



# Rivers of Steel National Heritage Area Evaluation Findings

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September 2012

Prepared for:  
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## Executive Summary

### Purpose of the Report

In 1996, United States Congress through Public Law 110-229 officially designated nine National Heritage Areas (NHA). An 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. The Rivers of Steel National Heritage Area (RSNHA) in Pennsylvania is one of the nine designated areas. RSNHA began receiving Heritage Partnership Program (HPP) funds in 1998.

In May 2008, Congress mandated that an evaluation, under the auspices of the Secretary of the Interior be conducted of each of the nine NHAs to review accomplishments made over the ten year period. Based on the findings from each evaluation, the Secretary of the Interior will prepare a report to Congress with recommendations regarding the future role of NHAs with respect to NPS.

### Key Evaluation Questions

The key findings from the RSNHA 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:

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?

## Key Findings

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

As outlined in Table 1, the legislated purposes for RSNHA and the goals of the management plan were articulated into five strategy areas of activities that framed our inquiry. **The Evaluation determined that over the last 15 years, the Rivers of Steel Heritage Corporation, (RSHC) as the coordinating entity, has addressed each of its legislated purposes and goals outlined in the management plan through the federal resources provided.** Its efforts have centered around five strategies: Resource Conservation, Education and Interpretation, Economic and Community Revitalization, Recreation/River Trails and Landings, and Cultural Conservation. 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.

**Table 1 RSNHA Goals and Activities**

Purposes as Specified in Legislation	RSNHA Management Plan Goals	Current RSNHA Goals/Activities
<p>(1) To foster a close working relationship with all levels of government, the private sector, and the local communities in the steel industry region of southwestern Pennsylvania and to empower the communities to conserve their heritage while continuing to pursue economic opportunities</p>	<p><b>Preservation and stewardship</b> for a broad network of regional sites and artifacts that document this rich, multifaceted story of the steel industry heritage</p> <p>Encouraging <b>Economic Development</b> in the Rivers of Steel region through developing tours that support <b>increased tourism</b>, targeted businesses and facilities development near river landings, and real estate opportunities that can leverage economic development</p> <p>Engagement of the National Park Service, the Pennsylvania Heritage Park program, the eight counties of the heritage area and other federal and state agencies <b>as partners in heritage area planning</b></p>	<p>Resource Conservation</p> <p>Economic And Community Revitalization</p> <p>Recreation/River Trails and Landings</p>
<p>(2) To conserve, interpret, and develop the historical, cultural, natural, and recreational resources related to the industrial and cultural heritage of the eight county region of southwestern Pennsylvania</p>	<p>Conservation of living cultural traditions and promotion of cultural continuity in the regions industrial communities through folk-life documentation and programming</p> <p>Communicating information and stories about the Rivers of Steel contributions to regional and national history and culture through education and interpretation</p> <p>Revitalization of the river valleys into a system of sites to be used for public recreation</p>	<p>Cultural Conservation</p> <p>Resource Conservation</p> <p>Education and Interpretation</p> <p>Recreation/River Trails and Landings</p> <p>Economic And Community Revitalization</p>

**Resource Conservation:** *Preservation and stewardship for a broad network of regional sites and artifacts that document the rich, multifaceted story of the steel industry heritage.*

**The RSHC fulfills the resource conservation requirements of the authorizing legislation.**

The RSHC provides research and assistance with the nomination of National Register properties. For example, they supported the preservation of the Homestead Historic District that includes the Bost Building, the Pump House, and Water Tower on the site of the Homestead strike of 1892. These preservation projects required strategic planning efforts in addition to financial and in-kind resources, as the various properties and sites needed to be acquired from various sources over a number of years, and involved the collaboration of over 10 local, state and federal RSHC partners. Federal HPP funds cannot be used by RSHC for property acquisition, so such activities required planning with partners and other funding sources for successful implementation.

The RSHC has undertaken over 60 resource conservation projects (see Appendix 7), including the acquisition and restoration of the W. A. Young and Sons Machine Shop and Foundry in Greene County at Rices Landing. This historic property is one of the last remaining machine shops in the region from the great industrial era, and interviewees, including the Green County Commissioner, attest that restoration would have not been possible without the planning and project management assistance of the RSHC. Other preservation efforts include the restoration of historic homes, such as the Gibson House in Connellsville, and museums in West Overton, Uniontown, and Tarentum, and in the Pittsburgh area.

All sources interviewed were highly consistent in detailing RSHCs contribution to the preservation efforts. In sites such as Homestead or Rices Landing, the RSHC plays a major financial as well as a consultative or technical assistance role. In other areas, sources note that the contribution of the RSHC includes the initial investment, which acts as seed money for other investors, and consultation, technical assistance and strategic planning by the RSHC staff that have made the preservation accomplishments possible.

Fifteen of the 60 resource conservation projects we reviewed dealt specifically with the archiving and preservation of material artifacts of the Era of Big Steel in Southwestern Pennsylvania. RSHC has a full time archivist and historian, the Director of Archives and Museum Collections. Interviewees, including the curator at the Westmoreland Museum of Art and the Director of the Brownsville Visitor Center and Museum, noted how useful the Director of Archives contribution is to insuring the accuracy of an exhibit. His contributions to ensuring the accuracy of historical

restoration was also attested by the Historical Society managing the Gibson House, and the blacksmiths and other master craftsmen restoring the W. A. Young and Sons Machine Shop and Foundry. Informants interviewed, including government officials, members of the tourist industry, members of historical associations, and members of the community, commented on the change in attitude resource conservation projects like the Homestead District or the W. A. Young and Sons Machine Shop and Foundry, were having on residents of the area. Rather than discounting the industrial past, people are beginning to find pride in the contribution they and their families made to the development of an important industrial base for the nation.

**Recreation/River Trails and Landings:** *Revitalization of the river valleys into a system of sites to be used for public recreation.*

**The RSHC fulfills the requirements of the authorizing legislation through the construction of river trails and landings, and collaborative planning to ensure such projects maximize opportunities for economic development.** The organization has invested over \$8 million in recreation/river trail and landings in the heritage area. RSHC was involved in the planning as well as the development of many of these projects. River access and trail development projects include the 22 mile long Three Rivers Heritage Trail and the Steel Heritage Trail projects in the Pittsburgh area, and six intermodal river landings and associated trails constructed in the Mid-Monongahela Valley. Other efforts include: the Brownsville Wharf and River Landing; the River Renaissance project in Westmoreland and Washington counties; the Rock Furnace Trail in Armstrong County; Community River Landing sites in Beaver County; and the Borough of Greensboro River landings. Additional details are provided in Section 3 and Table 3.2. The RSHC has completed enhancements to rivers trails and river landings that have increased river valley recreational usage, as documented in partner interviews, including governmental and community association members representing sites along the Trail, and press releases and other summaries published by partner sites.

In many of the trail construction projects, the RSHC was also involved in collaborative strategic planning with government and community partners that was associated with economic development through tourism. For example, they worked to produce *the Mid-Monongahela Conservation Plan* as well as sponsored the *Historic Site Survey of the Mid-Monongahela River Valley*. The RSHC was responsible for overseeing the development the Steel Valley Trail, a nine mile portion of The Great Allegheny Passage, a continuous network of biking and hiking trails connecting Pittsburgh to the C&O Canal Towpath in Cumberland, MD. Plans for this trail are included in the



*Business Plan for Receptive Services (2009), the Plan the for Restoration of the Carrie Furnace; and Stoking the Fire Carrie Furnaces: Development of the Homestead Works National Park.* The Steel Valley Trail runs through the Historic Homestead District, which the RSHC and government and community partners are developing into a tourist destination intended to contribute significantly to economic development and community revitalization. The historic Pump House in the site serves as a natural trailhead, with available parking and nearby restrooms and other amenities. A RSHC Community Market now runs on Sundays, May through October, at the Pump House. The market features artisans, music, and food vendors, with an emphasis on local heritage. This has served to substantially increase traffic to the site. The development of this trailhead is an example of how money spent for recreation/river trails and landings is seen as directly connected to increased visitation and expanded economic development and community revitalization.

The RSHC was also involved in collaborative planning in the development of plans for tourism and economic development at the Brownsville Wharf and Kittanning River Landing sites. In addition they have published recreational guides, such as the Routes to Roots, on-line self-guided tours, and worked with partners to develop marketing materials documenting trails and historical landmarks throughout the eight-county RSNHA region.

