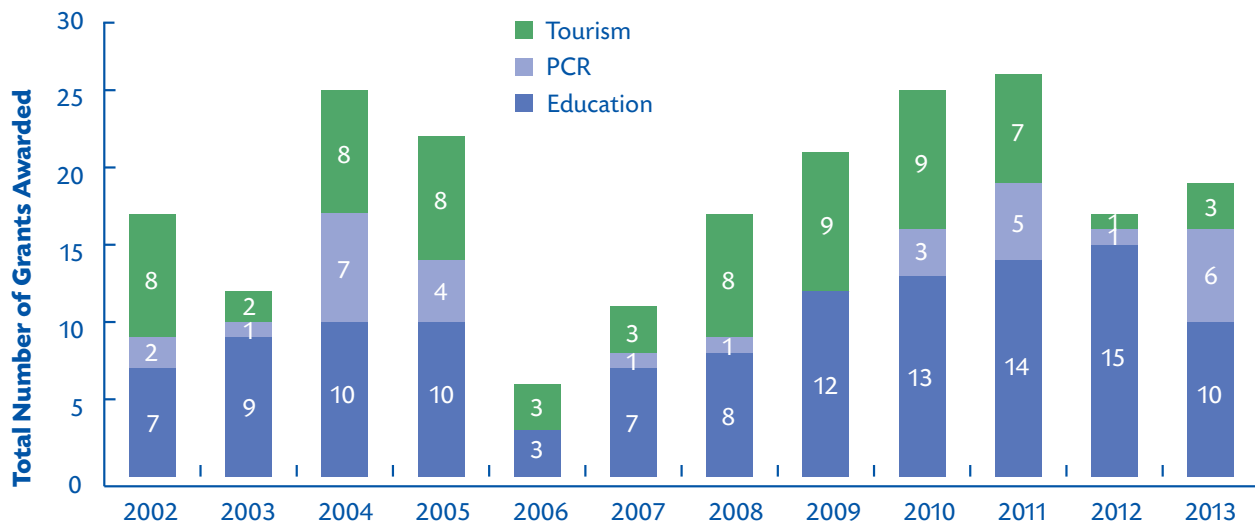
The logic model presents the goals, inputs, organizations, activities, and outcomes across the three program areas of education, tourism, and preservation/conservation/revitalization. The first column of the logic model details the overarching goals, starting with the mission and ending with the goal of collaboration. Next, the logic model lists inputs and resources available such as nationally significant resources and legislation. The third column lists the organizations involved with the MCNHA Partnership, Inc.'s activities. Subsequently, the logic model groups activities according to the MCNHA Partnership Inc.'s three program areas: education, tourism, and preservation/conservation/revitalization. Across program areas, MotorCities works with partners by providing programming and grant support. The final columns of the logic model include the short- and long-term outcomes of the MCNHA Partnership, Inc. Many of the long-term outcomes follow in the discussion of program activity outcomes in the remainder of Section 3.

The MCNHA Partnership, Inc. funds partners through grants, which tend to be smaller, and projects which are usually larger. Grants are awarded on a competitive basis by review committees. Initially, the match was primarily 50% before 2009, but grants shifted to mostly require an 80% match by 2011. This shift was intended to improve sustainability efforts for the MCNHA Partnership Inc. (detailed further in Section 5). Projects, on the other hand, tend to be larger and are often carried out with select partners for long periods of time. Projects have not historically gone through the same review process as grants. As stated in more detail in Section 5, the most recent strategic plan contains filters that provide a systematic review of new projects. MotorCities' partners who wish to initiate new projects will be required to provide evidence that the project meets multiple criteria before they can partner with the MCNHA Partnership, Inc.

One of the MCNHA Partnership, Inc.'s key partnership strategies is the creation of Stewardship Communities.

There are currently 14 Stewardship Communities in the NHA (see Appendix 8 for the full list). Most MCNHA Partnership, Inc. sponsored activities occur within and in conjunction with these Communities. (There is another category of partner, Affiliates, as explained in Section 2, of communities with significant automotive heritage outside the NHA geographic area with whom the MCNHA Partnership, Inc. occasionally collaborates in activities such as mutual promotion of events.) The Stewardship Communities are areas with especially strong ties to the automotive and labor history in the NHA. Often they focus their activities around events and historical resources (e.g., the Nankin Mills sites of Henry Ford's early industrial development), and many have well developed sites such as museums or restored parks and villages (Henry Ford Museum and Greenfield Village in Dearborn). Often, MCNHA Partnership, Inc. activities have been involved in all three areas, providing support in preservation/conservation/revitalization, tourism, and education, as reflected in the examples discussed below. Stewardship Communities are not uniformly active; about half are considered by interviewees to be reasonably active. While the MCNHA Partnership, Inc. is a resource to the Stewardship Communities, conducting educational Lunch and Learn sessions, and participating in grant funding and other supports, each community depends on local leadership for continuity and direction. Some of the Communities, like Ypsilanti, Lansing, Detroit River, and Dearborn have extremely strong leadership, well developed heritage resources and on-going planning; others such as Irish Hills have variable performance. One of the goals of the new leadership of the MCNHA Partnership, Inc. is to further develop the capabilities of these communities.

The full range of the MCNHA Partnership, Inc. grant programs with community partners across all three program areas of Education, Tourism, and Preservation/Conservation/Revitalization can be seen in the Figure 3.2:

**Figure 3.2 Distribution of MCNHA Partnership, Inc. Grant Programs**

### 3.2.1 Education

#### Description of Activities

The goal of the MCNHA Partnership, Inc. education strategy area is to develop and support programs, initiatives, and materials that create awareness and appreciation of and communicate the identity, heritage, and history of the region's resources pertaining to the auto-industry. These activities fulfill the requirement of the authorizing legislation to: *conserve, interpret, and develop the historical, cultural, natural, and recreational resources related to the industrial and cultural heritage of the Automobile National Heritage Area*, and fulfill the management plan's goals of:

1. Supporting efforts to enable the diverse communities of the region to appreciate the MCNHA's story and how it affected their lives;
2. Assisting existing attractions and institution to communicate the breadth of the MCNHA region's story to the public and to place resources in regional context;
3. Providing mechanisms for individuals who have worked in the automotive industry to tell their stories; and
4. Communicating the role of ethnic and minority groups in the MCNHA story and involving these groups in MCNHA Partnership, Inc. activities.

Table 3.2 highlights a sample of education projects and activities of the MCNHA Partnership, Inc.

**Table 3.2 Examples of Education/Interpretation Projects**

Year	Project	Stewardship Community
2002	Durant Park Brochure	Lansing
2002	Macomb County Auto Heritage Brochure	Macomb
2003	Connecting Cars, Community, and Commerce	Lansing
2003	Outdoor Interpretive Signage Project	Lower Rouge
2004	Biography of the City: Life and Times of Detroit's Old Eastside	Detroit River
2004	Conner Creek Greenway Auto Wayside Interp. Plan	Detroit River
2005	First Continental Tour	Kalamazoo
2005	Flint Motor History	Flint
2006	Workers Culture in Two Nations & Auto Related Programs	Lansing
2006	Rediscovering Buick Engineering Photographic Heritage Project	Flint
2007	Blanche Kelso Bruce Academy	Detroit River
2007	The Lincoln Park Life of John Tucker	Downriver
2008	Dearborn Chamber of Commerce/Visitor Center Story Boards	Lower Rouge
2008	Neighborhood Renewal Services	Saginaw
2009	Alter Motor Car Kiosk (Video)	Middle Rouge
2009	Wayside Exhibit Installation	Middle Rouge
2010	1897 Olds Exhibit	Lansing
2010	Gilmore Garage Works	Kalamazoo
2011	Automotive Hall of Fame Induction Ceremony Video Archiving	Lower Rouge
2011	Motor City Exhibit	Lower Woodward
2012	Arsenal of Democracy Exhibit	Lower Woodward
2012	Michigan Firehouse Museum	Ypsilanti
2013	Automotive Hall of Fame Video Digitization	Lower Rouge
2013	"This Model Works" Documentary	Lansing

The MCNHA Partnership, Inc. conducts a wide array of education activities that include:

- Supporting partner and member programs and events;
- Contributing to the development and promotion of region's historic and automotive resources; and
- Providing grants to support seminars, curricula, documentaries, art, posters, kiosks/exhibits, podcasts, research, videos, and the Story of Week

The MCNHA Partnership, Inc. works with multiple museums in its education activities. One example is the long-standing partnership with the Ford Piquette Avenue Plant. Hailed as the birthplace of the model T and the first automobile plant built for and owned by Ford Motor Company, the Piquette plant was in disrepair in the late 1990s. MotorCities partnered with the Piquette plant on multiple projects to restore the building. Within 10 years, the plant was transformed from an abandoned building into what multiple interviewees identified as a “growing educational center.” The Piquette plant and MCNHA Partnership, Inc. collaborate on education activities including lectures and audio tours of the plant. The partnership between MotorCities and the Piquette plant is ongoing, with both partners promoting each other's activities (e.g., tours, exhibits, events). Additionally, the educational materials have been translated into a number of languages to provide clear information to international guests. The New York Times recommended the plant as one of the best sites for visitors to “understand America,” and the Piquette plant takes advantage of social media (e.g., TripAdvisor) to promote its presence.

The partnerships between MotorCities and museums range from cross promotion to focused educational events. Across museums and other educational centers, MCNHA Partnership, Inc. maintains a list of local experts (called Ambassadors) who volunteer to provide detailed information to visitors at automobile heritage events. At multiple museums, we noted that the staff was composed of a combination of fundraising and full-time volunteers who were available on-call for educational discussions of history,

automotive engineering, labor movements, and more. The staff was not only knowledgeable about automotive heritage, but also about the historical trajectory of the museums' respective buildings. For example, staff shared the timeline of Nankin Mills Interpretive Center, which started as an agricultural mill. The mill played an important role during the Industrial Revolution and was eventually purchased by Henry Ford. Currently, the mill houses artifacts from its long history as well as other artifacts from the surrounding location (e.g., Underground Railroad artifacts).

Other educational centers and museums that partner with MotorCities include the Alfred P. Sloan Museum, the Automotive Hall of Fame, the Charles H. Wright Museum of African American History, the Durant-Dort Headquarters, the Gilmore Car Museum, the Henry Ford Estate, Meadow Brook Hall, the Michigan Fire House Museum, the Monroe county Labor History Museum, Nankin Mills Interpretive Center, Packard Proving Grounds, the R.E. Olds Transportation Museum, The Henry Ford Museum, the Walter P. Chrysler Museum, the Yankee Air Museum – Willow Run Airport, the Ypsilanti Automotive Heritage Museum, and others. For a more robust list of educational activities and partners, refer to Appendix 7.

The MCNHA Partnership, Inc. works with partners to create additional educational material such as documentaries and exhibits. For example, MotorCities collaborated with the Michigan Institute for Contemporary Art and MessageMakers to produce the documentary *Second Shift: from Crisis to Collaboration*. This film highlights the success of local stakeholders to collaborate with General Motors who invested over \$1 billion in Lansing instead of closing production plants. Further, the documentary team plans to produce a sequel, *This Model Works*, that will focus on the process of working with GM as a model for other communities that may be threatened from the loss of capital when a large corporation considers closing local factories. MotorCities also collaborates with local educational partners to create exhibits. For example, MCNHA Partnership, Inc. has partnered with the Julian Samora Research Institute at Michigan State



University to produce an exhibit on the contributions of Latin American workers in the auto industry called *From the Margins to the Core*. Additionally, MotorCities partnered with The Charles Wright Museum, Walter Reuther Library and National Automotive History Collection to chronicle the experiences of African American workers in the auto industry. This project, called *Making Tracks*, shares the story of African American workers moving from southern farms to developing a middle class and becoming leaders and innovators in the auto industry. MotorCities also works with partners to archive educational materials in libraries and to create flyers with automobile heritage information from the local area.

The MCNHA Partnership, Inc. participates in projects that encourage partners (and potential partners) to generate novel educational activities. MotorCities engages their potential grant recipients in educational activities such as the *Lunch and Learn* Series. This program is designed to empower local organizations to become grant-receiving partners of the heritage area. During the pre-scheduled lunch, representatives from local organizations can learn about the grant process, ask questions, and read sample projects. Another example of promoting new educational material is the Story of the Week, where partners share interesting stories of automobile heritage on MotorCities' website.

### Education/Interpretation Outcomes

We examined the following outcomes for education activities:

- Creating educational events such as lunch and learns, exhibitions of educational material, and education activities in museums;
- Increasing awareness of automotive heritage throughout MCNHA; and
- Promoting access to educational learning products through marketing and outreach to raise awareness of automobile heritage.

*Creating educational events such as lunch and learns, exhibitions of educational material, and ongoing education activities in museums*

### MCNHA Partnership, Inc. has successfully fulfilled the legislative requirements in meeting educational goals.

MotorCities has funded over \$579,896.81 to support 118 projects in the education strategy area. Table 3.3 provides a summary overview of Education/ Interpretation grant programs and shows that the numbers of educational activities have increased since 2009. As described in greater detail in the previous section, education activities included Lunch and Learns, exhibits and other forms of educational media, and educational events in museums. Interviews with stakeholders suggested that educational activities like *Lunch and Learns* led to knowledge sharing that might not otherwise have been possible for community leaders. For example, multiple participants described garnering information from these activities that helped them to run their museums. In museums, education activities contributed to increased use of the historical buildings. For example, the Ypsilanti Automotive Heritage Museum reported increased attendance after an automotive television show aired educational information from the museum. Now ongoing international automotive tours include stops in Ypsilanti.

**Table 3.3 Summary of Partnership, Inc. Education/Interpretation grant programs**

Year	Number of Grants	Total Amount Awarded
2002	7	\$20,500.00
2003	9	\$26,243.00
2004	10	\$24,477.60
2005	10	\$26,457.91
2006	3	\$20,987.00
2007	7	\$25,714.16
2008	8	\$39,431.00
2009	12	\$69,067.00
2010	13	\$116,529.57
2011	14	\$81,995.65
2012	15	\$92,796.06
2013	10	\$35,697.86
<b>Total</b>	<b>118</b>	<b>\$579,896.81</b>

### *Increasing awareness of automotive heritage throughout MCNHA*

MotorCities' staff currently documents the content and context (including grant funding and dissemination) of their educational activities throughout the heritage area. Awareness of automotive heritage, however, is difficult to measure, and we found limited information about the awareness of automotive heritage across the area. In response to this limitation, we conducted 35 community intercept interviews to determine respondents' awareness of MCNHA Partnership, Inc. activities. We conducted interviews both at partner sites and outside of such sites in Lansing, Detroit, Dearborn, and Ypsilanti. The Lansing interviews were conducted in and around the R.E. Olds Transportation Museum. We interviewed people in Detroit in and around the Ford Piquette Motor Plant as well as in different areas of Detroit and Dearborn. The Ypsilanti interviews were conducted in and around the Ypsilanti Automotive Heritage Museum.

Results from the intercept interviews suggest that MotorCities has had some successes in raising awareness of automotive heritage throughout the area. Of the thirty-five people interviewed, eight were aware of both the MCNHA and automobile heritage. Eighteen interviewees were aware of automobile heritage in the area, but they were not familiar with MCNHA. Five respondents, who were Michigan residents, were familiar with automobile heritage, and three of the five were familiar with MotorCities. One of the current goals of the new MCNHA Partnership, Inc.'s Strategic Plan is to improve awareness of the MCNHA identity in the area. Many Interviewees noted the critical importance of improving the visibility of the MCNHA to future activities and sustainability, as discussed in Section 5. Some strategies they are undertaking include creating signage along major highways; generating tour guides and other materials that connect the visitor's experience of the 250 Wayside Signs through the NHA and branding them as part of the MCNHA; and moving the MCNHA Partnership, Inc. central office into an accessible tourist destination/information center.

### *Promoting access to educational learning products through marketing and outreach to raise awareness of automobile heritage*

The MCNHA Partnership, Inc. develops, promotes, and disseminates educational learning products to raise awareness of automotive heritage. Educational products include documentaries, exhibits, workshops, trainings, brochures, and online material. The MCNHA Partnership, Inc. promotes such products by maintaining a presence at internationally recognized events (e.g., Autopalooza); being featured in TV, online, and print media; providing experts to speak when requested (e.g., ambassadors); and awarding grants that span multiple interests (e.g., arts, African American studies, history). Further, MCNHA Partnership, Inc. has highlighted its work across a number of partners throughout the heritage area in multiple online videos. For example, MotorCities hosts videos on its YouTube Channel such as the MotorCities National Heritage Area Testimonial Video that discusses the history of the area and the reasons that they target specific projects.

## **3.2.2 Tourism**

### **Description of Activities**

The goal of the MCNHA Partnership, Inc. tourism strategy area is to ensure clear, consistent and environmentally appropriate signs for access to points of interest; enhance and maintain existing attractions; establish interpretive venues; improve visitor experience; develop recreational opportunities; and increase beneficial economic impact. These activities fulfill the requirement of the authorizing legislation to: *conserve, interpret, and develop the historical, cultural, natural, and recreational resources related to the industrial and cultural heritage of the Automobile National Heritage Area*, and fulfill the management plan's goals of:

- Reinforcing existing attractions and cultural institutions, helping them to communicate the story of the MCNHA region;
- Developing programmatic and/or physical linkages between attractions, assisting visitors to experience the region's diverse settings and venues;

- Increasing cultural and heritage tourism, creating economic benefits for the region and its communities;
- Encouraging community development efforts that protect and use heritage resources;
- Supporting improvement of local infrastructure and community building;
- Improving the quality of life in communities within the MCNHA region;
- Increasing recreational opportunities that take advantage of MCNHA resources;

- Enhancing regional awareness, appreciation and pride in the automobile heritage of the region; and
- Improving public appreciation of the importance of the arts and design in automotive history and the region's development.

Table 3.4 highlights a sample of tourism projects and activities of the MCNHA Partnership, Inc. For a comprehensive list refer to Appendix 7.

**Table 3.4 Examples of Tourism Projects**

Year	Project	Stewardship Community
2002	Jackson Auto Heritage Tour	Jackson
2002	Ypsilanti Auto Heritage Collection	Ypsilanti
2003	Carriage Town Walking Tour Brochure	Flint
2003	Website Development	Ypsilanti
2004	Rouge Tour Plan	Middle Rouge
2004	Walker Tavern Bathroom Renovations	Irish Hills
2005	Art, Autos & Architecture at the Scripps Mansion	Upper Woodward
2005	Whaley House Podcast	Flint
2006	National Historic Landmark Nomination-Meadowbrook Hall	Upper Woodard
2006	Preparing for the Larger Audience	Macomb
2007	"Be A Tourist in Your Irish Hills"	Irish Hills
2007	The Chicago Road-A Guide to US 12...	Irish Hills
2008	Village of Brooklyn	Irish Hills
2008	Woodward Avenue Action Association	Upper Woodward
2009	Community Arts Center	Lower Woodward
2009	Dearborn Welcome Center	Lower Rouge
2010	Autopalooza Outreach and Promotion	Detroit River
2010	Michigan Automotive Welcome Center	Ypsilanti
2011	Community Outreach via Back to the Bricks	Flint
2011	Concours d'Elegance	Upper Woodward
2012	Community Outreach via Back to the Bricks	Flint
2013	Community Outreach via Woodward Dream Cruise	Upper Woodward
2013	Fender Benders	Lower Rouge

The MCNHA Partnership, Inc. conducts a wide array of tourism activities that include:

- Developing or supporting exhibits and interpretive displays at local museums and other locations;
- Supporting events and activities that connect people to environmental/historic/cultural resources; and
- Providing grants and support for special events, brochures/maps, tours/routes, logos.

The MCNHA Partnership, Inc. carries out a number of tourism activities, including supporting exhibits at local museums. For example, MotorCities is currently working with the R.E. Olds Transportation Museum to partially fund an exhibition room to preserve an original carriage on loan from the Smithsonian. Additionally, the MCNHA Partnership, Inc. is providing funds to create a timeline for the life of R.E. Olds. MotorCities also promotes exhibits and museums on its website, often with the previously described Story of the Week.

MCNHA Partnership, Inc. participates in activities that connect people to the history and culture of the heritage area. For example, MotorCities promotes tourism through activities like the NPS Passport Program. MotorCities began its NPS Passport Program in 2004 to provide tourists with records of their visits to NPS sites. MotorCities expanded the program in 2010 and encourages visitors to get passports stamped at over 20 locations throughout the heritage area. Specific sites range from museums (e.g., Michigan Historical Museum) to historic homes (e.g., Edsel and Eleanor Ford House). Additionally, MotorCities produced a brochure with a map and pictures of the sites that it promotes on its website. Programs such as the NPS Passport program connect individual sites within the heritage area, however, many visitors to sites within the NHA might not know about the passport program.

To create further linkages across sites in the heritage area, MotorCities participates in additional activities such as a partnership with the Michigan Department of Transportation (MDOT) – the *Wayside Exhibit* Program – to post informational signs that present the historical significance of individual sites. Each of the 250 signs displays the MotorCities and NPS logos to let visitors know that they are in the heritage area. Originally a four-year contract starting in 2008, the project deadline was extended to provide adequate time for local communities to generate their signs. Through the partnership with MDOT, a State historian was assigned to work with MotorCities to insure historical accuracy and to facilitate the process. Although a few of the signs were stolen or became damaged, interviewees reported that communities appreciated the signs. Some sites even held community celebrations after the signs were installed. Although the project is completed, its online presence remains limited and there are currently interactive maps for Lansing and Flint only, but none that links the 250 locations across the heritage area.

MCNHA Partnership, Inc. promotes tourism at multiple area events. For example, MotorCities partners with many Southeast Michigan organizations every summer for a series of automotive events under one name: Autopalooza. The Detroit Metro Convention & Visitors Bureau, Travel Michigan, and MCNHA Partnership, Inc. started Autopalooza in 2008. MotorCities provides information at the events, and they promote their partners across activities. Although MotorCities is involved with Autopalooza, it is unclear whether visitors to the events know that they are in a heritage area.

### **Tourism Outcomes**

We examined the following outcomes for tourism activities:

- Maintaining high numbers of attendees at tourist activities/programs;
- Widespread awareness of role and activities of MCNHA Partnership, Inc. and partners

*Maintaining high numbers of attendees at tourist activities/programs*

**MCNHA Partnership, Inc. has had some successes with tourism goals, but doing more would meet additional stated goals, especially developing linkages across attractions.** We evaluated tourism outcomes by examining and triangulating information from multiple sources including stakeholder interviews, intercept interviews, brochures, board meeting notes, our observations during the site visits, and online media (e.g., videos, webpage content). Evidence for high attendance at tourist activities was stronger for some events than for others. For example, interviewees and brochures stated that Autopalooza brings almost 6 million car enthusiasts to the region and includes at least 16 events. MotorCities and partners promote Autopalooza in at least 5 states, and Autopalooza has a strong online presence, with information about the activities on automobile websites along with a website devoted just to Autopalooza.