There are some limitations to the data we have supporting the impact of the RSHC recreation/river trails and landings on achieving the goal of the RSNHA to increase recreational use and achieve economic revitalization through tourism. While data on the number of projects funded was well documented, there was not corresponding data collected on the number of persons who are actually using the trails or the increased tourist traffic in the areas. RSHC staff noted that a number of strategies for counting or estimating these visitors have been discussed, but a viable methodology still needs to be developed.

**Education and Interpretation:** *Communicating information and stories about the Rivers of Steel region's contributions to regional and national history and culture through education and interpretation.*

**The RSHC fulfills the education and interpretation requirements of the authorizing legislation.** The RSHC has funded over 65 projects in the Education and Interpretation strategy area since authorization. RSHC activities in this area include support for: museum and community exhibits; teacher trainings and school educational programming; folk-life and folk-art educational programs; interpretive signage, kiosks, and tour guides; and documentary and educational films. In

addition to these grant programs there are the ongoing technical assistance activities of the full time staff, whose duties included providing outreach to organizations throughout the RSNHA to provide support, such as the activities of the Director of Archives, the Cultural Conservation Director and the Folk Arts Specialist. Many of the community partners we interviewed, such as at the Coal and Coke Heritage Center and the West Overton Museum commented on how useful these occasional visits from the RSHC staff were, both in informing them of opportunities for funding or other collaborative efforts, or in the direct provision of on-site assistance. Examples included artifact identification and interpretation in the Gibson House; the identification of funding opportunities for the Coal and Coke Museum, and research supporting a National Register of Historic Places nomination for the coke oven adjacent to the West Overton Museum.

The staff includes a full time Director of Archives and Museum Collections, who is also a historian. His archival and research work has contributed to a variety of community education and interpretation efforts since he joined RSHC in 1998, including the development of exhibits and publications, and the archiving and restoration of materials contributed to the RSHC by community members and professional organizations. In addition, a partnership with the Westmoreland Museum of American Art in Greensburg resulted in an exhibition of art and artifacts on the steel industry heritage, called *Born of Fire* that traveled through Europe. Founding members of the Coal and Coke Heritage Center, a museum and steel heritage exhibit at Penn State Fayette Campus, noted that the initial financial support of the RSHC provided necessary resources and credibility essential to the center's creation, as they had interest from the faculty at the site but not the administration. With other partners, such as community libraries, RSHC has been able to supplement programming for school children and community members.

The restored Bost Building houses the administrative offices of the RSHC as well as the Steel Industry Heritage Interpretive and Visitor Center which opened in 2002 . The Center has permanent and changing exhibits and art related to the steel heritage, as well as collections of publications promoting venues throughout the RSNHA and memorabilia for sale. The Center will be the locus of visitor activity for the Homestead Site when restoration of the Carrie Furnace and other buildings are complete, and visitation is expected to increase (See discussion in Section 3.2).

The RSHC also ensures access to its education and interpretive exhibits and materials through publications, social media, TV and film, exhibits, visitor centers and the RSHC and partner websites. The Rivers of Steel website is an education and interpretation tool, with podcasts, tours,

historical information and changing exhibits. Website hits have increased from 193,912 in 2004 to 768,136 in 2011. In addition to traditional promotional strategies, such as publications, brochures, and cross referencing in partner publications, the RSHC has expanded into TV, Film, social media and web outlets. The RSNHA has appeared in local, national and international media. The exhibit Born of Fire traveled through Europe after the opening at the Westmoreland Museum of American Art. In addition, they have features on local radio shows, with regular features on the local PBS TV affiliate WQED, and special features which are carried on national outlets. The Director of Archives has worked on over five projects with the History Channel and with documentary crews from around the world, including a documentary on early American capitalism with a Chinese broadcasting firm, and documentaries for Thai, English, French and Indian television. Public Television recently filmed an episode of Antiques Roadshow inside the stabilized Carrie Furnace building. Carrie Furnace is developing into a frequent site for films and TV programs, (Two feature films ; episodes of the Travel Channel's "Off Limits" series; and Commercial campaigns (Levi Jeans)) and photographs have been featured in multiple print media (NY Times, NY Post, Washington Post, Scientific American, Harper's, Local papers, and Swedish newspapers and blogs). In addition to the educational contribution, these activities constitute an effective marketing tool for the RSHC as well as a reminder of the region's industrial heritage.

There are some limitations to the data we have supporting the impact of the RSHC education and interpretation activities on increasing awareness of the steel industry heritage. While data on the number of projects funded was well documented, there was not corresponding documentation on the number of persons impacted. For example, while we have data on the support for and creation of museum exhibits and museums, there is not clear data on the number of visitors to the various interpretive exhibits and museums throughout the RSNHA. There was data to document the educational and folk art programs and exhibits that were implemented, but not data on attendance, how many school programs benefitted from folk arts programming, how many school children are reached, etc. RSHC staff noted that a number of strategies for counting or estimating these visitors have been discussed, but a viable methodology still needs to be developed.

We conducted 30 community intercept interviews to determine persons' awareness of the RSNHA programming. As noted in Section 1.6, we were unable to conduct a full survey due to constraints of OMB Paperwork Reduction Requirements. The interviews, conducted in Allegheny and Greene Counties, indicated that the RSHC in increasing awareness and understanding of the significance of the area's industrial heritage. The Allegheny county interviews were conducted in the Steel Valley Trail area; at the Community Market at the Pumphouse; and near the Carrie Furnace. Of the

thirty interviews conducted, twelve persons were aware of the RSNHA and also were aware of the steel industry heritage. An additional seven persons were aware of the steel industry heritage, but not familiar with the RSHC's role. Seven people were either biking through the area or attending the market without prior awareness of the RSNHA or history, but had taken note of the industrial artifacts and thought the idea of restoration was important. Four additional bikers were in the area primarily to use the trail and were not particularly aware of the heritage, though they were appreciative of the trail development.

**Economic and Community Revitalization:** *Encouraging Economic Development in the Rivers of Steel region through developing tours that support increased tourism, targeted businesses and facilities development near river landings, and real estate opportunities that can leverage economic development.*

**The RSHC fulfills the economic and community revitalization requirements of the authorizing legislation.** The RSHC has been successful in contributing to the economic and community revitalization of the RSNHA through strategic planning and the implementation of tourism development projects. In addition to the original Steel Industry Task Force Concept Plan, which involved federal, state local and regional government and community representatives, the RSHC completed their Management Action Plan and Five Journey Area Plans (The Big Steel Journey; Mosaic of Industry, Fueling a Revolution, Mountains of Fire and Thunder of Protest), and River Trail and Landings plans (see Recreation/Trails strategy area) all of which had considerable governmental and community stakeholder input. The RSHC received support from the Pennsylvania Parks Heritage Program to conduct an additional forty special purpose studies, including feasibility, planning and implementation studies throughout the heritage area (see Appendix 7).

In addition, the RSHC has facilitated plans for the development of the Carrie Furnace National Historic Landmark, including: a Plan the for Restoration of the Carrie Furnace; a plan studying the impact of creating a National Historic Site incorporating the National Historic Landmark (*Stoking The Fire Carrie Furnaces: Development Of The Homestead Works National Park*; conducted by the Leadership Development Initiative, through their Community Impact Project); and the Business Plan for Receptive Services created by the Hill Group.

Interviews with RSHC staff and many government and community partners emphasized the importance of tourism development plans for economic and community revitalization throughout the Southwestern Pennsylvania region. The preservation activities of the RSHC also have an impact on economic and community revitalization. For example, over \$14 million has been

acquired by RSHC , the County, and local business partners for restoration of the Carrie Furnace site and adjacent river trails, which also positively impacts local economic development.

An increased focus on tourism and tourism partnerships in the RSNHA can be seen in the increase in the number of tours, public events and visitation to the Steel Industry Heritage Interpretive and Visitor Center over the past decade. In the Homestead Historic District total tours have increased from 20 in 2002 to 74 in 2011; the number of tour participants has grown from 582 in 2002 to 2,372 in 2012. Participants in public events have increased from 33 to 2,489 in the same ten year period. The regional planning partners (e.g., Allegheny County, Boroughs of Homestead, Rankin, Munhall, Swissvale, and RSHC) have studied the expected impact of the restored site through the Leadership Development Initiative and the Community Impact Initiative, and conclude that these numbers can be expected to increase as the Carrie Furnace site restoration progresses. Recent advances in the acquisition of land and property (such as the Rankin Hot Metal Bridge, see Section 3) are advancing progress in developing this Historic District into a tourist destination that will provide opportunities for economic growth.

In addition to restoration efforts such as Carrie Furnace, the RSHC has been participating in the economic revitalization of the North Shore properties in Pittsburgh, as well as in economic development in other areas, such as the construction of the river landing in Kittanning and the construction of the Brownsville Wharf and Recreation Area, as described in Section 3.

**Cultural Conservation:** *Conservation of living cultural traditions and promotion of cultural continuity in the regions industrial communities through folk-life documentation and programming.*

**The RSHC fulfills the cultural conservation activities requirements of the authorizing legislation** by: providing grants and technical assistance to cultural heritage organizations for the preservation of buildings and art, artifacts, and folklife; assisting with the archiving, collection, restoration, and exhibition of the RSNHA's cultural heritage; and preserving and disseminating the RSNHA's cultural heritage.

The RSHC is a designated Regional Folklife Center. The RSHC emphasizes the importance of conserving the cultural traditions as part of the industrial history of the steel heritage of the area. The Pennsylvania Council on the Arts provided funds for both a Director of Cultural Conservation and a Folk Arts Specialist until the State Legislature reduced funds State-wide for the program in reaction to the economic downturn in 2008. These staff traveled throughout the

RSNHA providing technical assistance, collecting information, and assisting organizations with grant applications associated with folklife. Currently, the Director of Museum Collections continues to support folklife interests in the community and continues to collect oral histories, which have been published in written and electronic forms, including podcasts.

In addition, the RSHC has provided support to cultural organizations that enables them to pursue their mission. RSHC has participated in efforts to preserve ethnic heritage including extant Eastern European and Slavic churches, family art and food traditions dances, etc. The RSHC continues to provide support for the Bulgarian-Macedonian National Educational and Cultural Center (The Bulgarian-Macedonian Center), the oldest such Bulgarian organization in the United States. The RSHC also provided a grant to redesign the interpretive space and media room for Coal and Coke Heritage Center, designed to preserve the history and cultural heritage of the Connellsville Coke Region. They also provided a small grant to support Blemahdoo's African Market Place, a business that designs and sews clothes that are consistent with African textile traditions.

Based on interviews with representatives of the Bulgarian-Macedonian Center the restoration work and other support provided by the RSHC was instrumental in the continuance of this organization. In addition the RSHC contributes directly to the cultural conservation of the region through the collection of ethnographic and oral histories, and the collection of folk art materials that are archived and conserved in the environmentally controlled space in the Bost Building.

Representatives from the Coal and Coke Heritage Center, the Westmoreland Museum of American Art, and folk artists such as Ms. Blemahdoo made frequent references to the importance of RSHC staff support in accomplishing their organization's mission. They spoke of ongoing support and outreach, not just support to obtain a particular grant or for a particular occasion. For example, after the initial planning consultation for the Coal and Coke Heritage Center, the Director of Cultural Conservation provided support through the expansion of the original archival area into a museum display area, with changing exhibits. The Director of Archives at RSHC provides occasional materials for those exhibits. After the initial grant to support the folk art design work of Ms. Blemahdoo, RSHC also provided marketing support. The Westmoreland Museum spoke of ongoing support in identifying materials from the two folk art specialists, and continuing exhibit and curatorial support from the Director of Archives.

RSHC provides for the dissemination of the RSNHA's cultural heritage in a number of ways. It has provided support for the restoration of buildings that house folk art materials and make them available to the public (Bulgarian-Macedonian Center; the Coal and Coke Heritage Museum). It

provides marketing support to ensure that collections are known to the public (e.g., marketing campaign for Westmoreland Museum’s exhibit Born of Fire and Ms. Blemahdoo’s African designs; posting of cultural exhibits and collections on the riversofsteel.com website). RSHC has also provided support for artists to participate in in-person exhibitions and master classes that not only demonstrate the cultural art forms but educate others in their performance. Two exhibitions include the *German Sawdust Carpets* and *Guatemalan Alfombra de Asserin*. RSHC also makes creative use of electronic and on-line means to promote and make available the cultural history of the RSNHA.

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

**This review documents that the RSHC has expended HPP funds for programmatic activities that address goals and objectives specified in the authorizing legislation and management plan, as addressed in evaluation question 1.** The RSHC has exceeded the match requirements of the legislation, bringing in a total of \$19,908,281 to match \$13,687,188 in NPS funding. The RSHC has a wide variety of funding sources, including Pennsylvania state agencies, other federal sources, and private donations. We conducted a detailed review of annual audits, and comprehensive documentation of programmatic RSHC spending by year since authorization (see Appendix 7). With respect to program expenditures, the largest expenditures have occurred in the areas of Recreation/River Trails and Landings (44% of funding; primarily River Trail and River Landing development), and Historic Preservation (29% of funding). Education and Interpretation accounts for 12%; Economic and Community Development accounts for 9%; and Cultural Conservation accounts for 6% of funding. Section 5 of this document provides a detailed overview of RSHC investments and use of the financial resources received.

**Evaluation Question 3: How do the heritage area 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 RSHC has the governance in place and is staffed appropriately to operate a sustainable NHA organization.** As discussed in Section 2, the RSNHA is governed by the Rivers of Steel Heritage Corporation (RSHC). The RSHC has a 24-member Board of Directors with 3 ex-officio State Representatives and 2 at-Large members. Many of the members have had a long tenure on the Board, and several members worked with the Steel Heritage Area Task Force before the National Heritage Area designation. The President and CEO of the RSHC also acts as Assistant Secretary on the Board. Many board members’ occupations are in areas of interest to the RSNHA, e.g., union member/official, lawyer, accountant, businessman, as seen in the current Roster of the Board of Directors in Appendix 6. The Board plays an active role in RSHC affairs, meeting every other month and operating three Committees and five Task Forces to assist in exploring and crafting RSHC policy and activities.

Board members interviewed in February 2012 indicated that for the last three years sustainability has been a primary object of committee and task force activities. The RSHC has been successful in generating \$19,908,281 in matching funds to the NPS funds of \$13,687,188; that is they generated 145% matching funds. RSHC staff are seen as being competent project managers and having skills in facilitating workgroup planning and cooperation, as attested to in interviews with NPS representatives as well as by community partners. This has made the RSHC a frequent recipient of funds for the purpose of implementing regional development activities in keeping with their RSNHA mission.

The RSHC President and CEO is viewed as a critical resource for the RSNHA by those we interviewed. Interviewees were consistent in rating the President’s Strategic Planning skills as very valuable to the RSHC and to their local and regional partners. He is also seen as very knowledgeable on the politics and funding issues that are absolutely central to the operation and continuation. This knowledge is often cited by interviewees as critical to their accomplishments as they received assistance in identifying additional funding sources to promote their mission and objectives, or were able to leverage additional funds from modest RSHC investments. Interviewees also commented on his engagement skills, seen as critical to the initial formation of trust as partners are brought into the network and collaborative partnerships established. Several



interviewees cited this knowledge, in strategic planning and consultation, as a key resource to the RSNHA.

In addition to the President and CEO, full-time staff of the organization includes the Chief Operating Officer, Controller, Executive Assistant to the President and Vice President, Administrative Manager/Graphics Coordinator, Director of Archives and Museum Collections, and Director of Communications and Receptive Services. Each has a well-defined role and responsibilities which are aligned with the goals specified for the NHA in the authorizing legislation and RSNHA Management Plan.

In Section 2.3 we provide detailed lists of RSHC partners. These include a variety of NPS entities, as well as State, federal and local governmental organizations, private organizations, community organizations and business and tourism organizations throughout the RSNHA. As documented throughout the earlier sections, RSHC partnerships are reciprocal in nature, with the joint planning activities furthering the mission of the RSNHA as well as the partner organization. The RSHC looks for community partners that have the local engagement and resources to become stewards of the project after their involvement is removed: thus sustainability of the project is considered at the genesis of each partnership and project.

Throughout the examples provided in Section 3, and in the commentary received from interviewees, it appears that RSHC investments in resources, planning and consultation, serve as seed investments that set the stage for additional funding from other sources. For example when the RSHC was able to acquire the Rankin Hot Metal Bridge for Allegheny County to continue Steel Heritage Trail development, the County was then able to obtain \$10 million in Department of Transportation Funds for further development of the bridge into an access road. In addition interviewees noted that more funders are simply more willing to make investments when a credible sponsor, such as the RSHC, is involved in the partnership. For example, the Coal and Coke Heritage Center was able to secure Pennsylvania State University funding and support after the RSNC invested in a redesign of their interpretive space. Also, the Westmoreland Museum of American Art was able to obtain grants for the expansion of the Born of Fire exhibit after the RSHC partnered with them to provide additional resources, art and artifact exhibits, and marketing support. There is further discussion of this impact in Section 3.