Other activities and programs provided some evidence of maintaining high attendance levels. The Piquette plant has received international recognition, hosting visitors from 49 countries. The Henry Ford Museum hosts 1.6 million people annually. Both of these organizations have websites and take advantage of commonly used travel sites (e.g., tripadvisor.com). Stakeholders from other organizations suggested that events (e.g., Cruises, Wayside Sign dedications) are well attended. While exact numbers are not available, some of the smaller museums, e.g., the Ypsilanti Automotive Heritage Museum, or the R.E.O. Olds Museum, which feature specialized car collections, attract a smaller audience, especially in the non-summer months. But they also are active in their communities as a site for special occasions, and often sponsor or participate in special activities for various car clubs, etc., and so reach a larger number of people.

Table 3.5 summarizes the distribution of MCNHA Partnership, Inc. Tourism grant programs.

**Table 3.5 Summary of MCNHA Partnership, Inc. Tourism grant programs**

Year	Number of Grants	Total Amount Awarded
2002	8	\$32,455.00
2003	2	\$4,759.00
2004	8	\$33,652.40
2005	8	\$20,465.00
2006	3	\$9,000.00
2007	3	\$14,730.00
2008	8	\$40,800.00
2009	9	\$93,706.00
2010	9	\$53,217.18
2011	7	\$33,503.43
2012	1	\$2,000.00
2013	3	\$14,775.91
<b>Total</b>	<b>69</b>	<b>\$353,063.92</b>

*Widespread awareness of role and activities of MCNHA Partnership, Inc. and partners*

As discussed in the subsection about awareness of education activities, evidence for awareness of the role and tourism activities for MCNHA Partnership, Inc. remains somewhat limited. Although few respondents recognized the MotorCities logo, all respondents of the intercept interviews showed some encouragement for MotorCities' activities, and residents of the area – often connected historically to the automobile industry – showed particular enthusiasm for MCNHA Partnership, Inc. activities. In multiple places, we encountered interviewees who had visited sites previously and who had returned with friends, family members, and in one case, students. Multiple respondents suggested ways that MotorCities could increase awareness. Advice included highway signs and increasing MotorCities' community presence.

The MCNHA Partnership, Inc. strives to promote widespread awareness of its role and tourism activities, but this effort is not without struggle. Executive



directors have recognized the importance of increasing awareness, and stakeholders reported that some efforts were highly successful (e.g., Autopalooza), while other efforts challenged the viability of the NHA (e.g., a surplus of expensive tourism kits that could not be reused). Additional projects have the potential to raise awareness of MotorCities’ role, but interviewees suggested that more work is needed to do so. For example, the MCNHA Partnership, Inc. completed the installment of 250 signs across the heritage area with the Wayside Exhibit Program in 2014, but information from multiple interviewees suggested that: 1) the existing wayside signs should be linked with online maps and applications (beyond the Lansing and Flint online presence), and 2) additional signage may be needed along highways to make tourists aware that they are in a heritage area. In line with these suggestions, many interviewees recommended that MotorCities increase its focus on promoting the linkages of activities and projects across the heritage area.

### 3.2.3 Preservation/Conservation/Revitalization

#### Description of Activities

The MCNHA Partnership, Inc. activities associated with preservation and conservation are focused on identifying, interpreting, preserving, conserving, and linking auto heritage natural and cultural resource

and restoring historic buildings and documents. The revitalization activities are focused on the redevelopment and reuse of structures and collections with historic significance in the industrial history of the MCNHA. These activities fulfill the goal of the authorizing legislation *conserve, interpret, and develop the historical, cultural, natural, and recreational resources related to the industrial and cultural heritage of the Automobile National Heritage Area*, as well as fulfill the management plan’s goals of:

- Identifying and documenting significant automobile heritage resources;
- Providing recognition and support to communities and organizations that preserve MCNHA heritage resources, giving guidance and suggesting models for adaptive reuse;
- Focusing on significant heritage resources with high interpretive potential where MCNHA Partnership Inc. participation can make a difference; and
- Building community awareness of the effectiveness of adaptive reuse as a means of accomplishing preservation while achieving economic returns on historic properties.

Table 3.6 highlights a sample of preservation/conservation/revitalization projects and activities of the MCNHA Partnership, Inc.

**Table 3.4 Examples of Tourism Projects**

Year	Project	Stewardship Community
2002	Arch Restoration Project	Flint
2002	Milford Village Ford Powerhouse Restoration	Middle Rouge
2003	REO Mural Project	Lansing
2004	Fisher Mansion Roof Rehabilitation	Detroit River
2004	Rehabilitation of Hudson Garage	Ypsilanti
2005	Economic Development Plan for the Ford Piquette Avenue Plant	Lower Woodward
2005	Fisher Mansion -- Five Water Damaged Areas	Detroit River
2007	National Register of Historic Places Nomination	Throughout
2008	Michigan Firehouse Museum	Ypsilanti
2010	Historic Renstchler Farms Visitor Center	Irish Hills
2010	Restoration of Longworth Complex	Jackson
2011	Detroit Urban Railway Station Preservation & Interpretation	Middle Rouge
2011	Meadow Brook Hall	Upper Woodward
2012	Detroit Urban Railway Station Preservation & Interpretation	Middle Rouge
2013	Packard Proving Grounds Renovation	Macomb
2013	Window Restoration & Stabilization	Ypsilanti

The MCNHA Partnership, Inc. implements Preservation/Conservation/Revitalization efforts throughout the MCNHA by:

- Providing grants to rehabilitate and preserve historic facilities;
- Supporting events and activities that preserve, conserve, and revitalize environmental/ historic/ cultural/economic resources; and
- Preserving historic collections

The founders of the MCNHA Partnership, Inc. formed the heritage area while working on preservation activities. These original activities included restoring nine Ford industry mills that were slated to be demolished. On our site visit, founding members recounted stories of the moments that they realized that they should preserve the historical automotive buildings in the area. To illustrate the historical roots of MCNHA Partnership, Inc.'s activities, one interviewee recalled leaving footsteps in the dirt floor of an old mill

and then suggested that Henry Ford's footsteps were also a part of the history of the mill. Currently, there is a wide range of activities associated with preservation, conservation, and revitalization. Activities include archiving and restoring documents and artifacts, preserving and revitalizing buildings, and salvaging sections of historical sites that are important to the history of the automobile in America.

MotorCities has participated in a number of preservation/conservation/revitalization projects, and respondents reported lasting impacts. For example, the site of the Ford Piquette Avenue Plant was reportedly an illegal dumping ground before restoration efforts began. The plant had no windows above the second story, and the city offered the owner of the building \$360,000 in an urban renewal grant intended to dismantle the plant. A group of individuals interested in preserving the history of the building acquired the property, and MotorCities has continued involvement in its restoration. One of the primary roles of

MotorCities is as a fiduciary body, which has assisted in raising almost one million dollars (\$892,000) for restoration and conservation activities. These activities included restorations to the front of the building and fire prevention work. Currently, stakeholders report that due to the building's restoration, the surrounding area is experiencing revitalization.

MotorCities' involvement in preservation/conservation/revitalization projects extends beyond Detroit, however. For example, MotorCities has been directly involved in preservation/conservation/revitalization projects with the Ypsilanti Michigan Firehouse Museum and the Ypsilanti Automotive Heritage Museum. Originally built in 1898, the Michigan Firehouse Museum incorporates 25 changing exhibits and has the largest collection of fire truck bells in the United States. MotorCities partnered with the museum to stabilize the structure by replacing brickwork and updating windows with replicas of the original building. MCNHA Partnership, Inc. also partnered with the Ypsilanti Automotive Heritage Museum to replace loose bricks that threatened the stability of the Hudson dealership building. Sections of the Automotive Heritage Museum were originally constructed before 1860, and the restoration work was necessary to ensure the sustainability of the museum.

MotorCities has also participated in projects that recreate historical landmarks after their removal. The Flint arch restoration project is an example where MotorCities partnered with other local organizations to rebuild local landmarks. Originally, Genesee Iron Works built the Flint Arches to replace gas lanterns in 1899. In 1919, the Flint City Council removed the arches and replaced them with standard street lighting. The new arches carry the phrase, "Flint Vehicle City," and contain 50 lights each. The arches are replicas of the originals. This project is one part of a larger restoration movement across Flint.

The MCNHA Partnership, Inc. takes part in projects that preserve the cultural history of the heritage area. For example, the NHA works with partners to share the importance of the heritage area's labor history in projects such as the web tour Auto and Labor History

on the Detroit River. This virtual tour shows visitors historical sites (many of which have been torn down) along the Detroit River. Additional preservation/conservation/revitalization activities include preserving the cultural history of Ford run Willow Run B-24 bomber plant, where Rose Will Monroe worked, the iconic Rosie the Riveter. Rose Monroe moved from Pulaski County, Kentucky as part of the great migration to Ypsilanti, Michigan to participate in the greatest national cause of the 20th century, the defense of freedom and liberty in World War II. She was part of that migration, part of the 40,000 employees at the Willow Run B-24 bomber plant and part of the great Arsenal of Democracy that Detroit and the Southeastern Michigan region became, cranking out airplanes, tanks, trucks, and weapons. Historians and other interviewees discussed many additional projects that preserve, conserve, and revitalize the area's history; a more comprehensive list can be found in Appendix 7.

### **Preservation/Conservation/Revitalization Outcomes**

We examined the following outcomes for preservation/conservation/revitalization activities:

- Preserving MCNHA sites; and
- Increasing preservation of historic automotive artifacts available for future generations.

#### *Preserving MCNHA sites*

#### **MCNHA Partnership, Inc. has successfully fulfilled the legislative requirements in meeting resource preservation/conservation/revitalization goals.**

We gathered evidence for the impact of MotorCities' preservation/conservation/revitalization efforts across the heritage area through site visits, key informant interviews, document reviews, and intercept interviews with community members. In particular, we documented the preservation/conservation/revitalization efforts that are focused on MotorCities' stated goals within its mission. For example, the preservation/conservation/revitalization work presented above aligns with MotorCities' goal of providing recognition and support to communities and organizations that preserve the heritage areas resources.

**Table 3.7 Summary of Preservation/Conservation/Revitalization Grant Programs**

Year	Number of Grants	Total Amount Awarded
2002	2	\$17,045.00
2003	1	\$5,000.00
2004	7	\$41,870.00
2005	4	\$37,000.00
2006	0	\$0.00
2007	1	\$4,000.00
2008	1	\$3,500.00
2009	0	\$0.00
2010	3	\$9,473.65
2011	5	\$31,062.01
2012	1	\$2,119.61
2013	6	\$44,721.25
<b>Total</b>	<b>31</b>	<b>\$195,791.52</b>

In Table 3.7, we highlight major preservation/conservation/revitalization efforts throughout the heritage area, including some of the projects that we describe earlier. Table 3.7 provides the distribution of preservation/conservation/revitalization across the lifespan of the NHA. All sources interviewed were consistent in their awareness of MotorCities' support. In many areas, interviewees noted that MCNHA Partnership, Inc. provided not only financial support, but also consultation, technical assistance, and strategic planning. Respondents stated repeatedly that many sites would not have been preserved without assistance from MotorCities.

*Increasing preservation of historic automotive artifacts available for future generations*

Multiple historian informants noted the importance of MotorCities to preserve historic automotive artifacts. Interviewees repeatedly described how local residents increased their appreciation for their respective areas. For instance, a historian described an exhibit in Irish Hills as exposing local residents to the idea that their area was active in early auto tourism and was part of a frontier city. Further, residents renamed one neighborhood (e.g., REO

town) after witnessing revitalization efforts that exposed them to their history with R.E. Olds (Oldsmobile). One interviewee stated, "there was no name for that neighborhood until people talked about auto heritage." MotorCities is an active participant in such conversations.

### 3.4 Summary

**The Evaluation determined that over the last 16 years, the MCNHA Partnership, Inc. has addressed each of its legislated purposes and has completed many but not all of the goals outlined in the management plan through the federal resources provided.** The MCNHA Partnership, Inc. has worked closely with the NHA regional liaison and other NPS entities. The MCNHA Partnership, Inc. provides leadership and support through provision of collaboration, technical assistance, grant marketing, consultation, and strategic planning. Successful outcomes have been documented in the three activity areas of:

- Education/Interpretation;
- Tourism; and
- Preservation/Conservation/Revitalization.

While successes were noted in each activity area, almost all interviewees recognized the challenges facing the MCNHA Partnership, Inc. to meet tourism goals, especially in regards to awareness raising activities. The NHA is aware of this issue and is actively taking steps to increase the number of awareness raising activities. These steps include linking together projects that span the NHA and documenting the numbers of visitors to the MCNHA Partnership Inc.'s events. In addition to assisting the MCNHA Partnership, Inc. to meet its tourism goals, these data would contribute additional insights into the impact of MotorCities' investments. In addition there was variation in the support the MCNHA Partnership, Inc. brought to each of the three activity areas over time. Fluctuations in leadership, partner support and fund-raising in some years affected the ability of the MCNHA Partnership, Inc. to fund activities in the three activity areas. For example, there were clearly fewer grants funded in the years when the NHA experienced lower levels of overall financial resources (e.g., in 2006 and 2007), see figure 3.2 on page 47.

## Section 4 – Public/Private Investments in MCNHA Partnership Inc. and their Impact

The legislation that created MCNHA, as amended by Congress in 2014, mandated the following concerning federal NPS appropriations to MCNHA Partnership, Inc.:

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

In this section of the document, we describe the public and private investments that support MCNHA Partnership, Inc. activities, determine if the MCNHA Partnership, Inc. meets legislative requirements with regard to additional investments required,

and summarize the ways in which MCNHA Partnership, Inc. makes use of heritage area investments.

### 4.1 Investments in NHA Activities

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

- Federal NPS Funding — Funding provided to the MCNHA Partnership, Inc. through NPS since 2000 (Note: all funds received from NPS have been Heritage Partnership Program (HPP) funds); and
- Matching Funds— Funds raised to meet the matching funds requirement including state, local government, foundation, non-profit, corporate sponsors, in-kind donations, private and other non-Federal match.
- Leveraged Funds — Additional funds raised to support heritage area activities including matching funds, other federal, state or local government, private or other funding.

**Table 4.1 Overview of Investments received by Year\***

Year	NPS Funds Received	NPS Funds Expended	NPS Funds Carried Over	Other NPS Funds	Non-NPS Federal Funds	Matching Funds	Total
2000	\$297,000	\$297,000	\$-	\$-	\$-	\$600,000	\$897,000
2001	\$337,000	\$337,000	\$-	\$-	\$-	\$853,329	\$1,190,329
2002	\$500,000	\$500,000	\$-	\$-	\$-	\$723,015	\$1,223,015
2003	\$485,000	\$485,000	\$-	\$-	\$-	\$343,161	\$828,161
2004	\$594,700	\$594,700	\$-	\$-	\$-	\$447,865	\$1,042,565
2005	\$499,500	\$499,500	\$-	\$-	\$-	\$203,009	\$702,509
2006	\$440,379	\$440,379	\$-	\$-	\$-	\$255,716	\$696,095
2007	\$526,055	\$526,055	\$-	\$-	\$33,398	\$383,590	\$943,043
2008	\$376,055**	\$376,055	\$150,000	\$-	\$32,987	\$172,139	\$581,181
2009	\$646,603	\$496,603	\$-	\$-	\$51,550	\$791,464	\$1,489,617
2010	\$523,000	\$523,000	\$-	\$-	\$14,489	\$795,167	\$1,332,656
2011	\$540,397	\$540,397	\$-	\$-	\$130,770	\$717,578	\$1,388,745
2012	\$491,000	\$491,000	\$-	\$-	\$13,500	\$636,096	\$1,140,596
2013	\$435,000	\$435,000*	\$-	\$-	\$62,615	\$589,419	\$1,087,034
<b>Total</b>	<b>\$6,691,689</b>	<b>\$6,541,689</b>	<b>\$150,000</b>	<b>\$-</b>	<b>\$339,309</b>	<b>\$7,511,548</b>	<b>\$14,542,546</b>

\*Does not include Net Assets Released from Restriction.

\*\*Does not include the carried over funds, which are reflected in the 2009 NPS Funds Received amount.



The MCNHA Partnership, Inc.'s audited financial statements indicate that between 2002 and 2013, \$14,542,546 in financial resources was directed toward MCNHA Partnership Inc. related activities. Table 4.1 presents more detail on the direct financial support for the MCNHA Partnership, 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/revitalization activities, as well as the provision of collaboration, technical assistance, and grant support to communities and organizations. MCNHA Partnership, Inc. was eligible to receive a total of \$10,000,000 in appropriations under its authorizing legislation. However, the MCNHA Partnership, Inc. did not receive the maximum funds allowable under the authorization; it remained around 50%.

Since authorization in 1998, the MCNHA Partnership, Inc. received \$6,691,689 from NPS in Heritage Partnership Program funds, and \$7,850,857 from other funding sources. This total from non-NPS sources is comprised of \$339,309 in other Federal grants and \$7,511,548 in matching funds from foundations and other private/individual organizations, miscellaneous and investment income, income from membership dues, and in-kind donations from corporate, industry and other private foundations and organizations (see other match in table 4.2 below).

By Congressional instruction, MCNHA/the MCNHA Partnership, Inc. must match its federal assistance equally with non-Federal dollars; that is, the NPS contribution must not exceed 50% of total expenditures. To do this, the expectation is that MCNHA Partnership, Inc. will leverage its federal assistance funds to secure additional funding in support of its mission. Table 4.2 (below) presents the federal NPS funds, the MCNHA Partnership, Inc. non-NPS funds, and the match ratio by year. MCNHA Partnership, Inc. has met its match requirements if the match ratio is .50 or less, which indicates that NPS did not provide more than 50% of expended funds. As of September 30, 2013, NPS funds expended for the overall period 2000 – 2013 did not exceed 50% of total funds expended. From 2000 to 2013, the organization has matched \$6,541,689 in federal NPS funds expended with \$7,511,548 in matching contributions; attaining \$3,374,496 in in-kind donations; \$3,757,425 in private match/donation, including membership dues; and \$379,627 in other match, including MCNHA Partnership, Inc. investment or other miscellaneous income. While the MCNHA Partnership, Inc. matching funds were slightly lower than NPS funds in certain years, they met their match based on NPS policy and on their cooperative agreement they were allowed to apply matching funds over the length of their cooperative agreement. External matching funds include funds that were passed through the MCNHA Partnership, Inc. for the administration and oversight of special projects.

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

Year	NPS /HPP Funds Expended	In Kind Match	Private Match/ Donations	Other Match	NPS/Total Expenditure
2000	\$297,000.00*	\$-	\$600,000.00	\$-	0.33
2001	\$337,000.00*	\$-	\$836,315.00	\$17,014.00	0.28
2002	\$500,000.00*	\$-	\$713,035.00	\$9,980.00	0.41
2003	\$485,000.00*	\$-	\$336,095.00	\$7,066.00	0.59
2004	\$594,700.00*	\$-	\$435,915.00	\$11,950.00	0.57
2005	\$499,500.00*	\$-	\$131,370.00	\$71,639.00	0.71
2006	\$440,379.00*	\$53,875.00	\$131,909.00	\$69,932.00	0.63
2007	\$526,055.00	\$53,700.00	\$225,281.00	\$104,609.00	0.58
2008	\$376,055.00	\$53,700.00	\$92,252.00	\$26,187.00	0.69
2009	\$496,603.00	\$628,296.00	\$149,622.00	\$13,546.00	0.39
2010	\$523,000.00	\$759,394.00	\$12,963.00	\$22,810.00	0.40
2011	\$540,397.00	\$689,447.00	\$16,535.00	\$11,596.00	0.43
2012	\$491,000.00	\$605,660.00	\$17,567.00	\$12,869.00	0.44
2013	\$435,000.00*	\$530,424.00	\$58,566.00	\$429.00	0.42
<b>Total</b>	<b>\$6,541,689.00</b>	<b>\$3,374,496.00</b>	<b>\$3,757,425.00</b>	<b>\$379,627.00</b>	<b>0.47</b>

\*Financials records do not list funds expended by funding source until 2007.

In Section 2, we introduced a discussion of events that characterized the trajectory of the MCNHA Partnership, Inc. from its inception thorough the present. This trajectory is apparent in the financial tables in this Section. The early years (2000 – 2003) of the MCNHA Partnership, Inc. saw significant cash contributions from the Big Three Automobile Companies headquartered in Detroit—Ford, GM, and Chrysler—as well as from the United Auto Workers. The total cash contributions (\$600,000 in 2002; \$853,329 in 2001; and \$723,015 in 2003) were the highest cash contributions the MCNHA Partnership, Inc. would receive, and were never equaled or surpassed in later years. The MCNHA Partnership, Inc. shows reduced match totals in the years from 2003 through 2008 (see Tables 4.1 and 4.2). NPS funding surpassed 50% of total funds expended throughout this period. This pattern reflects the challenges of the Executive leadership through this period. From 2003 through 2008 the MCNHA Partnership, Inc. had four different Executive Directors (as discussed

in Section 2). Three of these directors were asked to leave the position by the board—the fourth, an interim director, was intended to be temporary. Not only did the leadership lack the skills to create a viable funding base for the organization, but also the actions of two of the individuals were seen as having damaged the reputation of the MCNHA Partnership, Inc. According to an interview with the past Board Chairman, in 2006 the Executive Director was asked to leave following financial irregularities that were subsequently remediated. By September of 2008, the audit report indicated that the organization had incurred \$160,554 in debt. The Executive Director was also relieved of responsibility. Several interviewees indicated this apparent mismanagement by MCNHA Partnership, Inc. leadership further alienated potential partners and contributors. In 2009, the subsequent Executive Director and Board worked with creditors, created fund raising mechanisms, invested limited personal resources, and worked with partners to eliminate the debt incurred and regain solvency.

Although matching requirements were met in the years 2009 through 2013, they were met with in-kind contributions, not with cash resources. As noted, by 2009, the MCNHA Partnership, Inc. had incurred significant debt. According to interviewees, recovery from the debt was due to the targeted efforts of the Board Members and the new Executive Director appointed in 2009. But as seen in Tables 4.1 and 4.2, the MCNHA Partnership, Inc. was still working to create a stable source of cash revenue for activities. The in-kind matching contributions comprised 79% of matching resources in 2009; 96% in 2010 and 2011, 95% in 2012, and 90% in 2013. In 2013, the Board hired a new Executive Director, who successfully led the effort for re-authorization, and is working with the Board and other partners to design and implement a Strategic Plan to create a more stable funding base for the organization (see discussion on sustainability in Section 5.)