The RSHC Board and President have been active in planning for the sustainability of the organization, and the RSNHA, especially through development of tourism and other revenue

generating ventures. They created the Receptive Services Division in 2009 to promote tours and tourism in the RSNHA. They have also worked to acquire contracts for renting out the Carrie Furnace National Historic Landmark site, for example as a location for TV shows and films, and also as they plan events at the site that would generate revenue from admissions fees. However interviewees feel that this will not really replace the funds that have permitted RSHC staff to perform the consultation, technical assistance and strategic planning services they have been performing. The NPS HPP funds support provision of these services, which are seen as very valuable to the performance of the RSNHA.

Respondents noted that reduction in HPP funding would have impact in proportion to the reduction. Reduction would impact the flexibility, variety and scope of RSHC's activities, especially in covering costs associated with the consultation and technical assistance performed by RSHC staff paid through HPP funds. Respondents felt that elimination of funding for the NHA affect the ability for the RSHC itself to generate financial support, and that it would reduce the leveraging effect of the current RSHC funding model. There is an attraction in the presence of the NHA designation and the NPS funding support, that interviewees felt gave credibility and purpose to a project. This in turn increased the value of other funders to become a partner in the initiative and 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 Rivers of Steel National Heritage Area (RSNHA) which is the focus of this evaluation report.

**Section 2** provides an overview of the RSNHA, the coordinating entity structure and organization; The RSNHA’s 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 RSNHA 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 RSNHA 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 RSNHA coordinating entity and an analysis of how the RSNHA 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 RSNHA’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 RSNHA.

## 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>1</sup> In 1996, Congress officially designated an additional nine National Heritage Areas (NHAs), with federal funds provided over subsequent years. Oversight of these programs was assigned to the National Park Service (NPS), with the exception of one NHA, Silos

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<sup>1</sup> National Park System Advisory Board. “Charting a Future for National Heritage Areas.” Available online at <http://www.nps.gov/history/heritageareas/NHAreport.pdf>

& Smokestacks, that was assigned to the United States Department of Agriculture in 1996 and to NPS in 2000. In May 2008, Congress mandated that an evaluation, under the auspices of the Secretary of the Interior, be conducted on each of the nine NHAs authorized in 1996 to review accomplishments made over the ten year period. Based on the findings from each evaluation, the Secretary of the Interior will prepare a report to Congress with recommendations regarding the future role of NHAs with respect to NPS.

The Center for Park Management (CPM) conducted the first of the nine evaluations in 2009 of Essex National Heritage Commission in eastern Massachusetts. Westat, under contract to CPM, conducted two additional evaluations in 2011, the Augusta Canal National Heritage Area (ACNHA) in Augusta, Georgia; and, the Silos and Smokestacks National Heritage Area (SSNHA) in the Northeastern section of Iowa. The six remaining National Heritage area evaluations are being conducted by Westat in 2012. This report focuses on one of the six, the Rivers of Steel National Heritage Area (RSNHA) in Pennsylvania.

Federally designated by Congress in 1996, the Rivers of Steel National Heritage Area is committed to preserving, interpreting, and managing the historic, cultural, and natural resources related to Big Steel and its related industries in southwestern Pennsylvania. The RSNHA, encompassing over 5,000 square miles, originally consisted of the seven Pennsylvania counties of Allegheny, Armstrong, Beaver, Greene, Fayette, Washington, and Westmoreland. Butler County was added to the RSNHA by Public Law 110-229, enacted on May 8, 2008. Rivers of Steel is building on this area's remarkable transition from heavy industry to high technology and diversified services as well as bolstering the new regional economy by promoting tourism and economic development based on the region's historic industrial saga. The Rivers of Steel National Heritage Area's mission focuses on historic preservation, cultural conservation, education, recreation and resource development.

### **1.3 Rivers of Steel National Heritage Area**

The Rivers of Steel National Heritage Area (RSNHA) is comprised of eight counties in southwestern Pennsylvania Allegheny, Armstrong, Beaver, Fayette, Greene, Washington, Westmoreland and Butler (added in May of 2008). The coordinating entity for the heritage area is the Rivers of Steel Heritage Corporation (RSHC). The focus of the heritage area is on the industrial and cultural heritage of the steel and related industries in this region which includes the

social history of living cultural traditions of the people in the region. The authorizing legislation (P.L. 104-333) outlined two broad-based purposes for the NHA:

1. To foster a close working relationship with all levels of government, the private sector and local communities in the steel industry region of southwestern Pennsylvania and empower the communities to conserve their heritage while continuing to pursue economic opportunities, and
2. To conserve, interpret, and develop the historical, cultural, natural and recreational resources related to the industrial and cultural heritage of the seven county region of southwestern Pennsylvania.<sup>2</sup>

This report will provide an overview of the heritage area; a discussion of the fulfillment of its authorizing legislation, mission, and goals; the impact of RSHC financial investments; and the sustainability of the heritage area and its coordinating entity.

## 1.4 Purpose of Evaluation

Public Law 110-229, enacted on May 8, 2008, directs the US Secretary of the Interior to evaluate each of the nine NHAs that were established in the Omnibus Parks and Public Lands Management Act of 1996<sup>3</sup> no later than three years before the date on which authority for Federal funding terminates. P.L. 110-229 describes the impetus for this evaluation, which is intended to inform the Secretary's report to Congress as follows:

- (a) In General.--For the nine National Heritage Areas authorized in Division II of the Omnibus Parks and Public Lands Management Act of 1996, not later than three years before the date on which authority for Federal funding terminates for each National Heritage Area, the Secretary shall —
  - (1) Conduct an evaluation of the accomplishments of the National Heritage Area; and
  - (2) Prepare a report in accordance with subsection (c).
- (b) Evaluation.--An evaluation conducted under subsection (a)(1) shall—
  - (1) Assess the progress of the local management entity with respect to—

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<sup>2</sup> An eighth county (Butler) was added to the NHA in 2008 (Public Law 110-229) after the authorizing legislation was written. This report will refer to the NHA as having eight counties, except in cases when the authorizing legislation is quoted, which cites the NHA as having seven counties.

<sup>3</sup> See P.L. 104-333, 110 Statute 4093.

- (A) accomplishing the purposes of the authorizing legislation for the National Heritage Area; and
  - (B) achieving the goals and objectives of the approved management plan for the National Heritage Area;
- (2) Analyze the investments of Federal, State, Tribal, and local government and private entities in each National Heritage Area to determine the impact of the investments; and
- (3) Review the management structure, partnership relationships, and funding of the National Heritage Area for purposes of identifying the critical components for sustainability of the National Heritage Area.
- (c) Report.--Based on the evaluation conducted under subsection (a)(1), the Secretary shall submit a report to the Committee on Natural Resources of the United States House of Representatives and the Committee on Energy and Natural Resources of the Senate. The report shall include recommendations for the future role of the National Park Service, if any, with respect to the National Heritage Area.

### **1.4.1 Context**

This evaluation of RSNHA follows two major NHA evaluation projects. In 2005, the NPS Conservation Study Institute (CSI) began the process of developing an evaluation strategy for NHAs that culminated in a 2008 report titled *Development of a National Heritage Area Evaluation Strategy: Report on Phase 1*. This report was based on CSI's experience conducting evaluations of three Heritage Areas (Blackstone River Valley NHA, 2005; Delaware and Lehigh National Heritage Corridor, 2006; and Cane River National Heritage Area, 2008), as well as substantial input from the Alliance of National Heritage Areas (ANHA) Peer-to-Peer Committee. The evaluation model articulated in the CSI report provides a comprehensive overview of the core ingredients, guiding strategies, implementation activities, and accomplishments of a generic heritage area.

In 2009, CPM undertook the evaluation of the Essex National Heritage Commission. This was the first congressionally mandated evaluation of the nine NHAs authorized in Division II of the Omnibus Parks and Public Lands Management Act of 1996 and built on the structure and content of the program models developed by CSI during their evaluations. CPM's evaluation of Essex National Heritage Commission differed from the CSI evaluations in its objectives and focus. CSI's

evaluations were focused on the processes that heritage areas make use of in order to accomplish their goals. It concentrated primarily on the role and benefits of partnership and collaboration. CPM's evaluation, because of the Congressional mandate, 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.