Table 4.3 presents MCNHA Partnership, Inc.'s leveraged funds by year. Leveraged funds, including match funds and funds from other non-NPS federal sources, totaled \$4,096,734 from 2000-2013.

The non-NPS federal funds in this table represent the total amount expended not awarded. For example, in 2007, HUD awarded MCNHA Partnership, Inc. \$198,000 in Economic Development Initiative Special Project grant funds. However, these funds were intended for sole use on construction or other "hard cost" activities and were thus restricted for use on only acquisition, planning, design, purchase of equipment, revitalization, redevelopment or construction. The funds were therefore not expended until such a time that MCNHA Partnership, Inc. was undertaking those activities—from 2010 through 2012. The MCNHA Partnership, Inc. also received two United States Department of Transportation (USDOT) Transportation Enhancement grant awards through the Michigan Department of Transportation (MDOT) in 2008 for \$87,360 and \$225,040 each. The funds were expended on an actual cost basis from 2008 to 2011 for various projects, including the MotorCities Wayside Exhibits, which includes the creation and installation of a comprehensive system of outdoor displays/exhibits interpreting automotive history in communities throughout central and southeastern Michigan.

**Table 4.3 Leveraged Funds by Year**

Year	Private Match/ Donations	Non NPS Federal Funding	Total
2000	\$600,000.00	\$-	\$600,000.00
2001	\$836,315.00	\$-	\$836,315.00
2002	\$713,035.00	\$-	\$713,035.00
2003	\$336,095.00	\$-	\$336,095.00
2004	\$435,915.00	\$-	\$435,915.00
2005	\$131,370.00	\$-	\$131,370.00
2006	\$131,909.00	\$-	\$131,909.00
2007	\$225,281.00	\$33,398.00	\$258,679.00
2008	\$92,252.00	\$32,987.00	\$125,239.00
2009	\$149,622.00	\$51,550.00	\$201,172.00
2010	\$12,963.00	\$14,489.00	\$27,452.00
2011	\$16,535.00	\$130,770.00	\$147,305.00
2012	\$17,567.00	\$13,500.00	\$31,067.00
2013	\$58,566.00	\$62,615.00	\$121,181.00
<b>Total</b>	<b>\$3,757,425.00</b>	<b>\$339,309.00</b>	<b>\$4,096,734.00</b>

## 4.2 Use of Financial Resources

The MCNHA Partnership, Inc. uses funding provided by the NPS to support operational expenses including salary and administration funds, as well as programmatic activities. Since 2000, 46 percent of the \$14,542,546 available to the MCNHA Partnership, Inc. were NPS federally allocated funds and 54 percent or \$7,850,857, were non-federal funds and external matching contributions.

### Programmatic and Operational Expenditures

The MCNHA Partnership, Inc.'s expenditures per year are displayed in Table 4.4. Operational expenses include staff salaries, insurance, photography and supplies, utilities and phone, and other administrative expenses. As noted in Table 4.4, the operational expenses of the MCNHA Partnership, Inc. ranged from \$57,327 in 2013 to a high of \$706,329 in 2004 with most years being between \$75,000 and \$220,000. It should be noted that while audit

reports and federal financial statements were made available, very little documentation exists that helps to interpret the activities that fall under broad classes of financial expenses. For example, while the official reports indicate a variation in operational expenses noted above, there is no documentation as to what activities the operational expenses were expended in support of, or why there was such wide variation by year. In total, the MCNHA Partnership, Inc. has spent \$3,530,491 in operational expenses.

Programmatic expenses are those resources dedicated to MCNHA Partnership, Inc. activities, such as education, tourism, and preservation/conservation/revitalization. Program expenses throughout the years have fluctuated, reaching their lowest level (disregarding the initial funding year) in 2005 and 2006. Table 4.4, shows the total spent on programmatic expenses (NPS and leveraged funds) as \$11,525,035. In total, the programmatic and operational expenses spent sum to \$15,055,526.

**Table 4.4 MCNHA Partnership, Inc. Operational and Program Expenses by Year**

Year	Operational Expenses	Program Expenses	Total
2000	\$108,678.00	\$65,191.00	\$173,869.00
2001	\$120,137.00	\$979,559.00	\$1,099,696.00
2002	\$192,164.00	\$1,392,772.00	\$1,584,936.00
2003	\$404,753.00	\$507,662.00	\$912,415.00
2004	\$706,329.00	\$649,479.00	\$1,355,808.00
2005	\$561,667.00	\$461,944.00	\$1,023,611.00
2006	\$521,750.00	\$309,754.00	\$831,504.00
2007	\$220,736.00	\$712,164.00	\$932,900.00
2008	\$177,603.00	\$1,001,747.00	\$1,179,350.00
2009	\$218,453.00	\$1,006,250.00	\$1,224,703.00
2010	\$82,098.00	\$1,159,095.00	\$1,241,193.00
2011	\$75,832.00	\$1,288,470.00	\$1,364,302.00
2012	\$82,964.00	\$995,480.00	\$1,078,444.00
2013	\$57,327.00	\$995,468.00	\$1,052,795.00
<b>Total</b>	<b>\$3,530,491.00</b>	<b>\$11,525,035.00</b>	<b>\$15,055,526.00</b>

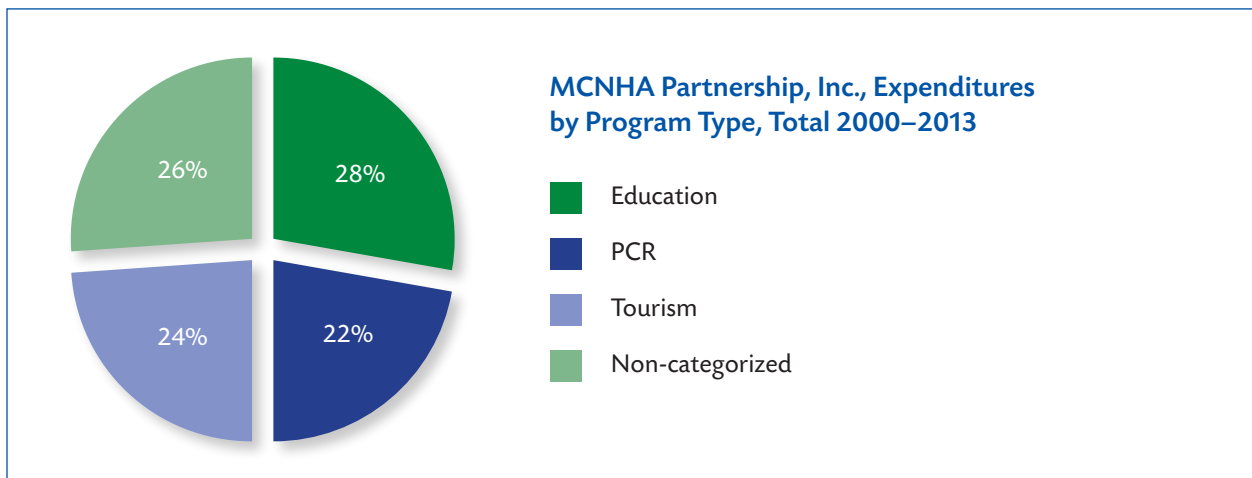
Figure 4.1, Table 4.5, and Figure 4.2 illustrate the programmatic expenditures by strategy area for 2004-2013 based on MCNHA Partnership, Inc. financial statements. (Please note that from 2000-2003, programmatic expenses were not separated by activity area.) Looking at Figure 4.2, programmatic expenditures by strategy area, the largest expenditures have occurred in the area of Education/Interpretation (28%). Expenditures in this area are usually greater than or equal to expenditures in the others areas, except in 2013. Tourism accounts for 24% of funding,

and Preservation/Conservation/Revitalization (PCR) accounts for 22% of funds. (A detailed discussion of related activities is discussed in Section 3.) Twenty-six percent of expenditures were not categorized. Figure 4.1 presents MCNHA Partnership, Inc.'s total program expenditures by specific program activity. Again these financial statements are not accompanied by documentation that could allow us to map these expenses to particular activities. The amount spent from 2000-2013 on programmatic activities is \$11,525,035.

**Figure 4.1 MCNHA Partnership, Inc. Program Expenses by Activity and Year**



**Figure 4.2 MCNHA Partnership, Inc. Expenditures by Program Type, Total 1996-2010**





**Table 4.5 MCNHA Partnership, Inc.  
Programmatic Spending by Activity, Total  
1996-2010**

Activity	Dollar Total	Percentage
Education/ Interpretation	\$3,279,356.00	28.45%
Preservation/ Conservation/ Revitalization	\$2,483,146.00	21.55%
Tourism	\$2,817,349.00	24.45%
Non-categorized	\$2,945,184.00	25.55%

The overall programmatic expenses recorded in the financial statements yield a relatively even distribution of resources seen in Table 4.5 above. These expenses refer to both special projects and grant awards supported by MCNHA Partnership, Inc. programmatic spending.

A more varied representation of activities in each of the program areas comes from tabulations of grant awards made from 2002 through 2013, for which more detailed documentation exists. Grant award expenses

for the period 2002-2013 account for \$1,128,752 of the total \$11,525,035 of programmatic expenses. The following tables reflect the programmatic expenditures related to grants awarded by MCNHA Partnership, Inc. These tables were created based on data compiled from MCNHA Partnership, Inc.'s individual grant files by Partnership staff working with evaluators at the University of Michigan Dearborn's Institute for Local Area Government (UMD-ILAG), who conducted an evaluation of MCNHA Partnership, Inc. in 2013. These data are representative of the distribution of grant awards, and includes information not fully captured by the 990s or audited financial statements.

Figure 4.3 (below) demonstrates the total amount of funds MCNHA Partnership, Inc. awarded to the community from 2002-2013. The decrease in the amount of grants funds awarded by MCNHA Partnership, Inc., particularly between 2005 and 2008, mirrors the overall decrease in investments shown in Table 4.1. Figure 4.1 shows the number of grants and the amount awarded each year by program area. The increase in activity in 2009 reflects the marked efforts of the Board and the

**Figure 4.3 MCNHA Partnership, Inc. Grant Funds Awarded by Year**

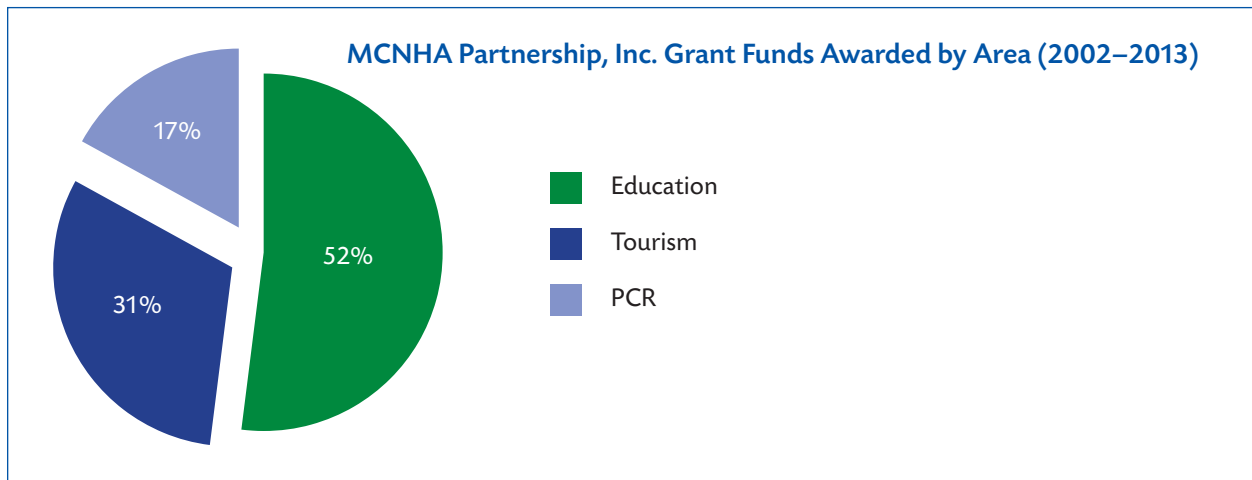
Executive Director to reestablish financial stability and to engage community partners and regain their trust and participation in MCNHA Partnership, Inc. activities.

Figure 4.4 shows grant awards by program area throughout the period. Unlike the relatively even distribution of expenses over the three program areas seen in Figure 4.2, grant expenditures show more variation in program area expenses, with Education/ Interpretation receiving \$579,897, Preservation/ Conservation/Revitalization receiving \$195,792, and Tourism receiving \$353,064. The concentration in Education/Interpretation reflects the MCNHA Partnership, Inc.'s close partnerships with Museums and Universities.

### 4.3 Impact of Investments

**The evaluation assessed the investments made by MCNHA Partnership, Inc. and found that they generally aligned with the core mission and goals.** For the most part, expenditures were completely in keeping with the three core areas of education/interpretation, tourism and preservation/ revitalization/conservation throughout the period. However, as shown in the financial tables, leadership challenges resulted in substantial fluctuations in the amount of funds leveraged by the MCNHA Partnership, Inc. to carry out its mission. Since 2009, match has been met primarily through in-kind contributions (between 80%-96% of the total match). MCNHA Partnership, Inc. efforts to create a more stable financial base are discussed in Section 5.

**Figure 4.4 MCNHA Partnership, Inc. Grant Funds Awarded by Area (2002-2013)**



## 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.

The General Management Plan also highlights the MCNHA Partnership, Inc.’s goals for sustainability (as related to General Operations and Management):

- Set an agenda with a long-term vision and short-term goals that will bring positive benefits across the region;
- Operating efficiently and effectively, with the flexibility to respond to unforeseen opportunities and situation;
- Achieving significant leverage with the federal funds that are targeted for MCNHA Partnership, Inc.; and
- Achieving self-sustainability for the Partnership to enable us to fulfill our mission after federal heritage funds are no longer available.

The MCNHA Partnership, Inc. is actively engaged in a Strategic Planning process to rebuild its base after years of financial challenges. As described previously, the financial support that MotorCities received from private donors declined sharply after initial generous investments during the early years of the NHA. Multiple interviewees reported that sustainability efforts should focus on regaining the trust from the “Big Three” automobile manufacturers (i.e., General Motors, Chrysler, and Ford) and United Automobile Workers (UAW) and work to create future joint projects. The Board and Executive Director of the MCNHA Partnership, Inc. are working to refine and implement a Strategic Plan with a three-part strategy focusing on: public awareness, programming improvements, and financial sustainability. Each of the three strategies is discussed below along with the impact the stabilization strategies are expected to have on contributing to the long term financial stability and sustainability of the MCNHA Partnership, Inc.

## 5.2 Honoring the Legislative Mandate of the NHA

As stated in the authorizing legislation (P.L. 105-355), the purpose of the MCNHA is:

1. To foster a close working relationship with all levels of government, the private sector, and the local communities in Michigan and empower communities in Michigan to conserve their automotive heritage while strengthening future economic opportunities, and;
2. To conserve, interpret, and develop the historical, cultural, natural, and recreational resources related to the industrial and cultural heritage of the Automobile National Heritage Area.

## 5.3 MCNHA Partnership, Inc.'s Management Capacity

### 5.3.1 Governance, Leadership, and Oversight

#### Board Members

As discussed in Section 2, the MCNHA is governed by the MCNHA Partnership, Inc., a 501(c)3 organization comprised of the MCNHA Partnership, Inc. Board of Directors and staff. The Board of Directors is currently composed of four Executive Officers and 15 Board members. Many of the members have had a long tenure on the Board, with several members having connections with the initial citizen movement that supported for preservation and interpretation of the region's automobile heritage in the early 1990s, before the National Heritage Area designation. Currently, the board meets quarterly (a recent change from meeting every other month, decided in February 2015). The role of the Board is multifaceted and includes responsibilities to oversee policy, fundraise, build capacity, and oversee compliance. Many board members' occupations are in areas of interest to the MCNHA Partnership Inc., e.g., union member/official, lawyer, accountant, businessman, historian, and members with ties to Ford Foundation as seen in the current roster of the Board of Directors in Appendix 6.

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. As outlined above, MCNHA Partnership, Inc. has identified three areas of strategic planning to achieve sustainability: public awareness, programming improvements, and financial sustainability. Many of the Board members are actively involved in the design and implementation of this Plan. A central feature of the Plan is the creation of a Strategic Filter, which would guide the Board and the MCNHA Partnership, Inc. leadership in deciding what projects it would pursue. In the past, according to interviewees, this process was left more to the personal interests of Leadership or key partners, without a careful impact analysis to see how the project would support MCNHA Partnership Inc. goals. MCNHA Partnership, Inc. documents describe the strategic filter as a guide when making major decisions using values-based criteria. They suggest that projects should meet six of the following ten criteria to receive consideration:

- 1) Are consistent with the mission, vision, and values;
- 2) Fall within a current Strategic Plan Focus Area;
- 3) Can be implemented with current resources of staff, funds, volunteers;
- 4) Creates a significant new partnership or reinforces an existing partnership;
- 5) Will target a significant constituent population or program focus such as stewardship communities, youth, urban, recreation;
- 6) Will break even/produce a surplus/or have a source of dedicated funding;
- 7) Can be measured;
- 8) Can be sustained;
- 9) Helps to distribute MCNHA Partnership Inc. resources over the full geographic area; and
- 10) Move the organization toward the next stage of its development.

The Board plays an active role in MCNHA Partnership, Inc. affairs, meeting quarterly to review business and projects. The Stewardship Council also meets quarterly, other councils meet as needed, with the exception of the Leadership Council which has not convened in recent years. Members of the Leadership Council

do, however, become involved and offer support as individuals. For example, Congresswoman Debbie Dingell, chair of the Leadership Council, was active in working towards reauthorization in 2014. The councils also meet to assist in exploring and crafting MCNHA Partnership, Inc. policy and activities, as seen in Table 5.1.

The Board consists of 18 to 25 members including: 1) the immediate past chair, 2) five members (voted by the Stewardship Committee at the meeting prior to the annual meeting), and 3) 10 to 17 at large members recommended by the Nomination Committee. There are also eight members of the executive committee: chair, vice chair, treasurer, secretary, immediate past chair, executive director, and four members of the Board of Directors with representation from at-large and stewardship council. Officers are limited to two consecutive two-year terms.

**Table 5.1 Board Committees/Task Forces Structure**

Committee/ Task Force	Responsibility
Executive Committee	Oversee all affairs of the MCNHA Partnership, Inc.
Nominating Committee	Appoint Board members
Strategic Planning Committee	Prepares strategic plan, oversees its implementation
Finance Committee	Oversee MCNHA Partnership, Inc. financial activities
Grant Review Committee	Reviews grant applications submitted to MCNHA Partnership, Inc.
Stewardship Council	Act as an Advisory Board to the MCNHA Partnership, Inc. Board of Directors on the projects, programs, and priorities of annual work plans
Honorary Leadership Council	Representatives from founding partner organizations as well as prominent representatives of business and civic interests provide aid and advice to the MCNHA Partnership, Inc. Board

## Public Awareness

Stakeholder interviewees made several interesting observations/suggestions concerning the need for greater Public Awareness. Central themes that emerged were:

- Critical need to increase MCNHA identity and branding: “Partners can’t contribute or participate if they don’t know who you are”.
- Need to move central MCNHA Partnership, Inc. office out of the Renaissance Center: The small office is on an upper floor of a building with admission through a security process, to a more accessible and visible venue.
- Need to create a center of the MCNHA experience: One informant commented that other NHAs have a highly visible central feature or focus, like rivers or trails, or a keystone project, and that MCNHA Partnership, Inc. would benefit from not ‘being all over the place”.
- Need to create a means of unifying visitor experience around an MCNHA brand: This could include the current Board strategy of creating a unifying tour or themes around the 250 wayside signs, but it also could include working with other organizations to plan itineraries for visitors that connected local tourist sites and resources to MCNHA events and/or resources.

According to stakeholder interviews, the MCNHA Partnership, Inc. Board has identified public awareness as its primary goal on the most recent strategic plan. In response to the goal of public awareness, the Board proposed seven actions. First, the Board suggested displaying highway signs so that visitors would know that they are in a National Heritage Area. Second, Board Members will review best practices for public awareness and investigate how they can update the MCNHA website, social media, and print media. As a next step, MCNHA Partnership, Inc. staff and the Board will update the MCNHA brochure with accurate information starting in May-June of 2015. Third, the staff and Board members will investigate how MCNHA’s branding can be re-built. The fourth action is to implement best practices for MCNHA’s Partnership Inc. social media platforms (e.g.,



Facebook, Twitter). The organization will begin this and subsequent public awareness activities after they hire a communications coordinator. Fifth, MCNHA Partnership, Inc. will investigate best practices for print media. The sixth action is to consider additional actions and subtractions based on the findings of the communications coordinator. Finally, the seventh action will be to participate in the 2016 National Park Centennial activities.

### Programming improvements

Stakeholder interviewees made several observations/suggestions concerning the need for Programming Improvements. Central themes that emerged were:

- The need to work to reengage their earlier partnerships with major automotive businesses: Ford is still involved through the Ford Community Fund, but they need to bring in Chrysler, GM, the secondary auto supplier businesses, and the United Auto Workers. Not just as source of financing but as participants in fulfilling mission of the NHA.
- Importance of asking partners what the MCNHA Partnership, Inc. can do for them, making the partnerships a dialogue around mutual benefits rather than a one way street with MCNHA Partnership, Inc. deciding on activities.
- Expand horizon of types of partnerships that can be seen as part of MCNHA Partnership Inc. purview. For example, one informant commented on the deep investment and development in river trails and parks in the downtown Detroit area. They felt that MCNHA Partnership, Inc. has been missing an opportunity to expand their own vision of automotive heritage/activities to include joint ventures with the expanding river and trail development efforts in their mission.

The Strategic Plan identifies programming improvements as the second most important for the MCNHA Partnership, Inc. Board members also listed seven actions that address programming improvements. First, MCNHA Partnership, Inc. will use their Wayside Signage program to improve the MCNHA brand and to assist partners. Sub-actions

include creating a map of all 250 signs, linking the signs with an app, and launching an Adopt-a-Sign program. The second action is to use the NPS Passport Program to expand MotorCities' brand and to cross-promote venues. Third, the Board seeks to quantify the impact of Autopalooza. This work will involve collecting pre- and post-data from Autopalooza partners to track attendance and changes over time. The fourth action is to consider new programs that fall within the strategic filter to advance education, tourism, and preservation/conservation/restoration. Fifth, the Board seeks to implement new and innovative programming, with a special focus on education activities. Sixth, the Board will build collaborative relationships to increase programmatic impacts by reaching out to stakeholders to determine the needs for building organizational capacity. The seventh and final action is to increase the efficiency of the MCNHA Partnership, Inc. grant award program by creating a press release for grantees and providing the logo and boiler-plate language with graphic standards to ensure proper recognition.

### Financial sustainability

Stakeholder interviewees made several interesting observations/suggestions concerning the need for greater Financial Stability. Central themes that emerged were:

- Involve more representation on the Board from persons active in the Detroit business community (noting that the board members, like the partners of the MCNHA Partnership, Inc., tend toward representatives from museums or educational institutions rather than businesses).
- Critical need to increase cash donations and/or fees and revenues into the MCNHA Partnership, Inc. (over 85% of the match in 2009 through 2013 has come from in-kind donations). Many informants noted that the sheer lack of available funds sharply limits the leadership and activities that the MCNHA Partnership, Inc. can bring to its role in Detroit
- The need to implement a broad strategy for financial sustainability, understanding that any one strategy (i.e., a membership drive) will not

be sufficient. Several interviewees noted that sustainability will require partnerships that can bring in significant resources from the partner for projects (e.g., current plans to partner with Ford Motors on an educational program).

Financial sustainability was the third overall goal of the Strategic Plan and was a concern for all Board members and most interviewees. The Board has identified four main sources of funding: state funding, special events, membership, and special/major gifts. Several board members discussed the importance of, and efforts towards, reducing reliance on federal funding. State funding sub-activities include drafting a bill for support and working with Pure Michigan for funding. Special events include Michigan National Auto Heritage Day and the Heritage Awards of Excellence. Funding from membership will require redevelopment from past unsuccessful attempts to raise funding from membership drives. Stakeholder interviews were not optimistic that membership fees would provide a robust source of financial sustainability. Finally, special and major gifts include funding from the “Big Three” auto manufactures and other leaders in the automobile industry (e.g., suppliers, other local leaders).

### **5.3.2 Staffing and Operations**

In addition to the Executive Director, staff of the organization includes the Director of Operations and Community Liaison, the Office Administrator, and the Finance Services Director. Each staff member has well-defined roles and responsibilities. As described in Section 2 MotorCities experienced significant turnover in Executive Directors. The current executive director began working for MCNHA Partnership, Inc. in August of 2013. The Director of Operations and Community Liaison is the second in command of the organization with duties such as tracking grants and reaching out to partners. The current Director of Operations and Community Liaison has been with MCNHA Partnership, Inc. since 2008, which represents the longest history of all of the full-time staff. The Office Administrator handles day-to day operations such as coordinating meetings. The Finance Services Director works part time and reports directly to the

Executive Committee and the Board. In addition to the core staff, MCNHA Partnership, Inc. plans to hire a Communications Coordinator to achieve the objective of increasing public awareness.

During the annual meeting in April 2015, the Board approved the most recent staffing decisions. The Executive Committee had made a decision to increase salaries for the core staff. Although some Board members expressed concern with the increase, others noted that the increases were long overdue, and as they are currently financially stable they have time to make adjustments if the organization experienced financial challenges. Further, the staff and Board discussed multiple ways of raising additional funds, as discussed previously in the financial sustainability subsection.

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

MotorCities and their 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 MCNHA Partnership, Inc.’s existence. Strategic plans include the original management plan, and more recently, a database of funders to provide future financial support to MCNHA Partnership, Inc. They have faced substantial adaptive management challenges over time. For example, multiple MotorCities stakeholders suggested that high turnover within the organization led to a lack of continuity in the organization’s management procedures, as discussed in Section 2 and throughout.

The awarding of funds for projects has become more systematic in the most recent strategic plan than previously. For new projects, the strategic plan allows flexibility and requires filters for MCNHA Partnership, Inc.’s decision making. As mentioned in the subsection of programming improvements, the organization requires six out of ten criteria to be funded. Another example of adaptive management includes a shift in the match requirements from 2009 to 2011. Previously grants provided 50% of funding to community partners, while current grant funding provides 20%

of funding to partners and requires an 80% match. This shift allows MCNHA Partnership, Inc. to spread its funds across a larger number of grants than it could with the previous system. However, the financial base that MCNHA Partnership, Inc. provides for each project is less substantial than in the past.

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

Comprehensive documentation of financial documents presented an initial challenge to MotorCities, an organization with significant staff turnover and financial struggles. In spite of these challenges, MotorCities provided us with a complete set of financial audits for our review. In addition, there is a comprehensive list of all grants funded from 2002 through 2013, with information on the projects, type of project, amount of investment, and years of involvement. This file improved our understanding of the grant activities in Section 3, and a version of the data source is available in Appendix 7. Additionally, NPS has noted the comprehensive record keeping since 2008, and the current Director of Operations and Community Liaison has presented the methods to other NHAs.

Despite the improvement in recent documentation, there are not substantial 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 MCNHA Partnership, Inc. to fulfill its mission. Interviewees recognized the importance of measuring the impact of MCNHA Partnership, Inc. activities, and the current evaluation encourages MotorCities to move forward with obtaining data on measurable outcomes such as those identified in the logic model.

#### **5.4 Partnerships**

In Section 2, we provide detailed lists of the partnerships that are central to the operation of MotorCities. Such partnerships include NPS, private organizations, community organizations, tourism organizations, as well as state, federal, and local government agencies. MotorCities partnerships are

reciprocal, with activities benefiting both MCNHA Partnership, Inc. and the partner organization. The most recent strategic plan includes a number of criteria for partnerships that promote sustainability and success after MotorCities' role in the project is finished. Accordingly, MCNHA Partnership, Inc. considers the sustainability of projects as it becomes involved with partners for the first time.

Interviewees reported the importance of MCNHA Partnership, Inc. funds as seed investments that provide avenues for obtaining additional funds. For example, MCNHA Partnership, Inc. provided seed funds and acted as a fiduciary for improvements to the Piquette Avenue Ford Plant so that the plant could receive additional funding from other sources. This required much less financial investment from MotorCities than if they had tried to fund a large project, and allowed the Ford Plant to pursue larger redevelopment funding from others. Additional examples include seed money to the Ypsilanti Auto Heritage Museum. The credibility that MCNHA Partnership, Inc. brings to partnerships with local agencies allows these organizations to leverage their resources for substantial development projects.

A recent evaluation of the MCNHA Partnership, Inc. was conducted by the Institute for Local Government at the University of Michigan at Dearborn. The study was based on interviews with and surveys of partner organizations and asking partners questions on a number of dimensions. While the study included contact with more partners than did the Westat evaluation, there was general agreement on the findings of how partners valued the contribution of the MCNHA Partnership, Inc. In particular our interviewees value the support of the MCNHA Partnership, Inc. in providing seed money; providing instruction and technical assistance; and acting as a funder or broker (e.g., acting as a fiduciary agent). We have insufficient data to triangulate their finding that older partners were more appreciative of MCNHA Partnership, Inc. support than more recent partners, but such a finding would be consistent with the fact that the Partnership had greater financial resources in the early years than in later years with which to support grantees.

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

### 5.5.1 MCNHA Partnership, Inc. Need for Financial Resources

The MotorCities Board and MCNHA Partnership, Inc. staff is planning for the sustainability of the organization. Fundraising is seen as a major source of potential financial support, and the stakeholders have laid out a strategy to regain support from private funders in the automobile industry (e.g., Ford, GM, Chrysler). Additionally, MotorCities is working to maintain relationships with existing funders.

Interviewees' responses were mixed in terms of MotorCities' viability in the absence of federal funding. Some interviewees suggested that the NHA would disappear without federal support. Others were more optimistic, suggesting that MCNHA Partnership, Inc. would survive if federal support went away. These optimists did not ignore the opportunities that federal funding provides to the NHA, however, and they suggested that the heritage area would be forced to cut its current level of activity if federal funding was reduced.

### 5.5.2 NHA Need for Financial Resources

Table 5.2 shows that MCNHA Partnership, Inc. has been successful in matching funds for its operation from the time that it was created to the present. However, as mentioned above, the matching resources have been primarily in-kind, not cash, since 2009. A major goal of the Strategic Plan is to increase cash revenues and resources. Interviewees were concerned that the recovery of the MCNHA Partnership, Inc. would lose momentum in the absence of federal support. The findings were not isolated to federal support, however. Interviewees recognized the importance of private funds to sustain their current involvement with the community.

Partners of MotorCities were concerned about the effects of losing funding for their agencies. For example, one agency reported partnering both with MCNHA Partnership, Inc. and their local convention and visitors' bureau to diversify financial support. This agency reported that they would be in real trouble if they had to rely solely on the convention and visitors' bureau. Interviewees across agencies reported the potential implications of financial loss as impacting the size and scope of their activities. Multiple respondents noted the importance of federal funding to provide resources for further development.

**Table 5.2 Federal Funds Received, Non-federal Funds Received, Total Revenue and Total Expenses by Year in US Dollars**

Year	Federal Revenue	Non-Federal Revenue	Total Revenue	Expenses
2000	\$297,000.00	\$600,000.00	\$897,000.00	\$173,869.00
2001	\$337,000.00	\$853,329.00	\$1,190,329.00	\$1,099,696.00
2002	\$500,000.00	\$998,015.00	\$1,498,015.00	\$1,584,936.00
2003	\$485,000.00	\$343,161.00	\$828,161.00	\$912,415.00
2004	\$594,700.00	\$447,865.00	\$1,042,565.00	\$1,355,808.00
2005	\$499,500.00	\$372,114.00	\$871,614.00	\$1,023,611.00
2006	\$440,379.00	\$350,832.00	\$791,211.00	\$831,504.00
2007	\$559,453.00	\$534,468.00	\$1,093,921.00	\$932,900.00
2008	\$409,042.00	\$292,697.00	\$701,739.00	\$1,179,350.00
2009	\$698,153.00	\$806,965.00	\$1,505,118.00	\$1,224,703.00
2010	\$537,489.00	\$911,034.00	\$1,448,523.00	\$1,241,193.00
2011	\$671,167.00	\$894,078.00	\$1,565,245.00	\$1,364,302.00
2012	\$504,500.00	\$686,296.00	\$1,190,796.00	\$1,078,444.00
2013	\$497,615.00	\$589,419.00	\$1,087,034.00	\$1,052,795.00
<b>Total</b>	<b>\$7,030,998.00</b>	<b>\$8,680,273.00</b>	<b>\$15,711,271.00</b>	<b>\$15,055,526.00</b>

## 5.5 Sustainability Summary

The MCNHA Partnership, Inc. has experienced a challenging trajectory in the years since its authorization in 1998. While the support of the Big Three Automobile Manufacturers and the United Auto Workers Union provided a strong financial base in the early years through 2004, the organization has faced financial challenges in all subsequent years, as documented in this and previous sections. In the years from 2003 through 2009, changing leadership and mismanagement led to reduced resources and decreased partner participation. Since 2009 the vast majority of matching resources have consisted of in-kind contributions, not cash. By 2009 the organization was in debt with no stable financial base. Due to

the dedicated effort of the Board and the Executive Director, the debt was paid off. Under the guidance of a new Executive Director, the Partnership successfully lobbied for reauthorization and is regaining the trust and participation of old and new partners. The MCNHA Partnership, Inc. leadership and the Board of Directors are designing and implementing a Strategic Plan that has promise in creating a new financial stability and sustainability. The Strategic Plan contains many options for activities that could create a viable financial foundation for the future. The leadership and Board are committed; the plans are robust and well thought through. But realization of these goals, and achieving sustainability for the MCNHA Partnership, Inc., is still in the future.



## Appendix 1 – Evaluation Legislation

Excerpt(s) from Public Law 113-291

113th Congress

An Act

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

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

### SECTION 1. SHORT TITLE.

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

[ ...]

### SEC. 3052. NATIONAL HERITAGE AREAS AND CORRIDORS.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(ii) by adding at the end the following:  
SEC. 811. TERMINATION OF ASSISTANCE.

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

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

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

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

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

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

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

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

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

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

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

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

(iii) review the management structure, partnership relationships, and funding of the national heritage area for purposes of identifying the critical components for sustainability of the national heritage area.

(C) Report.--Based on the evaluation conducted under subparagraph (A)(i), the Secretary shall submit to the Committee on Energy and Natural Resources of

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

[ ... ]

(c) National Heritage Area Redesignations.--

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

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

(i) in section 103--

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

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

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

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

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

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

(i) in section 102--

(I) in subsection (a)--

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

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

(II) in subsection (b)--

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

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

(ii) in section 103--

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

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

(iii) in section 104--

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

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

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

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

Approved December 19, 2014.

LEGISLATIVE HISTORY--H.R. 3979:

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

CONGRESSIONAL RECORD, Vol. 160 (2014):

Mar. 11, considered and passed House.

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

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

Dec. 12, Senate concurred in House amendment.

## Appendix 2 – Authorizing Legislation

Excerpt(s) from Public Law 105–355

105th Congress

An Act

To authorize the Automobile National Heritage Area in the State of Michigan, 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—AUTOMOBILE NATIONAL HERITAGE AREA OF MICHIGAN

#### SEC. 101. SHORT TITLE.

This title may be cited as the “Automobile National Heritage Area Act”.

#### SEC. 102. FINDINGS AND PURPOSES.

(a) FINDINGS.—The Congress finds that—

(1) the industrial, cultural, and natural heritage legacies of Michigan’s automobile industry are nationally significant;

(2) in the areas of Michigan including and in proximity to Detroit, Dearborn, Pontiac, Flint, and Lansing, the design and manufacture of the automobile helped establish and expand the United States industrial power;

(3) the industrial strength of automobile manufacturing was vital to defending freedom and democracy in 2 world wars and played a defining role in American victories;

(4) the economic strength of our Nation is connected integrally to the vitality of the automobile industry, which employs millions of workers and upon which 1 out of 7 United States jobs depends;

(5) the industrial and cultural heritage of the automobile industry in Michigan includes the social history and living cultural traditions of several generations;

(6) the United Auto Workers and other unions played a significant role in the history and progress of the labor movement and the automobile industry;

(7) the Department of the Interior is responsible for protecting and interpreting the Nation’s cultural and historic resources, and there are significant examples of these resources within Michigan to merit the involvement of the Federal Government to develop programs and projects in cooperation with the Automobile National Heritage Area Partnership, Incorporated,

the State of Michigan, and other local and governmental bodies, to adequately conserve, protect, and interpret this heritage for the educational and recreational benefit of this and future generations of Americans;

(8) the Automobile National Heritage Area Partnership, Incorporated would be an appropriate entity to oversee the development of the Automobile National Heritage Area; and

(9) 2 local studies, “A Shared Vision for Metropolitan Detroit” and “The Machine That Changed the World”, and a National Park Service study, “Labor History Theme Study: Phase III; Suitability-Feasibility”, demonstrated that sufficient historical resources exist to establish the Automobile National Heritage Area.

(b) PURPOSE.—The purpose of this title is to establish the Automobile National Heritage Area to—

(1) foster a close working relationship with all levels of government, the private sector, and the local communities in Michigan and empower communities in

Michigan to conserve their automotive heritage while strengthening future economic opportunities; and

(2) conserve, interpret, and develop the historical, cultural, natural, and recreational resources related to the industrial and cultural heritage of the Automobile National Heritage Area.

#### SEC. 103. DEFINITIONS.

For purposes of this title:

(1) BOARD.—The term “Board” means the Board of Directors of the Partnership.

(2) HERITAGE AREA.—The term “Heritage Area” means the Automobile National Heritage Area established by section 104.

(3) PARTNERSHIP.—The term “Partnership” means the Automobile National Heritage Area Partnership, Incorporated (a nonprofit corporation established under the laws of the State of Michigan).

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

#### SEC. 104. AUTOMOBILE NATIONAL HERITAGE AREA.

(a) ESTABLISHMENT.—There is established in the State of Michigan the Automobile National Heritage Area.

(b) BOUNDARIES.—

(1) IN GENERAL.—Subject to paragraph (2), the boundaries of the Heritage Area shall include lands in Michigan that are related to the following corridors:

(A) The Rouge River Corridor.

(B) The Detroit River Corridor.

(C) The Woodward Avenue Corridor.

(D) The Lansing Corridor.

(E) The Flint Corridor.

(F) The Sauk Trail/Chicago Road Corridor.

(2) SPECIFIC BOUNDARIES.—The specific boundaries of the Heritage Area shall be those specified in the management plan approved under section 106.

(3) MAP.—The Secretary shall prepare a map of the Heritage Area which shall be on file and available for public inspection in the office of the Director of the National Park Service.

(4) NOTICE TO LOCAL GOVERNMENTS.—The Partnership shall provide to the government of each city, village, and township that has jurisdiction over property proposed to be included in the Heritage Area written notice of that proposal.

(c) ADMINISTRATION.—The Heritage Area shall be administered in accordance with this title.

#### SEC. 105. DESIGNATION OF PARTNERSHIP AS MANAGEMENT ENTITY.

(a) IN GENERAL.—The Partnership shall be the management entity for the Heritage Area.

(b) FEDERAL FUNDING.—

(1) AUTHORIZATION TO RECEIVE FUNDS.—The Partnership may receive amounts appropriated to carry out this title.

(2) DISQUALIFICATION.—If a management plan for the Heritage Area is not submitted to the Secretary as required under section 106 within the time specified in that section, the Partnership shall cease to be authorized to receive Federal funding under this title until such a plan is submitted to the Secretary.

(c) AUTHORITIES OF PARTNERSHIP.—The Partnership may, for purposes of preparing and implementing the management plan for the Heritage Area, use Federal funds made available under this title—

(1) to make grants to the State of Michigan, its political subdivisions, nonprofit organizations, and other persons;



(2) to enter into cooperative agreements with or provide technical assistance to the State of Michigan, its political subdivisions, nonprofit organizations, and other organizations;

(3) to hire and compensate staff;

(4) to obtain money from any source under any program or law requiring the recipient of such money to make a contribution in order to receive such money; and

(5) to contract for goods and services.

(d) PROHIBITION OF ACQUISITION OF REAL PROPERTY.—The Partnership may not use Federal funds received under this title to acquire real property or any interest in real property.

#### SEC. 106. MANAGEMENT DUTIES OF THE AUTOMOBILE NATIONAL HERITAGE AREA PARTNERSHIP.

(a) HERITAGE AREA MANAGEMENT PLAN.—

(1) SUBMISSION FOR REVIEW BY SECRETARY.—The Board of Directors of the Partnership shall, within 3 years after the date of the enactment of this title, develop and submit for review to the Secretary a management plan for the Heritage Area.

(2) PLAN REQUIREMENTS, GENERALLY.—A management plan submitted under this section shall—

(A) present comprehensive recommendations for the conservation, funding, management, and development of the Heritage Area;

(B) be prepared with public participation;

(C) take into consideration existing Federal, State, county, and local plans and involve residents, public agencies, and private organizations in the Heritage Area;

(D) include a description of actions that units of government and private organizations are recommended to take to protect the resources of the Heritage Area; and

(E) specify existing and potential sources of Federal and non-Federal funding for the conservation, management, and development of the Heritage Area.

(3) ADDITIONAL PLAN REQUIREMENTS.—The management plan also shall include the following, as appropriate:

Records.

(A) An inventory of resources contained in the Heritage Area, including a list of property in the Heritage Area that should be conserved, restored, managed, developed, or maintained because of the natural, cultural, or historic significance of the property as it relates to the themes of the Heritage Area. The inventory may not include any property that is privately owned unless the owner of the property consents in writing to that inclusion.

(B) A recommendation of policies for resource management that consider and detail the application of appropriate land and water management techniques, including (but not limited to) the development of intergovernmental cooperative agreements to manage the historical, cultural, and natural resources and recreational opportunities of the Heritage Area in a manner consistent with the support of appropriate and compatible economic viability.

(C) A program for implementation of the management plan, including plans for restoration and construction and a description of any commitments that have been made by persons interested in management of the Heritage Area.

(D) An analysis of means by which Federal, State, and local programs may best be coordinated to promote the purposes of this title.

(E) An interpretive plan for the Heritage Area.

Deadlines.

(4) APPROVAL AND DISAPPROVAL OF THE MANAGEMENT PLAN.—

(A) IN GENERAL.—Not later than 180 days after

submission of the Heritage Area management plan by the Board, the Secretary shall approve or disapprove the plan. If the Secretary has taken no action after 180 days, the plan shall be considered approved.

(B) DISAPPROVAL AND REVISIONS.—If the Secretary disapproves the management plan, the Secretary shall advise the Board, in writing, of the reasons for the disapproval and shall make recommendations for revision of the plan. The Secretary shall approve or disapprove proposed revisions to the plan not later than 60 days after receipt of such revisions from the Board. If the Secretary has taken no action for 60 days after receipt, the plan and revisions shall be considered approved.

(b) PRIORITIES.—The Partnership shall give priority to the implementation of actions, goals, and policies set forth in the management plan for the Heritage Area, including—

(1) assisting units of government, regional planning organizations, and nonprofit organizations—

(A) in conserving the natural and cultural resources in the Heritage Area;

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

(C) in developing recreational opportunities in the Heritage Area;

(D) in increasing public awareness of and appreciation for the natural, historical, and cultural resources of the Heritage Area;

(E) in the restoration of historic buildings that are located within the boundaries of the Heritage Area and related to the theme of the Heritage Area; and

(F) in ensuring that clear, consistent, and environmentally appropriate signs identifying access points and sites of interest are put in place throughout the Heritage Area; and

(2) consistent with the goals of the management plan, encouraging economic viability in the affected communities by appropriate means.

(c) CONSIDERATION OF INTERESTS OF LOCAL GROUPS.—The Partnership shall, in preparing and implementing the management plan for the Heritage Area, consider the interest of diverse units of government, businesses, private property owners, and nonprofit groups within the Heritage Area.

(d) PUBLIC MEETINGS.—The Partnership shall conduct public meetings at least annually regarding the implementation of the Heritage Area management plan.

(e) ANNUAL REPORTS.—The Partnership shall, for any fiscal year in which it receives Federal funds under this title or in which a loan made by the Partnership with Federal funds under section 105(c)(1) is outstanding, submit an annual report to the Secretary setting forth its accomplishments, its expenses and income, and the entities to which it made any loans and grants during the year for which the report is made.

(f) COOPERATION WITH AUDITS.—The Partnership shall, for any fiscal year in which it receives Federal funds under this title or in which a loan made by the Partnership with Federal funds under section 105(c)(1) is outstanding, make available for audit by the Congress, the Secretary, and appropriate units of government all records and other information pertaining to the expenditure of such funds and any matching funds, and require, for all agreements authorizing expenditure of Federal funds by other organizations, that the receiving organizations make available for such audit all records and other information pertaining to the expenditure of such funds.

(g) DELEGATION.—The Partnership may delegate the responsibilities and actions under this section for each corridor identified in section 104(b)(1). All delegated actions are subject to review and approval by the Partnership.