The CPM/Westat evaluations of ACNHA and SSNHA build on CPM's evaluation of the Essex National Heritage Commission. The focus of this evaluation continues to be on outcomes as they relate to the authorizing legislation and general management plan, the impact of financial investments on accomplishing these outcomes, the role of partners helping the NHA to accomplish its goals, and the sustainability of the NHA. The CPM/Westat evaluation 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. This 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.

## **1.5 Evaluation Methodology**

In order to comply with the Congressional mandate for evaluation of the NHAs, NPS partnered with Westat to conduct this evaluation as a subcontractor. NPS's mission is to promote and enhance management capacity by fostering community stewardship of the nation's heritage. In addition, NPS provides technical, planning assistance and in some cases, funding to these National Heritage Areas. Westat, the evaluation subcontractor, is an employee-owned research firm with expertise in conducting evaluations across a broad range of subject areas. The evaluation team was guided by NPS and the previous year's work of the NPS Evaluation Working Group, a group of NPS coordinators for NHAs and a Park Superintendent. In the following sections, we describe the evaluation methodology, role of each party in the evaluation, and the context within which the evaluation was conducted.

### **1.5.1 Methodology**

The methodology was designed to maximize both the use of existing data and the ability to measure specific outcomes of the RSHC's activities. The period covered by the evaluation starts



with the 1996 designation as an NHA through 2011, 15 years during which the RSNHA received federal funding.

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

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

The evaluation used a case study design to address these 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 Representative, 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, the NPS Representative, the Panel of Experts, and the NHA evaluation site. The following sections describe each phase of the evaluation.

## **1.5.2 Site Introduction and Background Research**

During the initial phases of the evaluation process, Westat contacted RSHC 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 2011 and January 2012, Westat introduced the evaluation team and evaluation methodology to the RSHC staff.

During the Meet & Greet Visit in January 2012, Westat project staff worked with RSHC staff to develop a logic model for RSHC’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 RSHC an evaluation methodology (Appendix 3) and data collection protocols (Appendix 4).

### **1.5.3 Data Collection**

Data collection methods included reviews of documents and financial audits, in-person and telephone interviews with key informants from the RSHC and partner and stakeholder organizations, and community intercept interviews with individuals visiting the NHA. 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 January 2012 and was completed in April 2012.

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

Individual interviews were conducted with two board members of the Rivers of Steel Heritage Corporation, and six members of the RSHC staff, including the President and CEO. These interviews helped the evaluators gain an understanding of the background and history of RSNHA, the coordinating entity's activities and investments and their associated outcomes, and the coordinating entity's contribution to RSNHA's sustainability.

Interviews were conducted with representatives from many stakeholder and partner organizations. These interviews discussed the genesis of the organization's relationship with RSHC; the influence and impact that the stakeholder perceives that RSHC has made in the community; and additional ways the interviewee believes the RSHC could serve the needs of the region. Stakeholder interviewees were selected by Westat from a list of organizations with which the RSHC has relationships and who have a vested interest in the work of the RSHC. 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 five NHA strategy and activity areas specified in the Logic Model: Resource Conservation; Education and Interpretation;

Economic and Community Revitalization, Recreation/River Trails and Landings, and Cultural Conservation. Interviewees were also selected to be representative of the five Journey Areas specified in the RSNHA Management Action Plan: Big Steel; Mountains of Fire; Thunder of Protest; Mosaic of Industry; and Fueling a Revolution.

Thirty community intercept interviews were conducted with members of the public to learn how familiar they were with the history and culture of the NHA and the ways in which they gained this knowledge and familiarity, whether they had visited the RSNHA and used its resources, and their views on the impact the activities sponsored by the RSNHA 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.

#### **1.5.4 Data Analysis**

The focus of the data analysis was to document the extent to which RSNHA had achieved its organizational and programmatic goals as articulated in the mandating legislation and the RSNHA 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.

#### **1.5.5 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 RSNHA. 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

RSNHA on stakeholder knowledge, attitudes, and involvement in the RSNHA. We collected thirty intercept interviews. We also held informal conversations with community members in areas such as restaurants and hotels and other public spaces 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.

A second limitation is the ability of the evaluation design to provide definitive evidence of the RSNHA's achievement of outcomes, especially attributions to the NPS funding and NHA designation. The historical growth and development of the RSNHA provides some indication of the role of the HPP funding and NHA designation, but it is confounded with other factors that contribute to the growth of the RSNHA. For example, although it is likely that the NPS funding has helped to leverage other funding, the extent to which the RSNHA may have been successful in receiving some of this funding without the HPP resources and NHA designation is unclear.

## **1.6 Roles**

### **Westat**

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

### **NPS**

The National Park Service 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 National Heritage Area Coordinator for their respective regions. For this evaluation, we spoke with the NPS Regional National Heritage Area Coordinator for the Northeast Region.

## **Rivers of Steel National Heritage Area**

The staff of RSHC (the Director, 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. RSHC collaborated with the evaluation team to develop the logic model. RSHC was not involved in the development of the methodology or data collection protocols though they were provided an opportunity to comment. RSHC staff and Board had the opportunity to review this document for factual accuracy after the draft was completed by Westat in May 2012.

## **Section 2: Overview of the Rivers of Steel National Heritage Area**

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

### **2.1 Introduction to the RSNHA & the RSHC**

The Steel Industry made a significant contribution to the Nation's industrial growth in the late 1800's and early 1900's. The area encompassing Pittsburgh and its surroundings was greatly impacted by, and contributed to, this growth. For over 100 years, the region, consisting of Allegheny, Greene, Fayette, Westmoreland, Armstrong, Beaver, Washington, and Butler Counties, was the unrivaled center of America's iron and steel industries. Rivers of Steel National Heritage Area tells this story of Big Steel in eight counties along the Allegheny, Monongahela, and Ohio Rivers (see Figure 2.1). The eight counties supported one of the world's most valuable sources of coal, and dozens of furnace complexes, rolling mills, and coke plants lined the region's river valleys. As these industries grew, so did the demand for labor, drawing thousands of immigrants from northern, eastern, and southern Europe, the middle east, Asia, and the rural southern states.

The Homestead Strike of 1892 in the Monongahela Valley became the site of one of America's most important battles in the struggle between labor and management. At the conclusion of this dispute coal, steel, and related industries in the region underwent a period of active expansion. This growth created an enormous industrial community comprised of many mill towns and over 200 small mining communities. This industrial complex played an internationally important role during both world wars. This history has left behind a rich heritage, for both the region and the nation. The mission of the Rivers of Steel National Heritage Area is to build on this history to revitalize the economic and cultural spirit of the region through heritage tourism, educational and community development programs, folk-life projects and recreational trails. In the course of

preserving the region's historic resources, conserving its cultural traditions, and creating recreational resources, Rivers of Steel partners with local governments, businesses and property owners to develop a sense of place that improves the value of property, entices developers to locate in these neighborhoods, and stimulates tourism.

The following are a few highlights from the River of Steel region's history, some of which describe its role in supporting the start of America's Second Industrial Revolution:

- **1870s-1890s:** Andrew Carnegie, Henry Phipps, Andrew Mellon & Henry Clay Frick revolutionized the steel business
- **1875:** There is a critical mass of steel industry centralized in Pittsburgh
- **1888:** Andrew Carnegie dominates the steel industry in Pittsburgh
- **1892:** Homestead Strike and the Battle of Homestead
- **1901:** Carnegie Steel was sold to J.P. Morgan and the U.S. Steel Corporation is formed
- **1911:** Pittsburgh region was producing half the nation's steel
- **1933:** Mother Jones and other organizers unionize workers in the Rivers of Steel regions
- **1970s-1980s:** Mills closed & torn down
- **1990:** -State effort toward community revitalization through conservation of resources promoted in distressed communities in Pennsylvania
- **1996:** Rivers of Steel designated as a State and National Heritage Area

As part of the planning process, in 1991 Steel Industry Heritage Corporation was formed. The Steel Industry Heritage Corporation proposed goals and guiding principles for the project, discussed and evaluated alternative plans and refined and approved a concept plan. In 1993, the Steel Industry Heritage Corporation published the Steel Industry Heritage Concept Plan based on research that provided guidance on how to preserve and celebrate the rich industrial heritage of the region.