## SEC. 107. DUTIES AND AUTHORITIES OF FEDERAL AGENCIES.

(a) TECHNICAL ASSISTANCE AND GRANTS.—

(1) IN GENERAL.—The Secretary may provide technical assistance and, subject to the availability of appropriations, grants to units of government, nonprofit

organizations, and other persons upon request of the Partnership, and to the Partnership, regarding the management plan and its implementation.

(2) PROHIBITION OF CERTAIN REQUIREMENTS.— The Secretary may not, as a condition of the award of technical assistance or grants under this section, require any recipient of such technical assistance or a grant to enact or modify land use restrictions.

(3) DETERMINATIONS REGARDING ASSISTANCE.— The Secretary shall decide if a unit of government, nonprofit organization, or other person shall be awarded technical assistance or grants and the amount of that assistance. Such decisions shall be based on the relative degree to which the assistance effectively fulfills the objectives contained in the Heritage Area management plan and achieves the purposes of this title. Such decisions shall give consideration to projects which provide a greater leverage of Federal funds.

(b) PROVISION OF INFORMATION.—In cooperation with other Federal agencies, the Secretary shall provide the general public with information regarding the location and character of the Heritage Area.

(c) OTHER ASSISTANCE.—The Secretary may enter into cooperative agreements with public and private organizations for the purposes of implementing this subsection.

(d) DUTIES OF OTHER FEDERAL AGENCIES.—Any Federal entity conducting any activity directly affecting the Heritage Area shall consider the potential effect of the activity on the Heritage Area management plan and shall consult with the Partnership with respect to the activity to minimize the adverse effects of the activity on the Heritage Area.

#### SEC. 108. LACK OF EFFECT ON LAND USE REGULATION AND PRIVATE PROPERTY.

(a) LACK OF EFFECT ON AUTHORITY OF LOCAL GOVERNMENT.— Nothing in this title shall be construed to modify, enlarge, or diminish any authority of Federal, State, or local governments to regulate any use of land under any other law or regulation.

(b) LACK OF ZONING OR LAND USE POWERS.— Nothing in this title shall be construed to grant powers of zoning or land use control to the Partnership.

(c) LOCAL AUTHORITY AND PRIVATE PROPERTY NOT AFFECTED.— Nothing in this title shall be construed to affect or to authorize the Partnership to interfere with—

(1) the rights of any person with respect to private property; or

(2) any local zoning ordinance or land use plan of the State of Michigan or a political subdivision thereof.

#### SEC. 109. SUNSET.

The Secretary may not make any grant or provide any assistance under this title after September 30, 2014.

#### SEC. 110. AUTHORIZATION OF APPROPRIATIONS.

(a) IN GENERAL.—There are authorized to be appropriated under this title not more than \$1,000,000 for any fiscal year. Not more than a total of \$10,000,000 may be appropriated for the Heritage Area under this title.

(b) 50 PERCENT MATCH.—Federal funding provided under this title, after the designation of the Heritage Area, may not exceed 50 percent of the total cost of any activity carried out with any financial assistance or grant provided under this title.

Approved November 6, 1998.

LEGISLATIVE HISTORY—H.R. 3910:

CONGRESSIONAL RECORD, Vol. 144 (1998):

Oct. 10, considered and passed House.

Oct. 14, considered and passed Senate.

WEEKLY COMPILATION OF PRESIDENTIAL DOCUMENTS, Vol. 34 (1998): Nov. 6, Presidential statement. ®

## Appendix 3 – Evaluation Methodology

### Background and Purpose

In May 2008, Congress passed legislation<sup>1</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>1</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:

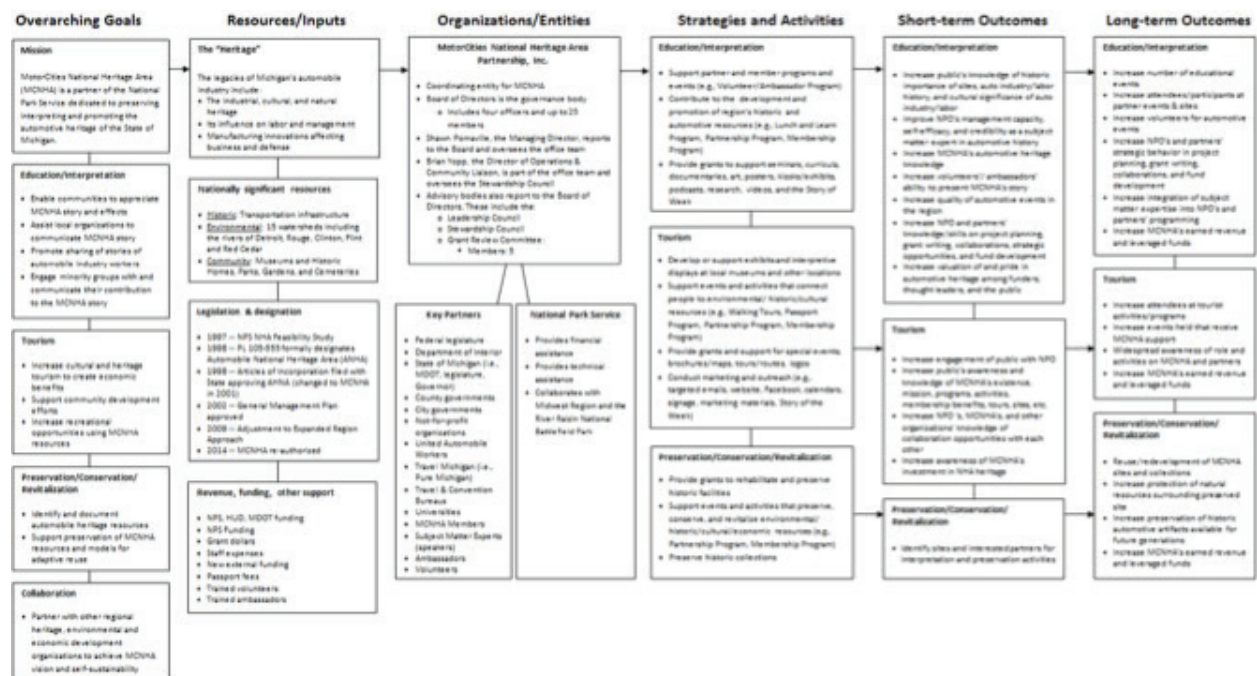
- overarching goal for a NHA;
- resources and key partnerships available to help an NHA accomplish its goals;
- activities and strategies that are being implemented to accomplish the NHA goal;
- intended short- and long-term outcomes; and
- the linkages among the activities, strategies, and outcomes.

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, 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

**Figure A3.1 NHA Logic Model**





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>2</sup> will be employed in addressing this question. We will examine the nature of management structure and partnership network and their contribution to sustainability. We will also assess the financial investments over time and their corresponding impact on the financial sustainability of those investments and their future with and without future Federal funding. Specifically, we will perform an

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<sup>2</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.

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 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 MCNHA Partnership, Inc. staff who have the most history and scope of understanding of the MCNHA Partnership, Inc.'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 MCNHA Partnership, Inc., including its background and history, your different activities and investments and their associated outcomes, and their contribution to the MCNHA Partnership, Inc.'s sustainability.

Your participation in this interview is voluntary and it should take about 1 to 2 hours to complete. We've reviewed your management plan and other foundational documents prior to this interview. Your current mission focuses on preserving, interpreting and promoting the automotive heritage of the State of Michigan. As depicted in the logic model, MCNHA Partnership, Inc.'s goals include raising awareness and understanding about the impact of the automobile on the region with emphasis on increasing tourism, expanding education, and encouraging preservation, conservation, and revitalization of automobile heritage resources.

#### HISTORY AND BACKGROUND

1. Could you tell us about the organizational history and evolution prior to the NHA Designation that is not mentioned in the management plan?
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 MCNHA Partnership, Inc. 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 MCNHA? What are the goals for the MCNHA Partnership, Inc.?
6. Can you describe the various planning processes that the MCNHA Partnership, Inc. 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 MCNHA PARTNERSHIP, INC. and who/what is involved in their implementation

As depicted in the logic model, MCNHA Partnership Inc.'s goals include raising awareness and understanding about the impact of the automobile on the region. According to the logic model, the MCNHA Partnership, Inc. is involved in education, tourism, and preservation, conservation and revitalization activities.

#### Education:

Educational activities and programs are those that foster public support and appreciation for the MCNHA site

and tell the story of its natural, historical and cultural significance. These activities may include the Lunch and Learn Series; the Volunteer /Ambassador Programs; and grants for seminars, curricula, documentaries, art, posters, kiosks/exhibits, podcasts, research, videos, etc.

### Education

1. For each educational activity, could you provide details about:
  - The nature of the activity?
  - When it began?
  - What was the impetus for offering the activity?
  - When it is offered?
  - To whom you provide it? (i.e., teachers, students, etc.)
  - The role of MCNHA Partnership Inc. staff in providing this activity?
  - The role of the community in implementing these activities?
2. How have the educational activities affected:
  - Participants – increased knowledge and skills
  - Partners – their capacity, the relationships among partners - in what ways?
  - This MCNHA overall and how it is perceived more generally?
  - Community support for preservations, interpretive, educational activities?
  - Ability to provide a cohesive MCNHA experience focused on the themes of the automotive industry heritage?
3. Could you tell us what have been the accomplishments of your educational activities? What challenges have you encountered in implementing these activities?
4. How do you evaluate and/or assess the effectiveness of your educational activities?
3. What kind of an impact do you think oversight and management of the MCNHA and its resources has had in the community?

*Probe:* - Educational impacts

5. How would this activity be affected if the Federal funding sunsets or is reduced? Are there other organizations in the community who also provide this activity in a way that support the Heritage Area?
6. Are there documents you could provide us that describe these educational activities, such as the types of educational activities provided, to whom and the related outcomes?

### Interpretation

1. Please provide the following details for each interpretation activities. These activities are those that attempt to tell the MCNHA story to a broad audience, such as the Story of the Week.
  - When did it begin? What was the impetus for starting it?
  - What has been the role of the MCNHA Partnership, Inc.?
  - What has been the role of the MCNHA's partnership network?
  - What has been the role of the local community?
  - What have been the overall accomplishments of this activity in your area? What challenges have you encountered in implementing this activity?
  - How do you evaluate and/or assess the effectiveness of it?
2. What has/have been the greatest impact(s) of programming and interpretation activities in your area?
3. What kind of an impact do you think oversight and management of the MCNHA and its resources has had in the community?

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

*Probe:* - Interpretational impact

4. How would the MCNHA Partnership, Inc.'s Interpretation Activities be affected if the NPS

NHA Federal funding sunsets or is reduced? Are there other organizations in the community who also provide these activities in a way that support the Heritage Area?

5. Are there documents you could provide us that describe MCNHA Partnership, Inc.'s Interpretation Activities and how they have been implemented over the years?

### **Tourism:**

These are activities that increase public use and awareness of the MCNHA and further its economic sustainability. These activities may include the Passport Program, walking tours, or special events. These may include marketing and public outreach activities, as well, including the use of guides, brochures, signage, newsletters, calendars, social media, and/or participation in community events to increase public awareness of the MCNHA.

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 MCNHA Partnership, Inc. 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 MCNHA 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 MCNHA experience
3. Could you tell us the overall accomplishments of your marketing/awareness activities?

What challenges have you encountered in implementing these activities?

4. What kind of an impact do you think oversight and management of the MCNHA and its resources has had in the community?

*Probe:* - Engagement of residents and visitors/ future stewardship

5. How would these marketing/awareness activities be affected if the NPS NHA Federal funding sunsets or is reduced? Are there other organizations in the community who also provide similar marketing/awareness activities in a way that support the Heritage Area?
6. Are there documents you could provide us that describe the MCNHA Partnership, Inc.'s marketing and outreach activities and how they have been implemented over the years?

### **Preservation/Conservation/Revitalization:**

These are activities that support the long-term preservation, conservation and reclamation of natural, cultural and historic resources. Related activities may include property rehabilitation and preservation, collection preservation efforts, and reuse and redevelopment of MCNHA sites.

1. For each of these activities please provide the following details:
  - When did it begin? What was the impetus for starting it?
  - What has been the role of the MCNHA Partnership, Inc.?
  - What has been the role of the MCNHA Partnership, Inc. Administrative staff (coordinating, sponsoring, promoting, attending, staff service on Boards)?
  - What has been the role of the MCNHA Partnership, Inc.'s partnership network?
  - What has been the role of the local community (attending, promoting, supporting)?
2. What has/have been the greatest impact(s) of this activity in your area?

- Probes:* - Environmental, cultural and historic resources conservation  
 - Artifact or building restoration  
 - Greater amount/diversity in sources of funding committed to conservation and stewardship  
 - Increased capacity of partners  
 - Growth in partner network  
 - Community revitalization  
 - Job creation

3. What kind of an impact do you think oversight and management of the MCNHA and its resources has had in the community?

- Probes:* - Preservation of MCNHA and its historical resources  
 - Restoration of MCNHA resources  
 - Economic impact / Job creation

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

5. Are there documents you could provide us that describe this activity and how it has been implemented over the years?

### Planning and Technical Assistance:

These are activities that build local community capacity and assist individuals, organizations and communities who are involved in MCNHA Partnership, Inc. activities. These activities could include the Partnership the Membership Programs, and any other grant-making, provision of technical assistance, or other activities.

### Grant-making

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

- § Community Grants
- § Challenge Grants
- § Any other types of grants we may have missed?

1. For each of these grant-making programs, could you describe:

- When it began?
- The impetus for starting it?
- The activities it supports? *Probe – how does it promote the preservation, interpretation and education and tourism programming of MCHNA's unique story?*
- How it is funded? Does it leverage other funding?
- Whether the grants are provided for a specific purpose/time period and/or if they could be sustained on their own without continued NHA funding?
- The grant-making process for this program:
  - How do organizations find out about and apply for grants?
  - What is the size of the grants?
  - What is the process for determining award?
  - What are the funding and reporting requirements?
  - What is time period of award?

2. Overall, how have the grants programs affected:

- Partners – their capacity, the relationships among partners - in what ways?
- The MCNHA overall and how it is perceived more generally?
- Community support for preservations, interpretive, educational and tourism activities?
- Job creation – for partners, in the larger community, etc?

3. Are there certain grant programs that have been more successful than others in achieving the goals of the MCNHA Partnership, Inc.? If so, why do you think these have better impacts for the overall MCNHA area than others?

4. What challenges have you had in administering these grant programs? Are there certain ones that are more or less problematic? In what ways? What have you done to deal with these challenges? What has worked? What has not?

5. What challenges have grantees encountered in implementing the grants?

6. How do you evaluate and/or assess the effectiveness of your grant-making activities?

7. How would this activity be affected if the NPS NHA Federal funding sunsets or is reduced? Are there other organizations in the community who also provide grants that support the Heritage Area?
8. Are there documents you could provide us that describe these grant programs and how they have been implemented over the years?

#### Technical Assistance

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

- § Training
- § Project Monitoring
- Logistical Support
- § Conducting meetings

1. Could you provide the following details about each of your technical assistance activities?
  - What are the types of topics covered? How do you determine topics?
  - Who are the recipients?
  - How you determine when and to whom to offer these services?
  - If it is an event, in what region/area is it delivered?
  - Who provides the technical assistance activities (i.e. MCNHA Partnership, Inc. staff, NPS staff, partners, etc.)?
  - How many times have you performed the technical assistance activities in the past year? What is the length of time for each?
  - What are the costs and funding sources for the technical assistance activities?
  - What are the goals and objectives of the technical assistance activities?
2. How long has the organization been providing the technical assistance activities? Overall, what was the impetus for starting this activity? *Probe- was it part of the original management plan? Seen as an unmet need in the community?*

3. How have the technical assistance activities affected: *Probe – for each of these, how do you know any of these outcomes occurred?*
  - Recipients – increased knowledge and skills?
  - Partners – their capacity, the relationships among partners - in what ways?
  - The MCNHA overall and how the MCNHA is perceived more generally?
  - Community support for preservation, interpretive, educational activities?
4. Could you tell us what have been the overall accomplishments of the technical assistance activities? What challenges have you encountered in implementing this activity?
5. How do you evaluate and/or assess the effectiveness of the technical assistance activities?
6. How would this activity be affected if the Federal funding sunsets or is reduced? Are there other organizations in the community who also provide this activity in a way that support the Heritage Area?
7. Are there documents you could provide us that describe the technical assistance activities, such as the types of assistance provided, to whom and the related outcomes?

#### Other Planning and Technical Assistance Activities

1. When did it begin? What was the impetus for starting it?
2. What has been the role of the MCNHA Partnership, Inc.?
3. What has been the role of the partnership network?
4. What has been the role of the local community?
5. What have been the overall accomplishments of this activity in your area? What challenges have you encountered in implementing this activity?
6. How do you evaluate and/or assess the effectiveness of it?



7. How would this activity be affected if the Federal funding sunsets or is reduced? Are there other organizations in the community who also provide this activity in a way that support the Heritage Area?
8. Are there documents you could provide us that describe this activity and how it has been implemented over the years?

## **BOARD OF 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 of Trustees or Advisory Group? Has your/their role changed across the life of the MCNHA Partnership, Inc.?
2. What are the responsibilities of members of these committees? For instance, does it involve setting goals, establishing budgets and financial accountability for the MCNHA Partnership, Inc.?
3. How do the skills and expertise that members of these committees bring to the table contribute to the MCNHA Partnership, Inc.'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 MCNHA Partnership, Inc.'s staff and members of the Board of Trustees and Advisory Groups?
7. What activities has the MCNHA Partnership, Inc. 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?
9. What kind of an impact do you think oversight and management of the MCNHA and its resources has had in the community?

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

*Probe:* - How has the MCNHA Partnership, Inc.'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.?

9. Would you say that this MCNHA Partnership, Inc.'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 MCNHA Partnership, Inc.'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 MCNHA Partnership, Inc.'s partnership with [partner name]?
    - Describe [partner name]'s level of involvement with the MCNHA Partnership, Inc..
  - What kinds of resources has [partner name] committed to the MCNHA Partnership, Inc.? 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 MCNHA Partnership, Inc.?
5. What types of services or support do you receive from your partners?

6. How do partners support one another?

7. How has the MCNHA Partnership, Inc.'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 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 MCNHA Partnership, Inc. 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 MCNHA Partnership, Inc.? Do partners collaborate and combine their investments to accomplish MCNHA Partnership, Inc. objectives? If yes, how?
3. How has the number MCNHA Partnership, Inc. partners changed over time?

*Probe:* - What kind of partner retention has the MCNHA Partnership, Inc. had over the years?

4. What kinds of roles (if any) do MCNHA Partnership, Inc. partners have on the board?
5. Does there seem to be trust and support among partners?

6. How would partners, and their MCNHA Partnership, Inc. related activities be affected if NPS NHA Federal funding for the MCNHA Partnership, Inc. discontinued or reduced? Would their activities continue to work towards accomplishing the goals and objectives of the MCNHA Partnership, Inc., and if so, how?

## ACCOMPLISHMENTS, CHALLENGES AND LESSONS LEARNED

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

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

4. What, if any, organizations or mechanisms currently exist outside of the MCNHA coordinating entity for accomplishing the goals and objectives of the MCNHA Partnership, Inc.? Would these organizations or mechanisms continue to work toward the Heritage Area goals post-sunset of funding?
5. Are there ways this MCNHA Partnership, Inc. has changed the region since its inception? How? In what ways? How has the MCNHA Partnership, Inc.'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 the MCNHA Partnership, Inc.?

7. Could you tell us about any evidence of community support for the MCNHA Partnership, Inc.? 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 MCNHA Partnership, Inc. do, if any? What changes would it be helpful for the MCNHA Partnership, Inc. 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 the MCNHA Partnership, Inc.. We are researchers from Westat and we are conducting a study on National Heritage Areas. Specifically, we're interested in learning about your work with the MCNHA Partnership, Inc., and any assistance you have either received from or contributed to the MotorCities National Heritage Area Partnership, Inc. We are interested in collecting information about your relationship with MCNHA Partnership, Inc., how it has evolved and how the MCNHA Partnership, Inc. has changed over time.

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

### BACKGROUND

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

## WORK WITH MCNHA AND MCNHA PARTNERSHIP, INC.

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

5. Could you describe how your organization's program activities contribute to the MCNHA's unique story?
6. Could you describe how your partnership with the MCNHA Partnership, 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 MCNHA Partnership, Inc.?
  - Has it helped you receive funding? In what ways? What funding have you received that you may not have without the MCNHA Partnership, Inc. partnership?
  - Has it helped you have more community:
    - Visibility?
    - Involvement?
    - Etc.?
  - Does it help you identify or be in touch with other resources and best practices that you may not have known about?

## TECHNICAL ASSISTANCE & CAPACITY BUILDING ASSISTANCE

1. Could you describe the types of assistance and other types of non-financial support your organization has received from the MCNHA Partnership, Inc.
  - What type of assistance did you receive (training, 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?
7. Could you describe how you've used this assistance to incorporate or enhance stories about the MCNHA heritage into you programming?
8. How have this assistance and your activities/offerings evolved over time?
9. What does this assistance from MCNHA Partnership, 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 MCNHA Partnership, Inc. and/or with other MCNHA Partnership, Inc. 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 MCNHA Partnership, Inc.? How? *Probe – NPS, other state resources*

## OVERALL IMPACT OF PARTNERSHIP WITH NHA

1. How has your relationship with the MCNHA Partnership, Inc. evolved over time? Has the impact of MCNHA Partnership, Inc. changed over time – grown stronger, weaker or stayed the same?
2. Have you experienced any challenges as a result of your partnership with MCNHA Partnership, Inc.? *Probe – limitations on ability to fundraise or collaborate with other organizations?*
3. What leadership roles does the MCNHA Partnership, Inc. play in the community? Convener? Organizer? Funder? Other?
4. Are there ways in which the MCNHA Partnership, Inc. has changed the region over the past 12 years? How? In what ways? How has MCNHA Partnership, Inc.'s impact changed over time? *Probe – were there mechanisms present before the NHA coordinating entity designation?*
5. Is it important for your organization to continue working with MCNHA Partnership, Inc.? Why? What factors influence your continued relationship?
6. What additional things would you have the MCNHA Partnership, Inc. do, if any? What changes would be helpful for MCNHA Partnership, 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 the MCNHA Partnership, Inc. discontinued? Would any of your activities that contribute to the MCNHA 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 MCNHA

Partnership, Inc. discontinues? Are there other mechanisms or organizations that could support the unique features and heritage of the area?

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

### MotorCities National Heritage Area Discussion Guide For People Visiting An NHA Event or Attraction

Site (circle one):

Ford Piquette Plant

Ypsilanti Automotive Heritage Museum

Olds Museum

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

Conversation Topics:

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

*Probe:* - How long have you been a resident?

*Probe:* - Which state are you visiting from?

2. Reason for the visit? How often have you visited this attraction?
3. Have you visited one of the other NHA destination sites? Show brochure.