## 2.2 Introduction to NHA coordinating entity

The 1995 Management Action Plan, authored by the Steel Industry Heritage Corporation, built on the earlier research of the Concept Plan, and received approval and recognition from City and County authorities. Congress acknowledged the national significance of the resources and heritage of the region, designating the Steel Industry American Heritage Area under the Omnibus Parks Bill (Public Law 104-333; Division II, Title IV) on November 12, 1996. The Steel Industry Heritage Corporation was recognized as the coordinating entity. The name of the Heritage Area was changed to Rivers of Steel National Heritage Area in 1999 (Public Law 106-113). The name of the Heritage Area coordinating entity was changed to Rivers of Steel Heritage Corporation on January 1, 2012. The Secretary of the Interior approved the Rivers of Steel National Heritage Area Management Action Plan in December of 2000.

### 2.2.1 Authorizing Legislation and NHA Vision and Mission

The mission of the RSNHA is to: “conserve, interpret, promote and manage the historic, natural and recreational resources of steel and related industries of Southwestern Pennsylvania, and to develop uses for these resources so they may contribute to the economic revitalization of the region”.

The authorizing legislation outlines two very broad-based purposes for the RSNHA:

1. To foster a close working relationship with all levels of government, the private sector and local communities in the steel industry region of southwestern Pennsylvania and empower the communities to conserve their heritage while continuing to pursue economic opportunities, and
2. To conserve, interpret, and develop the historical, cultural, natural, and recreational resources related to the industrial and cultural heritage of the seven county region of southwestern Pennsylvania

The objectives of the RSNHA are:

1. **Conservation** of living cultural traditions and promotion of cultural continuity in the regions industrial communities through folk-life documentation and programming;



2. Revitalization of the river valleys into a system of sites to be used for public **recreation**;
3. **Preservation** and stewardship for a broad network of regional sites and artifacts that document the rich, multifaceted story of the Steel Industry heritage;
4. Communicating information and “stories” about the Rivers of Steel contributions to regional and national history and culture through **Education and Interpretation**;
5. Encouraging **Economic Development** in the Rivers of Steel region through developing river boat tours that support increased tourism, targeted businesses and facilities development near river landings, and real estate opportunities that can leverage economic development. These activities aimed to create jobs and promote community revitalization in the Rivers of Steel regions; and
6. Engagement of the National Park Service, the Pennsylvania Heritage Park Program, the eight counties of the heritage area and other federal and state agencies as **partners in heritage area** planning.

The Management Action Plan was intended to weave together cultural and historic resources in a way that makes the heritage visible, exciting, and accessible. The plan documented the historic legacy, describes a vision strategy, and sets out an implementation plan. The Plan also develops a vision for five distinct Journey Areas in the region of Southwestern Pennsylvania which comprises the RSNHA:

The Five Journey Areas are:

1. Big Steel (Pittsburgh/Homestead - Allegheny County): *Major steel mill towns and sites*
2. Mountains of Fire: Mountains of Fire (Connellsville/Scottsdale - Fayette and Westmoreland Counties): *Coal mines and coke producing ovens in hills and towns*
3. Mosaic of Industry (New Kensington/Tarentum – Armstrong, Westmoreland, Allegheny and Butler Counties): *Diversified industry: steel, glass, aluminum, coal and electricity*
4. Fueling a Revolution (Brownsville/Rices Landing - Washington, Greene, Westmoreland and Fayette Counties): *Center of river, national road and railway transportation in region; critical to providing coal to steel mills*

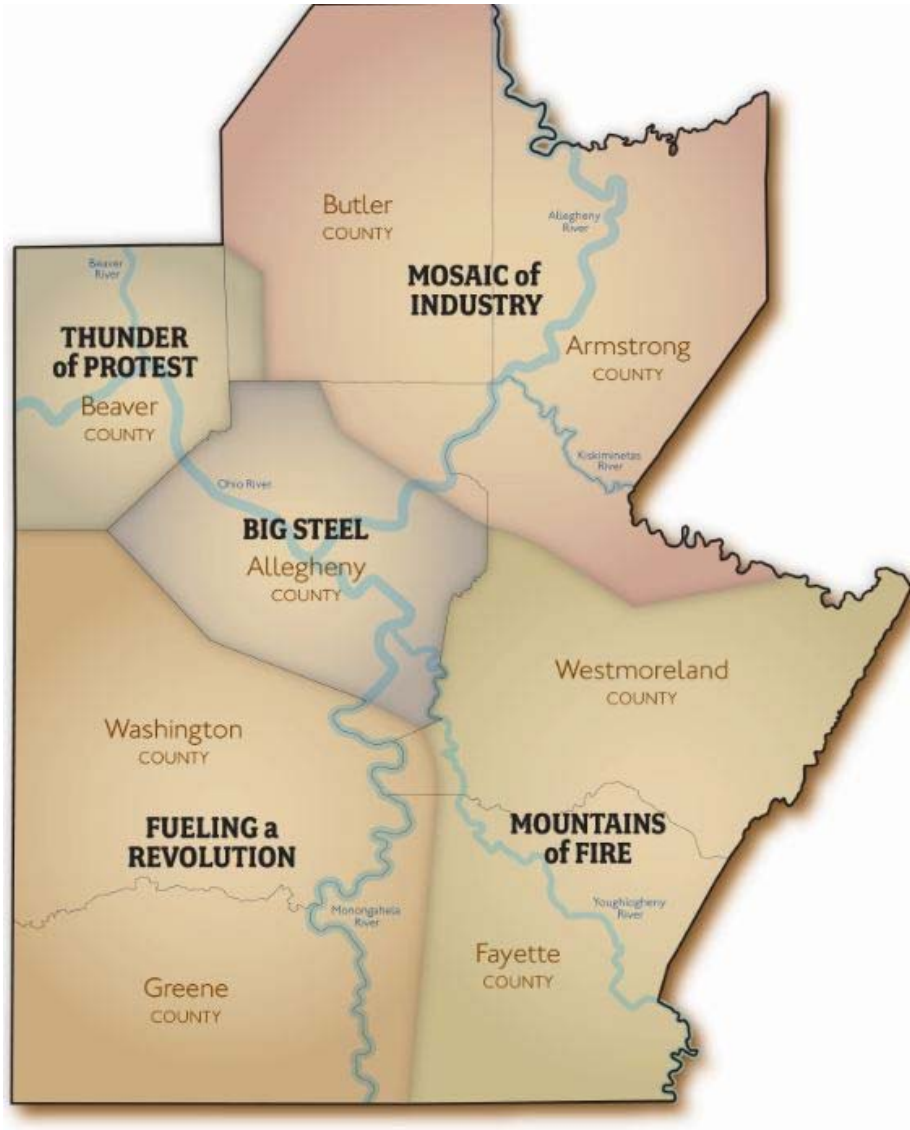
5. Thunder of Protest (Aliquippa/ Ambridge – Beaver County): *Center of labor union victory in 1930s*

The management plans for the River Journeys outline activities and programs have been directed toward restoring and preserving the heritage area’s natural and man-made structures; designing and implementing programs and resources for education and interpretation; enhancing economic development in the area; enhancing recreational usage of portions of river landings and trails, marketing and advertising; and, participating in community planning efforts that affect the heritage area.

Adaptive management changes occurred during the fifteen years since the RSNHA designation: these are discussed in more detail in Section 5.2. The original Boat Tours which called for the RSNHA to own and operate boats along the rivers in the region was found to be not feasible economically. Costs were prohibitive, and beyond RSHC resources. The decision was made to have ownership of the boats move to the Gateway Clipper Fleet, which permitted the concept to be realized while preserving RSHC resources for other options. The RSHC operates tours, *the Lords of the Mon*, on these boats. The RSHC then concentrated on extensive development of river trails and landings (see discussion in Section 3 and 4).

The other change was largely influenced by the State of Pennsylvania’s decision to sharply reduce Pennsylvania Heritage Parks Program funding for State Heritage Areas effective in 2008 in response to the economic downturn. The RSHC had used the State funds to make grants for community conservation and preservation projects, where control of the project remained essentially under local community leadership. With the reduction in this line of State funding in 2008, these grants could no longer be made. While the State has recently restored some of these funds through Partnership Grants, funding does not approach previous levels. From 2008 on, significantly more investments are made in the Big Steel Journey Area and projects that are under the direct control of the RSNHA staff. In addition, the Board of Directors and staff of the RSHC increased their attention to developing a Receptive Services industry focused on increasing tourist activity, which would contribute to the sustainability of the RSNHA. Planning emphasized tourist development around key assets in the Homestead National Historic District, and other Historic resources in the RSNHA. Activities remain entirely within the purpose and goals of the legislation and management plan, but the specific activities have showed a shift over time. More detail on activities is provided in Section 3.