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



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

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

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

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

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

### **MotorCities National Heritage Area Discussion Guide for People Visiting Areas Outside of the NHA**

*Site (fill in):*

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

Conversation Topics:

1. Residency:

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

*Probe:* - How long have you been a resident?

*Probe:* - Which state are you visiting from?

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

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

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

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

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

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

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

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

Research Question, Domains, Measures  Evaluation Q1: Has the NHA coordinating entity accomplished the purposes of the authorizing legislation and achieved the goals and objectives of the management plan?	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Web Sites, Other Documents	Financial Data Forms
<b>Education – 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 MCNHA Partnership activities</b>						
Description of interpretation and education activities	X	X		X	X	
<b>Describe Implementation of each activity</b>						
Role of the MCNHA Partnership, Inc.	X	X		X	X	
Role of MCNHA Partnership, Inc. 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 MCNHA resources & stories		X	X			
Increased recognition of shared heritage of region		X	X	X	X	
Growth in partner network	X	X		X		
Economic Impact / Job Creation	X	X				

Research Question, Domains, Measures  Evaluation Q.1: Has the NHA coordinating entity accomplished the purposes of the authorizing legislation and achieved the goals and objectives of the management plan?	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Web Sites, Other Documents	Financial Data Forms
<b>Revitalization/Preservation/Conservation– Activities that support long-term preservation, conservation and revitalization of natural, cultural and historic resources; includes implementing environmental conservation efforts</b>						
<b>Describe Nature of MCNHA Partnership, Inc. activities</b>						
Description of preservation, conservation, reuse and redevelopment activities	X	X		X	X	
Description of conservation efforts related to motor cities automotive heritage knowledge; historical importance of sites; cultural significance and labor history	X	X		X	X	
<b>Describe Implementation of each activity</b>						
Role of the MCNHA Partnership, Inc. (e.g., administration of grants; provision of TA)	X	X		X	X	
Role of MCNHA Partnership, Inc. 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	
Greater amount and diversity in sources of funding committed to preserving, interpreting and promoting automotive heritage	X	X		X		X
Increased local sense of pride and connection to MCNHA		X	X			
Growth in partner network	X	X				
Community revitalization	X	X		X	X	
Economic Impact / Job creation	X	X			X	

Research Question, Domains, Measures  Evaluation Q.1: Has the NHA coordinating entity accomplished the purposes of the authorizing legislation and achieved the goals and objectives of the management plan?	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Web Sites, Other Documents	Financial Data Forms
<b>Tourism– Activities that increase public use and awareness of the NHA and further its economic Sustainability, including marketing and public outreach</b>						
<b>Describe Nature of MCNHA Partnership, Inc. activities</b>						
Description of marketing and public outreach activities (e.g., promotional materials, events)	X	X	X	X	X	
<b>Describe Implementation of each activity</b>						
Role of the MCNHA Partnership, Inc. (e.g., creation of marketing plans)	X	X		X	X	
Role of MCNHA Partnership, Inc. 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 MCNHA resources and stories	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			X
Growth and development of partner network	X	X	X			
Heightened visibility of MCNHA resources and stories		X	X			
Economic Impact / Job creation	X	X				

Research Question, Domains, Measures  Evaluation Q.1: Has the NHA coordinating entity accomplished the purposes of the authorizing legislation and achieved the goals and objectives of the management plan?	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Web Sites, Other Documents	Financial Data Forms
<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>						
<b>Describe Nature of MCNHA Partnership, Inc. activities</b>						
Description of planning and technical assistance activities (e.g., leading conferences and workshops; technical assistance to local organizations; targeted financial assistance and grants, catalyst, facilitation, convening, negotiating)	X	X		X	X	X
<b>Describe Implementation of each activity</b>						
Role of the MCNHA Partnership, Inc. (e.g., coordinating, planning))	X	X		X	X	
Role of MCNHA Partnership, Inc. 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>						
Increased capacity of partners	X	X				
Growth and development of partner network	X	X				
Trust and support among partners	X	X				
Heightened credibility of MCNHA	X	X				
Economic Impact / Job creation	X	X				



Research Question, Domains, Measures  Evaluation Q.2 What have been the impacts of investments made by Federal, State, Tribal, and local government and private entities?	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Web Sites, Other Documents	Financial Data Forms
<b>Describe Financial investments:</b>						
Amount of NPS MCNHA Partnership, Inc. Federal funding over time	X		X			
Amount of other Federal funding over time	X		X			
Amount and sources of other funds over time	X		X			
In-Kind Match support over time	X		X			
Nature/amount in grants sought and grants awarded over time	X		X			
Amount/diversity of donor contributions over time	X		X			
<b>Assess Impact of financial investments</b>						
Amount of dollars committed to each MCNHA Partnership, Inc. activity (Interpretation & Education, Preservation, Technical Assistance and Tourism) over time	X	X				X
Revenue generated from MCNHA Partnership, Inc. program activities	X					
Consistency of donor support	X	X	X			X
Expansion of base of donors over time	X		X	X	X	X
Economic Impact / Job creation	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
<b>Assess Impact of other investment sources</b>						
Educational impacts	X	X		X		
Tourism, marketing and promotional	X	X		X		
Preservation/Conservation/Revitalization	X	X		X		
Staff enhancement and retention	X	X				X
Land/facilities acquisition	X	X				X
Economic Impact / Job creation	X	X				

Research Question, Domains, Measures  Evaluation Q.3 How do the NHA management structure, partnership relationships and current funding contribute to its sustainability?	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Web Sites, Other Documents	Financial Data Forms
<b>Describe Nature of management structure</b>						
Description of management structure	X	X		X	X	X
Description of MCNHA Partnership, Inc. mission and vision	X	X	X	X	X	
Description of Partnership goals	X	X		X	X	
Description of staffing and volunteers	X	X		X	X	
Description of governance & role in organization	X			X	X	
Description of executive leadership & role in organization	X			X	X	
<b>Assess MCNHA Partnership, Inc.'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 MCNHA Partnership, Inc. goals with well-defined timeframes	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		
Established fundraising plan (immediate and long-term, sustainable impacts)	X	X		X		X
Established system of financial accountability	X	X		X		
Transparency of systems for setting goals, establishing budgets and financial accountability (a public or private process)	X			X		
Stakeholder development plan (sustainable impacts)	X			X		
Growth and development of partner network	X	X		X		
Transparent and effective communication channels with governance, staff, volunteers, partners, etc.	X	X		X		
Established and consistent communication mechanisms with partners, members and local residents	X	X		X		
MCNHA Partnership, Inc. has leadership role in partner network	X	X				

Research Question, Domains, Measures  Evaluation Q.3 How do the NHA management structure, partnership relationships and current funding contribute to its sustainability?	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Web Sites, Other Documents	Financial Data Forms
<b>Describe Nature of partner network</b>						
List of partners	X	X		X	X	X
Purpose of each partnership	X	X		X		X
Partners' involvement with MCNHA Partnership, Inc.	X	X		X		X
Resource commitment from partners (for what? for how long?)	X	X		X		X
<b>Assess Partner network's contribution to sustainability</b>						
Broad base of partners representing diverse interests and expertise in the MCNHA Partnership, Inc.	X	X		X	X	
Partner collaboration and combination of investments to accomplish MCNHA Partnership, Inc. objectives	X	X		X	X	
Partner retention over time	X	X				
Number of partners over time	X	X		X		
Partners' role(s) on MCNHA Partnership, Inc. boards	X	X				
Trust and support among	X	X				
<b>Assess Financial sustainability</b>						
Amount of dollars committed to each MCNHA activity over time	X	X		X		X
Allocation of Federal funds over time	X			X		X
Sources and amount of leveraged funds over time	X	X		X		X
Activities that can continue post-sunset of Federal dollars	X	X				
<b>Assess Economic impact on sustainability</b>						
Resource stewardship resulting in improved economic value of MCNHA Partnership, Inc.	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				X
Trends in average annual operating revenue	X					X
Economic Impact / Job creation	X					

## Appendix 5 – Timeline of NHA Key Events

Year	Activity
1989	<ul style="list-style-type: none"> <li>Ground work for establishing the Ford Heritage Trails, a self-guided trail system of auto-related villages, is officially launched at kick-off rally held at Henry Ford Estate-Fair Lane</li> </ul>
1990	<ul style="list-style-type: none"> <li>National Park Service advises coalition behind the Ford Heritage Trails to apply for National Heritage Area designation</li> </ul>
1996	<ul style="list-style-type: none"> <li>100th anniversary of American automobile industry celebrates its centennial anniversary. Coalition of elected officials, businesses and volunteers rally for designation of various automotive heritage landmarks</li> </ul>
1997	<ul style="list-style-type: none"> <li>NPS NHA Feasibility Study conducted by Wayne County Parks and Recreation</li> </ul>
1998	<ul style="list-style-type: none"> <li>MotorCities is designated as a National Heritage Area</li> <li>President Clinton signs PL 105-355, formally designating the Automobile National Heritage Area (ANHA)</li> <li>Articles of Incorporation filed with State of Michigan approving Automotive National Heritage Area as a 501(c)3 nonprofit organization</li> <li>ANHA corporation bylaws adopted First Federal Appropriation Approved for FY 1999-2000</li> </ul>
2000	<ul style="list-style-type: none"> <li>Initial Cooperative Agreement signed with National Park Service</li> <li>GIS Resource Inventory identifying over 1,000 auto heritage sites begun by corridor volunteers</li> </ul>
2001	<ul style="list-style-type: none"> <li>First issue of “The Drive” newsletter launched</li> <li>ANHA contributes to Nankin Mills Restoration</li> <li>ANHA changed to d.b.a. MotorCities National Heritage Area (MCNHA) to connote action and forward momentum</li> <li>General Management Plan submitted to NPS</li> </ul>
2002	<ul style="list-style-type: none"> <li>General Management Plan approved by Secretary of Interior Gale Norton</li> <li>Inaugural Membership Program launched</li> <li>Grant program launched—\$70,000 in Grants Announced for 17 Projects</li> <li>Stephen P. Yokich Auto and Labor Education Program for grades K-12 launched, serving over 4000 schools within 13 counties</li> <li>First issue of “The Ride” newsletter distributed to educators</li> <li>MCHNA awards grant for “Re-creation of the Vehicle City Arches,” in Flint Corridor which spurs further main street transformation, such as Back to the Bricks</li> <li>First Stewardship Community Revitalization Conference held at The Detroit Club</li> </ul>

2003	<ul style="list-style-type: none"> <li>• First Tourism Summit at Meadow Brook Hall</li> <li>• Visitor guides introduced to promote tourism and education: Michigan Avenue tour booklet and Rouge, Ford, and Buick self-guided tour books are among the highlights</li> <li>• Top 11 Endangered Sites and Stories List for 2003</li> <li>• Lansing Industrial District survey completed</li> <li>• \$36,000 in grants and mini-grants awarded to 12 Projects</li> <li>• Wayside Interpretive Signage workshops begun</li> <li>• Flint Vehicle City Arches Installed</li> <li>• Kalamazoo, Saginaw, and Windsor approved as affiliates by Board of Directors</li> </ul>
2004	<ul style="list-style-type: none"> <li>• MCNHA Partnership, Inc. brand refined to “Experience Everything Automotive”</li> <li>• Rouge Factory Tour opens—\$2 million investment project championed by MCNHA Partnership, Inc.</li> <li>• MCNHA Partnership, Inc. awards Fisher Mansion rehabilitation grant for its roof</li> <li>• Participating school pilot program reaches goal—serving over 96,000 students &amp; 6,000 teachers in 13 heritage area counties</li> <li>• MCNHA Partnership, Inc. receives 35 grant applications by the FY 2004 deadline</li> <li>• Over 1,200 Resources now In GIS Resource Inventory</li> </ul>
2005	<ul style="list-style-type: none"> <li>• MCNHA Partnership, Inc. hosts 2005 World Forum for Motor Museums, enabling Detroit to join the growing roster of locations— Paris, France; Adelaide, Australia; Stuttgart, Germany; and Beaulieu, England—for the biennial conference</li> <li>• “Story of the Week” introduced</li> <li>• MCHNA continues its preservation support for Fisher Mansion with a grant to repair water damaged areas</li> </ul>
2006	<ul style="list-style-type: none"> <li>• Wayside Exhibit Project begins on-the-ground interpretation of specific sites of auto heritage history</li> <li>• 3,000 people attend Drawing Power: Motor City Ad Art in the Age of Muscle &amp; Chrome exhibition at Detroit Public Library, co-sponsored by MCNHA Partnership, Inc.</li> </ul>
2007	<ul style="list-style-type: none"> <li>• The United States begins to experience its most severe recession since the Great Depression and Michigan is among the states hit hardest by the recession, especially the Detroit Metropolitan area</li> <li>• MCNHA Partnership, Inc. adds an interactive map to its website that allows users to search for auto sites and create travel itineraries</li> <li>• “Story of the Week” becomes internet-based to increase circulation</li> <li>• MCNHA Partnership, Inc. moves its Detroit headquarters from River Place to the Renaissance Center</li> </ul>
2008	<ul style="list-style-type: none"> <li>• Year of the Car festival spans entire summer in celebration of the 100th anniversary of Model T, linking approximately 100 activities in 60 different locations</li> <li>• The first annual Autopalooza is launched to cross-promote summer-long roster of automotive events/ attractions</li> <li>• Cruisin’ MotorCities introduced—new festival of automotive events designed to populate downtown Detroit and the Southeast Michigan region during the week preceding the Woodward Dream Cruise</li> </ul>



2009	<ul style="list-style-type: none"> <li>• Grant program is revamped and reintroduced as the Community Cost Share Program, which focuses on leveraging an increased amount of support within surrounding communities</li> <li>• E-Newsletter “You Auto Know” begins circulating to memberships</li> <li>• Adjustment to Expanded Region Approach</li> <li>• GMP is successfully amended to reflect the “Expanded Region” approach to broaden the heritage areas reach and increase engagement from partners</li> </ul>
2010	<ul style="list-style-type: none"> <li>• MCNHA Partnership, Inc. awards Gilmore Car Museum a Challenge Cost Share Grant for Garage Works, which incorporates mentors and classic car restoration in an after-school program for teenagers</li> <li>• Making Tracks, a web-based project that chronicles the experience of the African American in the Auto Industry, is launched at the Museum of African American History</li> <li>• MCNHA Partnership, Inc. introduces Challenge Grant Program to encourage grantees to use MCNHA Partnership, Inc. funds to leverage more 3rd-party project funding</li> </ul>
2011	<ul style="list-style-type: none"> <li>• MCNHA Partnership, Inc. develops the tour route and script for Bike Tours, a partnership with Wheelhouse Detroit</li> <li>• MCNHA Partnership, Inc. introduces Lunch &amp; Learn Series, which serves to spearhead need-to-know strategies for local NPOs</li> <li>• The Wayne County Road Commission Archive, a comprehensive, research-ready record of historic photos and documents of the Commission is birthed; MCNHA Partnership, Inc., the State of Michigan and National Automotive History Collection are the driving forces in creating the archive.</li> </ul>
2012	<ul style="list-style-type: none"> <li>• 93 Wayside Signs installed to date in various Stewardship Communities</li> <li>• Globe Trading Company Building, an auto heritage site showcased a decade earlier in The Top 11 Endangered list, has begun restorative efforts, supported in part by using historic tax credits that were made possible by the inclusion of the complex on the National Register of Historic Places in 2009</li> <li>• To date, the “Story of the Week” has received over 26,000 unique online page views and been featured in several media outlets, including “Travel Host Magazine,” “AutoScene,” “The Nash Times,” and “Cruis’News”</li> <li>• MCNHA Partnership, Inc. tops the \$1 million figure in grants awarded to partners and \$6 million in resources leveraged through the grant program.</li> </ul>
2014	<ul style="list-style-type: none"> <li>• MCNHA re-authorized</li> </ul>

## Appendix 6 – NHA Board Members and Affiliations

### OFFICERS

**Debbie Locke-Daniel, Chair**

Executive Director  
Ypsilanti Area CVB

**Robert Kreipke, Vice Chair**

Corporate Historian & Manager of Creative Services  
Ford Motor Company

**Michael O’Callaghan, Treasurer**

Executive Vice President and COO  
Detroit Metro Convention & Visitors Bureau

**Michael Smith, Secretary**

Retiree of UAW and JCA Archivist  
Walter P. Reuther Library

**Shawn Pomaville**

Executive Director  
MotorCities National Heritage Area

### MEMBERS

**Charles Burns**

General Manager  
Chevrolet Detroit Belle Isle Grand Prix

**Nancy Darga**

Rouge Stewardship Community  
Managing Director of Piquette Model-T Complex

**Nancy Finegood**

Executive Director  
Michigan Historic Preservation Network

**Margaret Hehr**

Stewardship Community  
Photographer

**Mark J. Heppner**

Vice President of Collections & Visitor Experience  
Edsel & Eleanor Ford House

**Fred Hoffman**

Director  
Strategic University Relationships  
The University of Michigan-Dearborn

**David Lorenz**

Vice President  
Travel Michigan

**Don Nicholson**

Ypsilanti Stewardship Community  
Don Nicholson Enterprises, LLC

**Christian Overland**

Vice President, Museums and Collections  
The Henry Ford

**Brian Rice**

Director  
DTE Energy’s Monroe Power Plant

**Lou Salvatore**

Retiree  
Lear Corporation

**Mike Spezia**

Executive Director  
Gilmore Car Museum

**Nancy Thompson**

Marketing Coordinator  
Oakland County Community & Affairs Economic  
Development Services

**David White**

Director of Archives  
Kettering University

## Appendix 7 – NHA Activities by Strategy Area

Year	Organization	Strategy / Activity Area	Program Title	Stewardship Community	Grant Type	Project Type	Project Description
2002	Friends of Durant Park	Education	Durant Park Brochure	Lansing	Community	Brochure	To fund a brochure that tells the story of the philanthropy of William C. Durant and his contribution of park land to Lansing
2002	Woodward Heritage Team	Education	Highland Park Ford Plant Lesson Plan	Lower Woodward	Community	Curriculum	To develop a lesson plan for the Highland Park Ford Plant based on the "Teaching with Historic Places" model of the National Historic Landmarks Program.
2002	Macomb County Stewardship Community	Education	Macomb County Auto Heritage Brochure	Macomb	Community	Hand-Out	To publish a hand out piece describing Motor Cities and how it affects Macomb County
2002	Plowshares Theatre	Education	One Act Play -- A Hero For Our Times		Community	Art	To write a one-act play for middle/high school students about a high school student inspired by the life of UAW activist Sheldon Tappes
2002	Oakland County ED	Education	Pontiac Auto Heritage Tour Development	Upper Woodward	Community	Tour	To invite visitors to appreciate and explore Pontiac's rich auto heritage through the development of a promotional CD-ROM and other educational products
2002	Impressions 5	Education	Pre-production of R.E. Olds Video	Lansing	Community	Documentary	To fund the pre-production phase of the documentary, <i>Inventing a Passion</i>
2002	Detroit Historical Museum	Education	Woodward Auto Heritage Tour	Lower Woodward	Community	Tour	Look in archive file under grants
2002	Flint Vehicle City Arches	Preservation/ Conservation/ Revitalization	Arch Restoration Project	Flint	Community	Structure	To fund the creation of "Vehicle City Arches" to honor the vehicle industry and promote tourism.
2002	Milford Historical Society	Preservation/ Conservation/ Revitalization	Milford Village Ford Powerhouse Restoration	Middle Rouge	Community	Restoration	Look in archive file under grants

2002	Preservation Wayne	Tourism	Detroit Heritage Tour Brochure	Detroit	Community	Brochure	To create a tri-fold brochure providing information about the Preservation Wayne Detroit Heritage Tour Series
2002	Jackson Historical District Commission	Tourism	Jackson Auto Heritage Tour	Jackson	Community	Tour	To acquaint citizens and visitors in Jackson with rich automobile heritage in our city
2002	Impressions 5	Tourism	Lansing Auto Heritage Walking Tour	Lansing	Community	Tour	To fund a brochure that identifies sites in Downtown Lansing related to automobile heritage
2002	RE Olds Centennial Committee	Tourism	REO Centennial Poster Series	Lansing	Community	Poster	To fund the design and printing of two souvenir/commemorative posters depicting REO vehicles in historic settings in Lansing and/or South Washington Avenue in Lansing
2002	Plymouth Historical Museum	Tourism	Tour Welcome Package	Middle Rouge	Community	Tour	Look in archive file under grants
2002	Woodward Heritage Team	Tourism	Virtual Tour	Lower Woodward	Community	Tour	Look in archive file under grants
2002	Ypsilanti Historical Society	Tourism	Ypsilanti Auto Heritage Collection	Ypsilanti	Community	Structure	To fund the expansion and renovation of the museum to offer visitors 13,000 square feet of vehicles and educational displays of a bygone era
2002	SW Detroit Business Association	Tourism	Neighborhood that Built the Car Tour	Lower Rouge	Community	Tour	Look in archive file under grants
2003	Blanche Kelso Bruce Academy	Education	Auto Emulation -- World on Wheels	Detroit River	Community	Curriculum	To engage the students in review of the design of automobiles through written texts. Students will also give presentations, and they will create a six foot long automotive mural. This school is for residential juvenile children who are in corrective care

2003	Center Academy	Education	Auto Heritage ED Program	Flint	Community	Curriculum	To provide 4th grade students with experiences that will bring an understanding of the rich heritage of Flint in auto history and the labor movement. Student lessons will be focusing on Flint and its role in the labor movement.
2003	Young Spartans Academy	Education	Connecting Cars, Community, and Commerce	Lansing	Community	Curriculum	To fund an educational program that will expose students to Lansing's rich, local, auto heritage through in-class projects
2003	Sinclair Powell	Education	Manuscript: Detroit, How the Auto Changed...		Community	Research	To assist in the write of a 120-150 page research paper that highlights the change of Detroit from a modest Midwestern community of no particular distinction to the motor capital of the world
2003	Michael Dixon	Education	Manuscript: Motormen and their Yachts	Lower Woodward	Community	Research	To illustrate a nearly completed manuscript that creates a link between marine testing of engines in Detroit and the rise of the auto industry. This connection has not been made previously before in scholarly research
2003	Detroit Historical Museum	Education	Milwaukee Junction Brochure	Lower Woodward	Community	Brochure	To fund a self-guided tourism brochure of the Milwaukee Junction industrial district, which played a pivotal role in Detroit's ascendancy as the World's Auto Capital. The brochure is built off of the work of a 2003 HAER survey team that worked in the district

2003	Henry Ford Estate -- Fairlane	Education	Outdoor Interpretive Signage Project	Lower Rouge	Community	Signage	To underwrite the replacement of interpretive signage what has been installed on the Estate's grounds and reached its life expectancy. Three new interpretive signs are also to be installed in conjunction with the repair
2003	Detroit Institute of Arts	Education	Photography of Charles Sheeler Exhibit	Lower Woodward	Community	Exhibit	To assist in the underwriting of a traveling exhibit that is focused on the photography of Charles Sheeler, including recreating a lost photographic mosaic
2003	Michelle Andonian	Education	Rouge Evolution Photography Project	Lower Rouge	Community	Archive	To photograph the transition of the American auto worker from present day to future automobile manufacturing. This project will document the shift of workers from Rouge's Assembly Building (builds Ford Mustangs and one of the oldest buildings on the site) to the new Rouge Truck Assembly Plant that is opening in February 2004
2003	REO Town Commercial Association	Preservation/ Conservation/ Revitalization	REO Mural Project	Lansing	Community	Art	To partially underwrite the creation of an urban mural in Lansing's S. Washington/ REO Town district highlighting the REO Plant that was a major part of the district from 1904 through the mid-1970s
2003	Carriage Town Historical District	Tourism	Carriage Town Walking Tour Brochure	Flint	Community	Brochure	To develop a brochure that promotes the history of Carriage Town (the birthplace of GM) through increased tourism and encourage revitalization and new investments to preserve the neighborhood's heritage



2003	Michigan Fire House Museum	Tourism	Website Development	Ypsilanti	Community	Website	To develop and implement a new website for Ypsilanti's Michigan Antique Fire Equipment Museum
2004	Detroit Music Hall	Education	Cars & Cool: Auto and Jazz History in Detroit	Lower Woodward	Community	Event	To fund the Jazz Talk Tent on Hart Plaza at the Labor Day Weekend Ford Detroit International Jazz Festival
2004	Det. River Stewardship Community	Education	Detroit River Auto Labor & History Guide	Detroit River	Community	Brochure	To produce a brochure called the "Detroit River and Auto and Labor History Guide"; info now on website
2004	Gilmore Car Museum	Education	Kalamazoo Built Cars Exhibit: 1903-1981	Kalamazoo	Community	Exhibit	To construct an interpretive exhibit of the history of Kalamazoo automobiles for the Gilmore Car Museum
2004	MSU-Labor ED Program	Education	2nd Annual UAW Region 1-c Art Exhibit	Lansing	Community	Exhibit	To create an exhibit at the 2nd Annual UAW Region Art Exhibit featuring over 30 union artists, all chosen by a jury panel from across Lansing, Flint, and Jackson communities
2004	Cityscape Detroit	Education	Biography of the City: Life and Times of Detroit's Old Eastside	Detroit River	Community	Archive	To document old Eastside Detroit neighborhoods through artwork, photographs, narrative, and statistical information integrated into a coherent account of community life
2004	Detroit Eastside Community Collaborative	Education	Conner Creek Greenway Auto Wayside Interp. Plan	Detroit River	Community	Archive	To fund the research of automotive heritage along Connor Creek, identify locations for interpretive sites, develop wording and images for signs, and purchase and install first sign at Connor Playfield
2004	Nicholas Sinacori	Education	Fairview Village; Cradle of Automobile Industry	Detroit River	Community	Archive	To publish a history of the development of the eastside river business and residential corridor from Detroit's beginnings to present with special focus on the incorporation of Fairview Village from its inception in 1903 to its demise in 1907

2004	Le Roy Barnett	Education	History of Michigan's Memorial Highways		Community	Book	To publish a book with the title "Our Motorway Heritage: The Named State and Federal Highways of Michigan"
2004	Michigan Theatre of Jackson	Education	Michigan Theatre Historic Auto Industry Symposium	Jackson	Community	Event	To support a Historic Automobile Industry Symposium for Jackson's annual "Cruise Night"
2004	Historic Preservation Society of Dundee	Education	The Cutting Edge: From Ford to Global	Irish Hills	Community	Exhibit	To interpret the historical significance of the automobile industry - past, present, and future - to the Dundee area
2004	Friends of Fisher Mansion	Preservation/Conservation/Revitalization	Fisher Mansion Roof Rehabilitation	Detroit River	Community	Restoration	To help repair the roof of the Fisher Mansion to maintain the cultural heritage and architectural integrity of the building.
2004	Flint Parks and Recreation	Preservation/Conservation/Revitalization	Kearsley Park Sign	Flint	Community	Signage	To fund the purchase and installment of a sign welcoming the community into Kearsley park, known in the J. Dallas Dort Memorial park system
2004	Woodward Heritage Team	Preservation/Conservation/Revitalization	Leveraging Heritage at Highland Park Plant	Lower Woodward	Community	Planning	To prepare background material necessary to develop a strategic plan for the preservation and redevelopment of Ford Highland Park
2004	Oakland University - Meadow Brook Hall	Preservation/Conservation/Revitalization	Meadow Brook Hall Gutter Repair	Upper Woodward	Community	Restoration	To repair the ornately carved lead gutters, downspouts, brackets, and scupper boxes vital to the roof system
2004	Friends of Detroit Public Library	Preservation/Conservation/Revitalization	NAHC Light Pole Banners	Lower Woodward	Community	Structure	To increase public awareness of the National Automotive Heritage Collection (NAHC) at its new downtown Detroit location
2004	Ypsilanti Automotive History Collection	Preservation/Conservation/Revitalization	Rehabilitation of Hudson Garage	Ypsilanti	Community	Restoration	To repair and replace parts of the exterior stucco walls and the complete painting of these walls of the Miller Motors Hudson Automobile dealership building which is a part of the museum

2004	Saginaw Valley Historical Preservation Society	Preservation/Conservation/Revitalization	Standard Oil Heritage Project	Saginaw	Community	Structure	To help prepare a site at the Downtown Farmer's Market and move Standard Oil Station to the site
2004	Russell Ferguson	Tourism	Auto Tour of Auto sites in Ypsilanti/Ann Arbor	Ypsilanti	Community	Tour	To research, write, and produce an audio CD, booklet, and map to be used when taking tour of Ypsilanti Hub District Area
2004	REO Town Commercial Association	Tourism	REO Centennial Homecoming Celebration	Lansing	Community	Event	To contribute funds to the REO Homecoming on July 17, 2004 that includes a caravan of REO cars and trucks across Lansing
2004	Middle Rouge Stewardship Community	Tourism	Rouge Tour Plan	Middle Rouge	Community	Tour	To photograph the transition of the American autoworker from present day to future automobile manufacturing. This project will document the shift of workers Rouge's Assembly Building (build Ford Mustangs and one of the oldest buildings on the site) to the new Rouge Truck Assembly Plant that is opening in February 2004
2004	Jackson Alliance for Bus. Development	Tourism	Victory Lane	Jackson	Community	Tour	To complete work on Victory Lane pocket park commemorating Jackson's automotive heritage
2004	Michigan Historical Center Foundation	Tourism	Walker Tavern Bathroom Renovations	Irish Hills	Community	Restoration	To upgrade facilities at Hewitt House Visitor Center at Walker Tavern Historic Site to make the site handicap accessible
2004	Durant-Dort Carriage Co. Foundation	Tourism	Durant-Dort Office Building Brochure	Flint	Community	Brochure	To develop a brochure to visit the National Landmark, Durant-Dort Carriage Company Headquarters
2004	Friends of Fisher Mansion	Tourism	Fisher Mansion Tour Brochure Reprint	Detroit River	Community	Brochure	To reprint the informational brochure of the Fisher Mansion that helps facilitate historic, architectural, and educational tourism

2004	REO Centennial Celebration Committee	Tourism	REO Centennial Celebration: Poster IV	Lansing	Community	Poster	To continue developing a series of four posters promoting the centennial of the founding of the REO Motor Car Company in 1904. The event will take place in Lansing, and the first series of two posters were partially underwritten by the inaugural year of the grants program
2005	Murdock, Christine	Education	"Images in Stone, Detroit -- The First 300 Years"		Community	Book	To help produce a book featuring renderings in pen and ink of major historical landmarks in Metro Detroit
2005	Bill Rauhauser	Education	A Detroit Auto Show Memoir	Lower Woodward	Community	Archive	To fund the digitization of the Bill and Doris Rauhauser Photography Archive that preserved and catalogued Bill Rauhauser's lifework, one of Detroit's most important urban photographers, for the Detroit Public Library
2005	Violet Elementary School	Education	Assembly Line Simulation	Macomb	Community	Curriculum	To purchase legos to complete an assembly line simulation that aligns with Michigan Curriculum Grade Level Content for 4th grade students at Violet Elementary School
2005	Christine Murdock	Education	MotorCities Artwork Series -Part I	Detroit River	Community	Art	To create a piece of two-dimensional public art to be hung in the Renaissance Center to educate about the history and role of the automotive industry in Detroit
2005	Grosse Pointe Historical Society	Education	Online Exhibit Development Project	Detroit River	Community	Website	To create an online story about Grosse Pointe's auto baron families and their classic yachts, gracious homes, and lifestyles
2005	Richard Thibodeau	Education	Cruisin America		Community	Poster	To design and produce an artistic poster celebrating the classic American cars of the 1950s and 1960s, clearly identifying Detroit and Woodward Avenue as the main focus

2005	Gilmore Car Museum	Education	First Continental Tour	Kalamazoo	Community	Exhibit	To construct an exhibit of the first transcontinental tour by a woman in 1909, Alice Ramsey
2005	McKinley Academy	Education	Flint Motor History	Flint	Community	Curriculum	To expand our students' knowledge of the auto industry and its impact on the Flint area.
2005	Henry Ford Estate - Fair Lane	Education	Henry Ford Estate Education Program	Lower Rouge	Community	Signage	To update 13 signs and add three more at the Henry Ford Estate which provided greater detail and reference information about the Estate's significant landscape and the people who shaped it
2005	Detroit Public Library	Education	NAHC - "Flexing Muscles" Exhibition	Lower Woodward	Community	Exhibit	To fund the exhibit, "Drawing Power: Motor City Ad Art in the Age of Muscle and Chrome"
2005	Genesee County Historical Society	Preservation/Conservation/Revitalization	Durant-Dort Foyer Restoration	Flint	Community	Restoration	To restore the foyer floor at a National Landmark
2005	Model T Automotive Heritage Complex, Inc.	Preservation/Conservation/Revitalization	Economic Development Plan for the Ford Piquette Avenue Plant	Lower Woodward	Community	Planning	To conduct focus groups as well as develop a preliminary architectural master-planning summary, economic structuring reports, and funding sources list and action plan to determine how to expand the plant for tourism
2005	Friends of the Fisher Mansion	Preservation/Conservation/Revitalization	Fisher Mansion -- Five Water Damaged Areas	Detroit River	Community	Restoration	To help repair five water-damaged areas in the historic Fisher Mansion
2005	Oakland University's Meadow Brook Hall	Preservation/Conservation/Revitalization	Rose Garden Arbor Restoration Project	Upper Woodward	Community	Restoration	To preserve an architectural feature in the landscape of Meadow Brook Hall that contributes significantly to the interpretation of the historic property including the unique characteristics of the Rose Arbor

2005	Friends of Nankin Mills	Tourism	"Tour in a Box"	Middle Rouge	Community	Tour	To create a comprehensive orientation and tour package for automotive sites around the Rouge corridor which would be made available to tour guides and groups. This ultimately became the Thrills of the Mills brochure.
2005	Guest House, Inc.	Tourism	Art, Autos & Architecture at the Scripps Mansion	Upper Woodward	Community	Event	To fund marketing/publications component of the "Art, Autos & Architecture at the Scripps Mansion", a fundraising event to exclusively support the restoration of the historic Scripps Mansion on the property of Guest House, Inc. in Lake Orion. The brochure will include taking pictures of classic cars and their owners in front of the museum
2005	M. Joyce Drake	Tourism	Be a Tourist in Your Irish Hills	Irish Hills	Community	Event	To increase tourism within the Irish Hills by encouraging people of the local to visit all the Irish Hills resources and to become ambassadors for the Irish Hills
2005	Cruisin Gratiot	Tourism	Cruisin Gratiot	Macomb	Community	Marketing	To assist with the cost of the website, registration mailings, and a trolley for tourists on Cruise Day
2005	Saline Historical Society	Tourism	Saline SummerFest'06	Irish Hills	Community	Event	To support the Saline Historical Society SummerFest Event on August 11 & 12 featuring 1930s automobiles and trucks to celebrate Saline's 75th Anniversary
2005	Jackson RaceWeek Festival	Tourism	Victory Lane Completion	Jackson	Community	Structure	To complete the work on the Victory Lane pocket park commemorating Jackson's automotive heritage



2005	Whaley Historical House Association	Tourism	Whaley House Podcast	Flint	Community	Podcast	To create a podcast audio tour of the Whaley House that will: relay the history and significance of the Whaley House and Whaley family, create a wider audience base, and develop a new marketing tool
2005	Ella Sharp Museum	Tourism	WHEELS: Jackson Marion-Handley Car Project	Jackson	Community	Exhibit	To fund a public exhibit called the “WHEELS: Jackson Marion-Handley Car Exhibit”
2006	Friends of the Sloan Museum	Education	Rediscovering Buick Engineering Photographic Heritage Project	Flint	Community	Exhibit	To create an exhibit for K-12 classes and the general public of the most important images of the Buick Engineering Department (1904-1970s) from the Sloan Museum Archives
2006	Detroit Science Center	Education	First Traffic Light Exhibit	Lower Woodward	Community	Exhibit	To develop the “First Traffic Light” Exhibit, an exhibit that is an interactive model of the world’s first three-color, four-direction, electric traffic light
2006	MSU-SLIR	Education	Workers Culture in Two Nations & Auto Related Programs	Lansing	Community	Event	To support auto-related events being done in conjunction with the MSU Museum Exhibit and the exhibit’s costs related to its focus on autoworkers
2006	Kim Zelinski	Tourism	National Historic Landmark Nomination-Meadowbrook Hall	Upper Woodward	Community	Planning	To fund the research and preparation of the National Historic Landmark nomination paper for the Meadow Brook Hall property
2006	Packard Foundation	Tourism	Preparing for the Larger Audience	Macomb	Community	Restoration	To improve the appearance of key areas of the Packard Proving Grounds Historic Site and then systematically use the 2006 Packard National Meet, Carnival of Cars, and other upcoming events at the Proving Grounds as opportunities to build further support

2006	Ypsilanti Automotive Heritage Museum	Tourism	Addition of Exterior Doors on Ypsilanti Automotive Heritage Museum	Ypsilanti	Community	Structure	To create a vestibule or lock-out on both Cross Street and parking lot entrances. The enclosed entrances will honor the individuals who have contributed to the creation and continuation of the YAHM
2007	John Bluth	Education	An Atlas of Detroit's Heritage- Auto Factory	Upper Woodward	Community	Archive	To create a collection of CDs, photocopies of photographs, and photocopies of periodicals and books from the late author John A. Bluth in the National Automotive History Collection at the Detroit Public Library
2007	Natalie Anderson-Place	Education	Blanche Kelso Bruce Academy	Detroit River	Community	Curriculum	To fund an educational program that provides students with automotive learning activities and visual art activities
2007	Scharchburg Archives-Kettering University	Education	Book In my own Words: William C. Durant	Flint	Community	Archive	To finish the biography of William C. Durant, Founder of General Motors Corporation and publish it in celebration of the General Motors Centennial
2007	Julie Candler & Norma Goldman	Education	Cars and Kahn - The Birth of the Motor Cities		Community	Archive	To fund a history of Albert Kahn, a famous architect in Michigan, and his role in the development of the auto industry. It will include documentation and photos of his major works
2007	Lincoln Park Preservation Alliance	Education	The Lincoln Park Life of John Tucker	Downriver	Community	Research	To research the early Lincoln Park life of automotive entrepreneur, Preston Tucker, as well as produce a brochure on his life in Lincoln Park
2007	Carol Clement	Education	Wayne County Parks-Former Village Industry Workers	Middle Rouge	Community	Video	To produce an interpretive video of the oral histories of three former Nankin Mills Village Industry employees

2007	Karen Marzonie	Education	University of Michigan- Henry Ford Visitor Orientation Kiosk	Lower Rouge	Community	Kiosk	To fund the build of a visitor kiosk that will be more visible than the one before, catch the attention of visitors in the front half of the parking lot, and provide ample space for orientation, education, and other information related to the Estate's amenities
2007	Carriage Lofts, LLC	Preservation/ Conservation/ Revitalization	National Register of Historic Places Nomination		Community	Planning	To fund a national register of historic places for the Carriage Lofts
2007	Gladys Saborio	Tourism	The Chicago Road-A Guide to US 12...	Irish Hills	Community	Research	To provide funding to research the book, "The Chicago Road: A Guide to US 12 for Armchair Travelers and Other Tourists"
2007	Irish Hills Stewardship Community	Tourism	"Be A Tourist in Your Irish Hills"	Irish Hills	Community	Programming	To encourage revitalization efforts that preserve our rich auto and labor heritage
2007	Genesee County Historical Society	Tourism	Flint's General Motors Centennial Celebration	Flint	Community	Event	To support the planning and development of the community-wide celebration that honors the founding of the world's largest automobile company
2008	Plymouth Historical Society/ Elizabeth Kerstens	Education	Alter Motor Car Kiosk	Middle Rouge	Community	Kiosk	To fund the informative applications part of the Alter Car kiosk that will inform people about the story of the Alter Car, how it came to Plymouth, and what caused the demise of the company
2008	Dearborn Chamber of Commerce/ Jennifer Geiring	Education	Dearborn Chamber of Commerce/ Visitor Center Story Boards	Lower Rouge	Community	Story Boards	To create story boards to educate residents, students, and tourists about the long, rich history of Dearborn and its role in the automobile industry that will be featured in the Visitor and Welcome Center in the Bryant Library in Dearborn

2008	Joyce Dallas	Education	Detroit Science Center	Lower Woodward	Community	Exhibit	To create an exhibit highlighting the importance of traffic control and the engineering and technology which made modern traffic possible
2008	Suzanne Pixley	Education	East Detroit Historical Society	Macomb	Community	Story Boards	To fund stand-up display boards and table displays to depict the original use of the 1921 Model T Fire Truck restored by the East Detroit Historical Society
2008	Leslie Smith	Education	Engineering Society of Detroit		Community	Video	To fund an episode of the SciEngiMathePloration cable TV series featuring engineering topics including automotive for elementary and school children
2008	Detroit Historical Society/Sandy Schuster	Education	Need for Speed/ Preserving Our Automotive Heritage	Lower Woodward	Community	Restoration	To restore two rare vintage vehicles currently housed at the Detroit Historical Society's Collection Resources Center at Historic Fort Wayne: 1936 Ford Phaeton and 1963 Ford Cougar II Experimental Prototype
2008	Neighborhood Renewal Services/ Thomas Trombley	Education	Neighborhood Renewal Services	Saginaw	Community	Poster/Tour	To produce a poster and a self-guided walking tour that tells the story of the automobile's impact on a Saginaw neighborhood
2008	Oakland Township Historical Society/ Janine Suputo	Education	Oakland Township Historical Society	Upper Woodward	Community	Event	To fund the celebration of Walter Phillip Reuther's 100th birthday year
2008	Michigan Firehouse Museum/ Matthew Lee	Preservation/ Conservation/ Revitalization	Michigan Firehouse Museum	Ypsilanti	Community	Seminar	To fund three seminars focused on vehicle restoration
2008	Flint Cultural Center/ Tim Shickles/ Alfred Sloan Museum	Tourism	General Motors in Art: 100 Years of Vision and Design/ Flint Cultural Center	Flint	Community	Exhibit	To fund the "General Motors in Art" exhibit as part of the celebration of GM's 100th birthday year

2008	Macomb County Historical Society/ Camille Silda	Tourism	Macomb County Historical Destinations Map/ Macomb County Historical Commission	Macomb	Community	Map	To fund the production of a map that will showcase historical features throughout Macomb county including automotive related historical sites, museums, and facilities
2008	Michigan State Fairgrounds/ Lindsay Calcaterra	Tourism	Michigan State Fairgrounds	Lower Woodward	Community	Structure	To establish gallery and theatre on the fairgrounds that will feature vehicles, auto-related art and artifacts, and audio-visual presentations celebrating the region's auto and labor history
2008	Model T Automotive Heritage Complex/ Jerald Mitchell	Tourism	Model T Automotive Heritage Complex	Lower Woodward	Community	Structure	To fund a visitor orientation center for the Model T
2008	Nancy Thompson	Tourism	Nancy Thompson	Lower Woodward	Community	Event	To fund the presentation and staging materials to assist with the Commemoration of the 100th Anniversary of the Model T and Piquette Façade Restoration
2008	Saline Area Historical Society/ Dean Greb	Tourism	Saline Area Historical Society	Irish Hills	Community	Event	To fund a celebration of the 10th anniversary of the formation of Rentschler Farm Museum
2008	Village of Brooklyn	Tourism	Village of Brooklyn	Irish Hills	Community	Logo	To fund the logo for the Village of Brooklyn to increase tourism in the Irish Hills
2008	Woodward Avenue Action Association/ Heather Carmona	Tourism	Woodward Avenue Action Association	Upper Woodward	Community	Art	To fund the Woodward Avenue Tribute Program, a 30 foot pillar made of concrete and glass that tells the story of Woodward Avenue and southeastern Michigan as well as connects the often polarized region.