Figure 2.1 Diagram of Rivers of Steel National Heritage Area



## 2.2.2 The Rivers of Steel Heritage Corporation's Organizational Structure

### RSHC and the Board of Directors

The RSHC operates as the RSNHA's coordinating entity and has general oversight over RSNHA management and program staffing. It is currently comprised of a 24-member Board of Directors, plus the RSHC President. Board members are representative of the stakeholder groups that comprise the RSNHA's constituency: union leaders; representatives of local businesses and industry; County government and universities. There are five ex-officio members, including representatives of the state and federal legislature and the superintendent of Fort Necessity National Park; and two at-large members. The current Board Member roster is provided in Appendix 6.

Each Board member serves a three year term, and cannot be re-appointed for more than three consecutive terms. Board members are representative of the communities and organizations supporting the purposes of the Corporation. The Board typically meets every other month to review business and projects related to the RSNHA.

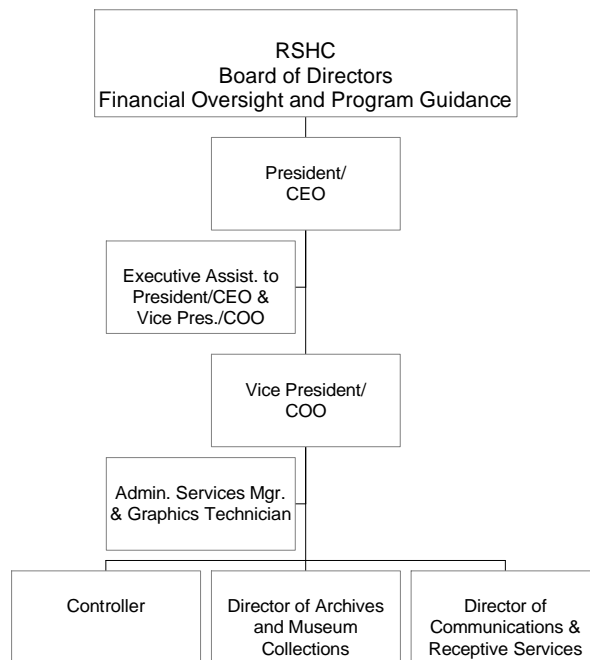
Board members who were interviewed indicated that this was a relatively active board, meeting regularly to review finances and make decisions on projects of the RSNHA. In addition, there are three committees and five task forces that meet as necessary: (more detail on committee/task force role is provided in Section 5.1).

- Executive Committee
- Audit Committee
- Nominating Committee
- Funding Task Force
- Strategic Planning Task Force
- Building And Program Task Force
- Business Development Task Force
- Advocacy Task Force

The President and Chief Executive Officer of the RSHC has led the organization since 1990. Additional staff include an executive assistant; chief operating officer; vice president, administrative services manager; controller; and a full-time Director of Archives and Museum Collections and Director of Communication and Receptive Services.

The organizational Chart for the RSHC is provided in Figure 2.1:

**Figure 2.2 Organizational Chart of the RSHC.**



Members of the RSHC staff serve on many of their partner Board of Directors; and many of the key partner organizations have representatives on the Board of Directors of the RSHC. In addition, informants in our interviews with many of the key partner organizations indicated that interaction, both formal and informal, is common and critical to individual and mutual partner planning strategies.

## **2.3 RSNHA's Relationships with Partners/Stakeholders and NPS**

Beginning in 1995, the RSHC partnership efforts with key partners and stakeholders have played a significant role to incorporate the mission and goals for heritage conservation, promotion, interpretation, community outreach, technical assistance and grant-making in five Journey Areas. Key partners include the State Heritage Park Program, and the National Park Service. Partner and stakeholder activities are described in more detail in Section 3.

### **2.3.1 Partners and Stakeholder Organizations Relationships**

A critical component of the RSHC's mission is to execute a coordinated effort that involves the use of different, federal, local, state, public and private organizations in and around Pennsylvania. In the Management Plan of Action:

“As a designated Heritage Area of the Commonwealth of Pennsylvania, and as a proposed National Heritage Area, the Rivers of Steel Heritage Area will promote intergovernmental cooperation on every level - municipal, county, state, and federal. Through Rivers of Steel, Regional Journey Organizations will be able to access the appropriate government agencies to facilitate the implementation of economic, conservation, educational and recreational strategies and projects.” (RSNHA Management Action Plan, 1995 p. 21)

The RSHC established partnerships and stakeholder relationships throughout the Southwestern Pennsylvania region. Appendix 7 provides a complete list of the substantial number of organizations whose partnership with RSHC 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 a State and a Federal Heritage Area, the RSHC receives funds from the National Park Service HPP funds and the Pennsylvania Heritage Park Program. Other major federal and State funding sources include:

## **Federal**

- National Park Service
  - Rivers And Trails Conservation Association
  - Save America's Treasures
- Federal Highway Administration Historic American Buildings Survey
- United States Department Of Health And Human Services
- Department Of Housing and Urban Development
- National Endowment For The Arts

## **State**

- Institute Of Cultural Partnerships
- Pennsylvania Council Of The Arts
- Department Of Community And Economic Development
- Department Of Conservation And Natural Resources
- Earned Income Tax Credit
- Pennsylvania Humanities Council
- Pennsylvania Historic Museum Commission

## **Local**

- Mid Atlantic Arts Foundation
- Redevelopment Authority Of Allegheny County
- Allegheny Regional Asset District

## **Private**

- Pittsburgh Foundation
- RK Mellon Foundation
- McCune Foundation
- Heinz Endowment
- NTHP Forbes Fund

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

- Representatives from the eight Counties comprising the RSNHA
- Trail organizations
- Environmental groups
- Historic preservation organizations
- Cultural organizations
- Artists
- Art organizations
- Businesses (Regional Industrial Development Corporation; Continental Real Estate Development Corporation)
- State, county and municipal governments
- State commissioners
- Foundations
- Tourism businesses (e.g., hotels, tour providers)
- Tourist promotion agencies and convention & visitors bureaus
- Unions
- Railroads
- Utilities
- Steel companies
- Schools, universities and other educational organizations
- Community development organizations and other community non-profits
- Other NHAs & state heritage areas
- Other state, federal and local government representatives

Table 2.1 presents a select number of community partners, that were chosen to be interviewed because they represent diversity throughout the Journey areas of the RSNHA, as well as in the Strategy/Activity Area best represented in their partnership with the NHA.



**Table 2.1 RSHC Community Partners**

<b>Partner</b>	<b>Journey Area</b>	<b>Strategy/Activity Area</b>
Allegheny County Economic Development	Big Steel: Pittsburgh/Homestead	Economic and Community Revitalization; Cultural Conservation, Recreation/River Trails and Landings
Alle-Kiski Historical Society & Museum, Tarentum	Mosaic of Industry: New Kensington/Tarentum	Education and Interpretation
Blemahdhoo's African Market Place	Big Steel: Homestead	Economic and Community Revitalization Cultural Conservation
Brownsville Area Revitalization Corporation	Fueling a Revolution: Brownsville	Economic and Community Revitalization, Recreation/River Trails and Landings
Bulgarian-Macedonian National Educational and Cultural Center	Big Steel: Homestead	Cultural Conservation; Resource Conservation
Carnegie Library of Homestead; Munhall	Big Steel: Pittsburgh/Homestead/Munhall	Resource Conservation Education and Interpretation
Coal and Coke Heritage Center	Mountains of Fire: Uniontown	Education and Interpretation Cultural Conservation
Connellsville Historical Society	Mountains of Fire: Connellsville	Education and Interpretation Cultural Conservation
Courtyard by Marriott, Pittsburgh West Homestead/Waterfront	Big Steel: Pittsburgh/Homestead	Economic and Community Revitalization
Friends of the Foundry/WPA Blacksmith's Association	Fueling a Revolution: Rices Landing	Resource Conservation
Gibson House--Connellsville	Mountains of Fire: Connellsville	Resource Conservation
Greene County Board Of Commissioners	Fueling a Revolution: Waynesburg	Economic and Community Revitalization Recreation/River Trails and Landings
Greene County Tourist Promotion Agency	Fueling a Revolution: Waynesburg	Economic and Community Revitalization Recreation/River Trails and Landings
Greensboro Borough,	Fueling a Revolution:	Economic and Community