2009	Northville DPW	Education	Wayside Exhibit Installation	Middle Rouge	Community	Signage	To develop a comprehensive system of approximately 300 outdoor signs in communities throughout central and southeastern Michigan. Each sign will commemorate Michigan's automotive heritage and will increase public awareness of this on a community and regional level
2009	Plymouth Historical Society	Education	Alter Motor Car Kiosk (Video)	Middle Rouge	Community	Kiosk	To create a touch-screen, free-standing kiosk to be installed in front of the permanent Alter Car Exhibit in the Timeline of Plymouth on the Museum's lower level
2009	Friends of Detroit Public Library	Education	Automotive Authors Book Fair	Lower Woodward	Community	Event	To organize, promote, and execute the Annual Automotive Authors Book Fair
2009	R.E. Olds Transportation Museum	Education	Baby & Mama Reo Exhibit	Lansing	Community	Exhibit	To create the Baby Olds 100 Years Exhibit
2009	Edsel & Eleanor Ford House	Education	Different by Design Exhibit	Detroit River	Community	Exhibit	To fund the exhibit "Different by Design"
2009	Henry Ford Estate- Fair Lane	Education	Ford Birthday Programming	Lower Rouge	Community	Event	To sponsor the Ford Birthday celebration
2009	Automotive Hall of Fame	Education	Hall of Fame Induction Video Archiving	Lower Rouge	Community	Archive	To support the production and archiving of Auto Hall of Fame Induction videos
2009	Detroit Science Center	Education	Hi-Tech Intersection	Lower Woodward	Community	Exhibit	No description in file
2009	Margery Krevsky	Education	MotorCities Story of the Week		Community	Marketing	To fund the MCNHA Partnership, Inc. "Story of the Week"
2009	Detroit Historical Museum	Education	Need for Speed Exhibit	Lower Woodward	Community	Restoration	To fund the restoration of a rare, one-of-a-kind vintage 1963 Ford Cougar II Experimental prototype for a new exhibit
2009	Walter P. Chrysler Museum	Education	Teachable Moments Education Program	Upper Woodward	Community	Curriculum	To fund the Teachable Moments Educational Program



2009	Hidden Lake Gardens	Education	Irish Hills Community Meetings	Irish Hills	Community	Programming	
2009	Alfred Sloan Museum	Tourism	Automobile Exhibit	Flint	Community	Exhibit	To create an exhibit called “Art, Cars, and Stars” at the museum
2009	Flint Convention & Visitors Bureau	Tourism	Back to the Bricks	Flint	Community	Event	To partner for Autopalooza
2009	Michigan State Fairgrounds	Tourism	Community Arts Center	Lower Woodward	Community	Structure	\$50K was pledged by the PVC Company and given through MCNHA Partnership, Inc., and \$5K was pledged by MCNHA Partnership, Inc. for the Community Art Center. The MCNHA Partnership, Inc. grant was returned when the Fairgrounds were shut down the following year.
2009	Cruisin’ Michigan	Tourism	Cruisin’ Michigan Commemorative Program	Middle Rouge	Community	Marketing	To place an Autopalooza advertisement in the Cruisin Michigan brochure
2009	Dearborn Chamber of Commerce	Tourism	Dearborn Welcome Center	Lower Rouge	Community	Structure	To fund the Visitor Information Center Ford Library
2009	Concours d’Elegance	Tourism	Meadow Brook Concours Program	Upper Woodward	Community	Event	To fund the Autopalooza August at Meadowbrook’s event
2009	Ypsilanti Automotive Heritage Museum	Tourism	Orphan Car Show	Ypsilanti	Community	Event	To fund the Hudson Motors 100 Years Centennial Celebration
2009	Wayne County Parks	Tourism	Village Industry Workers Oral Histories	Middle Rouge	Community	Archive	To capture village industry workers oral histories
2009	Henry Ford Estate- Fair Lane	Tourism	Visitor Orientation Kiosk	Lower Rouge	Community	Kiosk	To fund visitor orientation kiosk
2010	R.E. Olds Transportation Museum	Education	1897 Olds Exhibit	Lansing	Community	Exhibit	To support the Baby Olds 100 Years Exhibit at the R.E. Olds Transportation Museum
2010	Detroit Historical Museum	Education	Arsenal of Democracy Exhibit	Lower Woodward	Challenge	Exhibit	To fund research, development, fabrication, and installation of permanent “Arsenal of Democracy” Exhibit
2010	Friends of Detroit Public Library	Education	Automotive Authors Book Fair	Lower Woodward	Community	Event	To organize, promote, and execute the Annual Automotive Authors Book Fair

2010	Automotive Hall of Fame	Education	Automotive Hall of Fame Induction Ceremony Video Archiving	Lower Rouge	Challenge	Video	To support for creation of Hall of Fame induction videos to be archived at AHOF and NAHC for the purposes of research and community education
2010	Gilmore Car Museum	Education	Gilmore Garage Works	Kalamazoo	Challenge	Programming	To support “Gilmore Garage Works” mentoring/education program for at-risk students in local school district by working on the restoration of classic vehicles
2010	Michigan Historic Preservation Network	Education	Great Michigan Road Trips Workshop	Lansing	Challenge	Seminar	To fund the development and execution of “Michigan Road Trips” workshop as part of MNPHN Annual Conference
2010	Village of Fairview Historical Society	Education	Horse Power, Men & Machines	Detroit River	Community	Tour	To develop a tour, book, and interpretive signage to commemorate the contributions of the Village of Fairview and the Detroit Driving Club as they relate to early automotive history in the late 1800s and early 1900s
2010	Detroit Science Center	Education	Michigan 100 Year Road Exhibit	Lower Woodward	Challenge	Exhibit	To fund the research, development, fabrication and installation of “Michigan’s 100 Year Road” exhibit
2010	Detroit Historical Museum	Education	Motor City Exhibit	Lower Woodward	Challenge	Exhibit	To fund research, development, fabrication, and installation of updated, permanent “Motor City” Exhibit
2010	Motor Sports Hall of Fame	Education	Motor Sports Hall of Fame Induction Program	Middle Rouge	Community	Brochure	To develop and distribute annual induction commemorative booklet highlighting the annual inductees and their tie to the automotive history
2010	The Polish Mission	Education	MotorCities Polonia	Middle Rouge	Community	Event	To highlight the force of the automobile on Polish immigration and the converse influence of Polish workers in the auto industry

2010	Sloan Museum	Education	Sloan Mobile Exhibit	Flint	Community	Kiosk	To create mobile kiosk exhibits to draw tourism to Sloan Museum and Flint Cultural Center during magnet tourism events
2010	Walter P. Chrysler Museum	Education	Teachable Moments Educational Program	Upper Woodward	Challenge	Marketing	To fund the expansion of the outreach of “Teachable Moments” docent program to enhance overall educational experience of the museum
2010	Saline Historical Society	Preservation/Conservation/Revitalization	Historic Rentschler Farms Visitor Center	Irish Hills	Community	Restoration	To support the rehabilitation and adaptive reuse of the barn at Rentschler Farms as an automotive attraction and meeting place along the historic US-12 Heritage Route
2010	Friends of Highland Recreation Area	Preservation/Conservation/Revitalization	Rehabilitation of Haven Hill Gatehouse	Middle Rouge	Community	Restoration	To rehabilitate garage portion of gatehouse as an orientation welcome center. To support restoration work at Haven Hill while training disadvantaged youth in preservation trades
2010	Preservation Chelsea	Preservation/Conservation/Revitalization	Restoration of Longworth Complex	Jackson	Community	Restoration	To fund the restoration of a building that has roots in historic transportation related functions
2010	Detroit Science Center	Tourism	Automotive History Race Track	Lower Woodward	Challenge	Exhibit	To fund the creation of a race track spanning three levels of Detroit Science Center exhibit space. The track will be dedicated to auto racing and its history
2010	Detroit Metro Convention & Visitors Bureau	Tourism	Autopalooza Outreach and Promotion	Detroit River	Challenge	Marketing	To promote auto heritage events on and out of state markets. On-site promotion of major events throughout the summer
2010	Concours d'Elegance of America at Meadow Brook	Tourism	Community Education and Outreach via Concours d'Elegance	Upper Woodward	Challenge	Seminar	To distribute MotorCities educational outreach piece in commemorative 2012 Concours program. To develop educational seminars during “Concours Week” activities at St. John’s

2010	Flint Back to the Bricks	Tourism	Community Outreach via Back to the Bricks	Flint	Challenge	Marketing	To promote auto-tourism events in Flint area and across the MotorCities region as part of Autopalooza
2010	Dearborn Chamber of Commerce	Tourism	Dearborn Community Tourism Guide	Lower Rouge	Challenge	Brochure	To support final phase of the design and printing of tourism guide to promote biking, driving, and walking tourism based on MotorCities' Wayside Exhibits in Dearborn community
2010	Edsel & Eleanor Ford House	Tourism	Edsel Ford House Downloadable Grounds Tour	Detroit River	Challenge	Tour	To fund the creation and implementation of MP3 downloadable tour of Ford House grounds including interpretive signage at points of interest
2010	Ypsilanti Automotive Heritage Museum	Tourism	Michigan Automotive Welcome Center	Ypsilanti	Community	Brochure	To create guides within museum to help direct to the area and other auto-related attractions in the MotorCities region
2010	Michigan Motors Enthusiasts/ Don Nicholson	Tourism	Michigan Motor Enthusiasts	Middle Rouge	Challenge	Marketing	To fund Michigan Motor Enthusiast March and April Educational Inserts
2010	Woodward Dream Cruise	Tourism	Woodward Community Map	Upper Woodward	Community	Brochure	To create and distribute tourism guide for visitors and patrons of the Woodward Dream Cruise to serve as an orientation to the attractions and landmarks along the Woodward Corridor
2011	Friends of Detroit Public Library	Education	Automotive Authors Book Fair	Lower Woodward	Community	Event	To organize, promote, and execute the Annual Automotive Authors Book Fair
2011	Automotive Hall of Fame	Education	Automotive Hall of Fame Induction Ceremony Video Archiving	Lower Rouge	Challenge	Videos	Support for creation of Hall of Fame induction videos to be archived at AHOF and NAHC for the purposes of research and community education
2011	Sloan Museum	Education	Chevy through the Years	Flint	Challenge	Exhibit	To research, develop, fabricate and promote an exhibit highlighting the celebration of 100 years of Chevrolet

2011	College of Creative Studies	Education	College of Creative Studies Heritage Wall	Lower Woodward	Challenge	Exhibit	To create a wall display at the Taubman Design Center which memorializes the history of the building as well as some of the automotive designers and engineers who have influence in the auto industry
2011	Genesee County Historical Society	Education	Genesee County Historic Auto Dealership Book 1905-1960	Flint	Community	Book	To create a book commemorating the historic dealerships in the Genesee County area
2011	Gilmore Car Museum	Education	Gilmore Garage Works	Kalamazoo	Challenge	Programming	To support “Gilmore Garage Works” mentoring/education program for at-risk students in local school district by working on the restoration of classic vehicles
2011	Michigan State University-Vincent Voice Library	Education	Lansing “Autotown” Digital Gallery	Lansing	Community	Archive	To digitize and catalog analog materials currently held at VVL. Majority of materials are focused around 122 Oral Histories of UAW Local 602 and other GM related stories. Once digitized materials will be made available via MS website as “Lansing Auto Town Gallery”
2011	Detroit Historical Museum	Education	Motor City Exhibit	Lower Woodward	Challenge	Exhibit	Research, development, fabrication and installation of updated permanent “Motor City” Exhibit
2011	Motor Sports Hall of Fame	Education	Motor Sports Hall of Fame Commemorative Yearbook	Middle Rouge	Challenge	Brochure	To distribute MotorCities educational outreach piece in commemorative 2012 Hall of Fame yearbook
2011	The Polish Mission	Education	MotorCities Polonia	Middle Rouge	Community	Event	To highlight the force of the automobile on Polish immigration and the converse influence of Polish workers in the auto industry

2011	Motor Sports Hall of Fame	Education	MotorSports Hall of Fame Commemorative Yearbook	Middle Rouge	Community	Book	To support the development of historic articles for the commemorative yearbook. These articles were about the contributions of the 2011 inductee.
2011	Walter P. Chrysler Museum	Education	Teachable Moments Educational Program	Upper Woodward	Challenge	Programming	Expand the outreach of “Teachable Moments” docent program to enhance overall educational experience at the museum
2011	Detroit Historical Museum	Education	Arsenal of Democracy Exhibit	Lower Woodward	Challenge	Exhibit	Research, development, fabrication and installation of permanent “Arsenal of Democracy” Exhibit
2011	Plymouth Historical Society	Education	Arsenal of Democracy Kiosk	Middle Rouge	Community	Exhibit	To create a new exhibit aimed at educating a new generation on the contributions of the automobile industry to defense production
2011	Northville Historical Society	Preservation/ Conservation/ Revitalization	Detroit Urban Railway Station Preservation & Interpretation	Middle Rouge	Challenge	Exhibit	To preserve the structure and create an interpretive exhibit inside the historic structure of the Urban Railway Station
2011	Meadow Brook Hall	Preservation/ Conservation/ Revitalization	Meadow Brook Hall	Upper Woodward		Event	Restoration of chimney and brick work in East Wing; interpretation of servant quarters and Meadow Brook throughout the years
2011	Model T Automotive Heritage Complex	Preservation/ Conservation/ Revitalization	Piquette Plant - Building Restoration & Sustainability	Lower Woodward	Challenge	Restoration	To support restoration and revitalization activities on the interior of the Piquette Plant
2011	Model T Automotive Heritage Complex	Preservation/ Conservation/ Revitalization	Piquette Plant Visitor Orientation Video	Lower Woodward	Challenge	Video	To create orientation video for visitors to the T-Plex
2011	Friends of Highland Recreation Area	Preservation/ Conservation/ Revitalization	Rehabilitation of Haven Hill Gatehouse	Middle Rouge	Challenge	Restoration	To rehabilitate garage portion of gatehouse as an orientation welcome center. To creation a welcome/orientation area at the entrance of Highland Rec. Area offering interpretation of Ford story



2011	Detroit Metro Convention & Visitors Bureau	Tourism	Autopalooza Outreach and Promotion	Detroit River	Challenge	Marketing	Promotion of auto heritage events in out of state markets. On-site promotion at major events throughout summer
2011	Flint Back to the Bricks	Tourism	Community Outreach via Back to the Bricks	Flint	Challenge	Event	Promotion of auto-tourism events in Flint area and across MotorCities region as part of Autopalooza
2011	Woodward Dream Cruise	Tourism	Community Outreach via Woodward Dream Cruise	Upper Woodward	Challenge	Marketing	To promote auto-tourism events in Woodward corridor and across the MotorCities region as part of Autopalooza
2011	Concours d'Elegance of America	Tourism	Concours d'Elegance	Upper Woodward	Challenge	Brochure	Distribution of MotorCities educational outreach piece in commemorative 2011 Concours program
2011	Dearborn Chamber of Commerce	Tourism	Dearborn Community Tourism Guide	Lower Rouge	Challenge	Brochure	To support phase one of the design and printing of tourism guide used to promote biking, driving and walking tourism based on MotorCities' Wayside Exhibits in Dearborn community
2011	Ypsilanti Automotive Heritage Museum	Tourism	Michigan Automotive Welcome Center	Ypsilanti	Community	Exhibit	To created dedicated are within museum to serve as a guide to the area and other auto-related attractions in the MC region
2011	Scharchburg Archives-Kettering University	Tourism	32nd Annual Statewide Preservation Conference	Flint	Challenge	Tour	To plan and execute of the Flint Automotive Heritage Walking Tour as part of 2012 MHPN Conference. To develop script downloadable for future tour projects
2012	Scharchburg Archives	Education	32nd Annual Statewide Preservation Conference	Flint	Challenge	Tour	Planning and execution of Flint Automotive Heritage Walking Tour as part of 2012 MHPN Conference. Develop script and downloadable for future tour projects
2012	Detroit Historical Museum	Education	Arsenal of Democracy Exhibit	Lower Woodward	Challenge	Exhibit	Research, development, fabrication and installation of permanent "Arsenal of Democracy" Exhibit

2012	Plymouth Historical Society	Education	Arsenal of Democracy Kiosk	Middle Rouge	Community	Exhibit	To create a new exhibit aimed at educating a new generation on the contributions of the automobile industry to defense production
2012	Friends of Detroit Public Library	Education	Automotive Authors Book Fair	Lower Woodward	Challenge	Event	To organize, promote, and execute the Annual Automotive Authors Book Fair
2012	College for Creative Studies	Education	College for Creative Studies Heritage Wall	Lower Woodward	Challenge	Exhibit	To create a wall display at the Taubman Design Center which memorializes the history of the building as well as some of the automotive designers and engineers who have influence the auto industry
2012	Woodward Dream Cruise	Education	Community Outreach via Woodward Dream Cruise	Upper Woodward	Challenge	Marketing	Promotion of auto-tourism events in Woodward corridor and across MotorCities region as part of Autopalooza
2012	Village of Fairview Historical Society	Education	Horse Power, Men & Machines	Detroit River	Community	Signage	To develop a tour, book, and interpretative signage to commemorate the contributions of the Village of Fairview and the Detroit Driving Club as they relate to the early Automotive Industry in the late 1800s and early 1900s
2012	Michigan Firehouse Museum Education Center	Education	Michigan Firehouse Museum	Ypsilanti	Challenge	Structure	To develop an education center for museum space that is better served as a community meeting center and education center for youth groups
2012	Detroit Historical Museum	Education	Motor City Exhibit	Lower Woodward	Challenge	Exhibit	Research, development, fabrication and installation of updated permanent "Motor City" Exhibit
2012	Motor Sports Hall of Fame	Education	MotorSports Hall of Fame Commemorative Yearbook	Middle Rouge	Challenge	Book	Distribution of MotorCities educational outreach piece in commemorative 2012 Hall of Fame Yearbook

2012	Sloan Museum	Education	Sloan Museum Summer Auto Heritage Project	Flint	Challenge	Exhibit	To fund research, development, fabrication, and installation of permanent American “Muscle Car” Exhibit
2012	National Council of Artists	Education	Student Summer Art Program	Detroit	Challenge	Programming	To support summer long art program for youth with a focus on automotive design and style; exhibits will be displayed at DIA and Charles Wright Museum
2012	Automotive Hall of Fame	Education	Automotive Hall of Fame Induction Ceremony Video Archiving	Lower Rouge	Challenge	Videos	Support for creation of Hall of Fame induction videos to be archived at AHOF and NAHC for the purposes of research and community education
2012	Concours d'Elegance of America	Education	Concours d'Elegance	Upper Woodward	Challenge	Brochure	Distribution of MotorCities educational outreach piece in commemorative 2012 Concours program. To develop educational seminars during “Concours Week” activities at St. John’s
2012	Dearborn Chamber of Commerce	Education	Dearborn Community Tourism Guide	Lower Rouge	Challenge	Brochure	To support final phase of the design and printing of tourism guide used to promote biking, driving and walking tourism based on MotorCities’ Wayside Exhibits in Dearborn community
2012	Northville Historical Society	Preservation/ Conservation/ Revitalization	Detroit Urban Railway Station Preservation & Interpretation	Middle Rouge	Challenge	Exhibit	To preserve the structure and create an interpretive exhibit inside the historic structure of the Interurban Railway Station
2012	Flint Back to the Bricks	Tourism	Community Outreach via Back to the Bricks	Flint	Challenge	Marketing	Promotion of auto-tourism events in Flint area and across MotorCities region as part of Autopalooza
2013	Automotive Hall of Fame	Education	Automotive Hall of Fame Induction Ceremony Video Archiving	Lower Rouge	Challenge	Videos	Support for creation of Hall of Fame induction videos to be archived at AHOF and NAHC for the purposes of research and community education

2013	Automotive Hall of Fame	Education	Automotive Hall of Fame Video Digitization	Lower Rouge	Challenge	Archive	Digitization of archives of AHF induction ceremonies and inductee interviews to become part of a virtual AHF
2013	College for Creative Studies	Education	College for Creative Studies Heritage Wall	Lower Woodward	Challenge	Exhibit	To create a wall display at the Taubman Design Center which memorializes the history of the building as well as some of the automotive designers and engineers who have influence the auto industry
2013	Motor Sports Hall of Fame	Education	MotorSports Hall of Fame Commemorative Yearbook	Middle Rouge	Challenge	Book	Distribution of MotorCities educational outreach piece in commemorative 2012 Hall of Fame Yearbook
2013	Friends of Detroit Public Library	Education	Automotive Authors Book Fair	Lower Woodward	Challenge	Programming	Organization, promotion and execution of 7th annual Automotive Authors Book Fair
2013	Automotive Hall of Fame	Education	Automotive Authors Book Fair	Lower Rouge	Challenge	Programming	Organization, promotion and execution of 7th annual Automotive Authors Book Fair
2013	Model T Automotive Heritage Complex	Education	tplex.org	Lower Rouge	Challenge	Website	To create a template for MotorCities stakeholders to design their websites to encompass basic community engagement tools to build interest and engagement
2013	Detroit Belle Isle Grand Prix	Education	Growing Up Great & Fifth Gear Educational Program	Detroit River	Challenge	Programming	To support inner city youth visits to Grand Prix activities exposing them to automotive engineering careers and allowing hands on experiences with engineering professionals
2013	Michigan Institute for Contemporary Arts	Education	"This Model Works" Documentary	Lansing	Challenge	Video	To create full length documentary of story of Lansing's efforts to retain GM in the 90s

2013	ASBE Foundation	Education	ASBE Design Challenge	Upper Woodward	Challenge	Programming	Partnership with ASBE Foundation and local high schools, colleges and universities to connect student to the possibility of careers in auto design and engineering
2013	Northville Historical Society	Preservation/Conservation/Revitalization	Detroit Urban Railway Station Preservation & Interpretation	Middle Rouge	Challenge	Restoration	To preserve the structure and create an interpretive exhibit inside the historic structure of the Interurban Railway Station
2013	Friends of Highland Recreation Area	Preservation/Conservation/Revitalization	Rehabilitation of Haven Hill Gatehouse	Middle Rouge	Challenge	Restoration	To rehabilitate garage portion of gatehouse as an orientation welcome center. To create a welcome/orientation area at the entrance of Highland Rec Area offering interpretation of Ford story
2013	Partnership for the Arts and Humanities	Preservation/Conservation/Revitalization	Cherry Hill Village Center	Middle Rouge	Challenge	Planning	To develop a community arts and cultural destination at Cherry Hill Village
2013	Packard Motor Car Foundation	Preservation/Conservation/Revitalization	Packard Proving Grounds Renovation	Macomb	Challenge	Restoration	To develop Phase I of a Welcome/Interpretive Center on the campus of the Packard Proving Grounds
2013	Huron River Watershed Council	Preservation/Conservation/Revitalization	Huron River Ford Heritage Trail-Design Phase	Ypsilanti	Challenge	Planning	To support Phase I interpretive planning for work along the Huron River Trail which highlights the significant automotive activity along the trail around Ford Lake
2013	Michigan Firehouse Museum	Preservation/Conservation/Revitalization	Window Restoration & Stabilization	Ypsilanti	Challenge	Restoration	Replacement of windows in upper portion of historic firehouse; restoration of brick work around windows
2013	Concours d'Elegance of America	Tourism	Concours d'Elegance	Upper Woodward	Challenge	Book	Distribution of MotorCities educational outreach piece in commemorative 2012 Concours program. To develop educational seminars during "Concours Week" activities at St. John's

2013	Woodward Dream Cruise	Tourism	Community Outreach via Woodward Dream Cruise	Upper Woodward	Challenge	Brochure	Promotion of auto-tourism events in Woodward corridor and across MotorCities region as part of Autopalooza
2013	Dearborn Community Arts Council	Tourism	Fender Benders	Lower Rouge	Challenge	Exhibit	To encourage creative expression and appreciation of the automotive culture of our region through three dimensional sculpture using automobile fenders



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## Appendix 8 - Stewardship Communities List

1. Detroit River
2. Downriver
3. Flint
4. Irish Hills
5. Jackson
6. Kalamazoo
7. Lansing
8. Lower Rouge
9. Lower Woodward
10. Macomb
11. Middle Rouge
12. Saginaw
13. Upper Woodward
14. Ypsilanti