<b>Partner</b>	<b>Journey Area</b>	<b>Strategy/Activity Area</b>
County Council	Greensboro	Revitalization
Greensboro Borough, Business Council	Fueling a Revolution: Greensboro	Economic and Community Revitalization
Lenzner Tour and Travel Department	Big Steel: Pittsburgh	Economic and Community Revitalization Recreation/River Trails and Landings:
Council, Borough of Rankin	Big Steel: Rankin Borough	Economic and Community Revitalization Recreation/River Trails and Landings
Pittsburgh Partnership for Neighborhood Development	Big Steel: Pittsburgh	Economic and Community Revitalization
Pittsburgh Transportation Group	Big Steel: Pittsburgh	Economic and Community Revitalization Recreation/River Trails and Landings:
Reed Smith Centre	Big Steel: Pittsburgh/Homestead	Economic and Community Revitalization
Tourism and Cultural Heritage, Visit Pittsburgh	Big Steel: Pittsburgh	Economic and Community Revitalization Recreation/River Trails and Landings:
W. A. Young and Sons Machine Shop and Foundry, Rices Landing	Fueling a Revolution: Rices Landing	Resource Conservation
West Overton Museums--Scottdale	Mountains of Fire: Scottdale	Education and Interpretation
Westmoreland Museum of American Art--Greensburg	Mountains of Fire: Greensburg	Education and Interpretation

As discussed in Section 3, the RSHC actively pursues opportunities for engaging stakeholders throughout the region. Their model calls for identifying local stakeholders with a vested interest in and ownership of resource development or conservation. While the RSHC offers limited financial support as well as technical assistance and consultation it places emphasis on grassroots ownership of projects. This ensures that the project is sustainable through time and that it has the requisite community support for success. Section three will highlight select examples of these activities accomplishments.

### **2.3.2 RSNHA Partnership with NPS**

The RSHC had a strong working relationship with the NPS prior to designation in 1996. The NHA Liaison of the NPS Northeast Regional office as well as representatives from the Fort Necessity National Park were active planning partners that produced the final Concept Plan for the Steel Industry Heritage Project in 1993. This Concept Plan formed the basis for future planning that was key to obtaining designation as a National Heritage area for the region.

The NHA liaison in the Northeast Regional Office of the NPS, indicated a strong positive partnership with the RSHC from its inception. The Regional Office has remained a valuable planning partner in addition to the national and local offices of the Park service. Much of the RSHC preservation efforts have centered on properties of national significance, including many nominations for designation as a National Historic Property, Landmark or District. The RSHC has worked with the following NPS offices:

- Save America's Treasures
- National Register of Historic Places
- National Historic Landmarks Program
- Rivers, Trails and Conservation Assistance (Morgantown field office)
- Fort Necessity

The RSHC has received technical assistance in river trail development from the Rivers, Trails, and Conservation Assistance Program through their Morgantown Field Office. The Superintendent of Fort Necessity is an active partner with the RSHC and is on the RSHC Board of Directors. The RSHC continues to work with the NPS in a way that fulfills the expectations in the original legislation as well as the management plan. More details on the partnership with NPS are provided in Section 3.3.

## **2.4 RSNHA Timeline**

Prior to receiving the federal NHA designation in 1996, the RSHC has undertaken a range of activities supporting the restoration, conservation, and interpretation of the Rivers of Steel region

and the resources that are encompassed within the RSNHA boundaries. A detailed list of the accomplishments is included in Appendix 7. A few of the key milestones include:

**Table 2.2 Rivers of Steel Timeline**

Year	Activity
1990	<ul style="list-style-type: none"> <li>■ Save and begin restoration of the 48 inch Mill</li> </ul>
1991	<ul style="list-style-type: none"> <li>■ Homestead Steel Works &amp; Carrie Furnaces Feasibility Study &amp; Master Plan</li> </ul>
1992	<ul style="list-style-type: none"> <li>■ Homestead Economic Revitalization Corporation acquired Bost Building: future home of Steel Industry Heritage Interpretive and Visitor Center</li> </ul>
1993	<ul style="list-style-type: none"> <li>■ Steel Industry Heritage Project Concept Plan</li> </ul>
1995	<ul style="list-style-type: none"> <li>■ Management Action Plan: includes Big Steel (BS); Fueling a Revolution (FAR) and Mountains of Fire (MOF) Journey Areas.</li> </ul>
1996	<ul style="list-style-type: none"> <li>■ April: Designation as a State Heritage Area</li> <li>■ November: Designation as a National Heritage Area</li> <li>■ Grant to Greene County Historical Society to restore W. A. Young and Sons Machine Shop and Foundry</li> <li>■ Initial funding of Three Rivers Heritage Trail</li> <li>■ Grant to River Quest: begins development of North Shore Riverfront in Pittsburgh</li> <li>■ Begin Folklife Program</li> </ul>
1997	<ul style="list-style-type: none"> <li>■ Begin training of former steelworkers and laborers as docents for NHA sites</li> <li>■ Restoration partnership begun with Carnegie Libraries (multiple journeys)</li> <li>■ Renovations to Flatiron Building Visitors Center in Brownsville (FAR)</li> <li>■ Allegheny Trail Alliance Master Implementation Plan</li> </ul>
1998	<ul style="list-style-type: none"> <li>■ Earned National Historic Landmark status for the Battle of Homestead sites (Bost Building, and Homestead sites)</li> <li>■ Began River Tours in Allegheny County</li> <li>■ Obtained DHHS Urban and Rural Community Economic Development Program funding</li> <li>■ Complete Monongahela River Conservation Plan</li> </ul>
1999	<ul style="list-style-type: none"> <li>■ RSHC acquires ownership of Bost Building</li> <li>■ Provided critical planning resources for major North Shore Riverfront development</li> <li>■ Submit Environmental Assessment for the management plan;</li> </ul>

Year	Activity
	<ul style="list-style-type: none"> <li>■ The Pittsburgh Foundation donated grant money to fund the Afro-American Music and Culture video documentary for the Alle-Kiski Valley (MOF)</li> </ul>
2000	<ul style="list-style-type: none"> <li>■ Letter of Authorization, approval of Management Plan (Interior Department)</li> <li>■ Added Armstrong County Plan to Management Action Plan</li> <li>■ Begin bus tours (develop into receptive services)</li> <li>■ Renovations begin on Bost Building</li> </ul>
2001	<ul style="list-style-type: none"> <li>■ Transfer of historic Homestead Site (Pump house and water tower) to RSHC Acquired Rankin Hot Metal Bridge from the Continental Real Estate Development Corporation</li> <li>■ Acquired 99 year easement for River Trail through historic waterfront</li> <li>■ Began River Trail development and interpretive signage</li> <li>■ Complete Thunder of Protest (TOP) Action Plan</li> <li>■ Complete Mosaic of Industry (MOI) Journey Action Plan</li> </ul>
2002	<ul style="list-style-type: none"> <li>■ Steel Industry Heritage Interpretive and Visitor Center opens in Bost Building</li> <li>■ Major development of Steel Heritage Trail</li> <li>■ Continue DHHS Community Economic Development Program projects</li> </ul>
2003	<ul style="list-style-type: none"> <li>■ Completion of the Journeys Action Plan, Phase II completed</li> <li>■ Began RSNHA Public Awareness Campaign</li> <li>■ Sponsored by Alliance of National Heritage Areas (ANHA), the Heritage Development Institute was initiated at the International Heritage Development Conference</li> </ul>
2004	<ul style="list-style-type: none"> <li>■ Open Kittanning River Front Park and Landing, boat dock and amphitheater (MOI)</li> <li>■ Ford City Museum/ Incubator Project grant to plan Heritage and Technology Park</li> <li>■ Routes to Roots, a driving guide through the five RSNHA Journey Areas,</li> </ul>
2005	<ul style="list-style-type: none"> <li>■ Allegheny County purchased Carrie Furnace from Park Corporation: stabilization begins</li> <li>■ International and Regional Exhibit “Born of Fire” premieres at Westmoreland Museum of American Art (MOF)</li> <li>■ Designation of RSHC as Regional Folklife Program through Library of Congress</li> </ul>

Year	Activity
2006	<ul style="list-style-type: none"> <li>■ Carrie Furnace designated national Historic Landmark</li> <li>■ Grant to Allegheny-Kiski Historical Society to plan restoration of historic building for museum and interpretive space (MOI)</li> <li>■ Completion of the access site <i>Friends of the Riverfront: Three Rivers Water Trail</i></li> </ul>
2007	<ul style="list-style-type: none"> <li>■ Brownsville Wharf/River Landing 07-08 (FAR)</li> <li>■ Support for the improvements to the heritage tourism planning and implementation of all Journey Areas</li> <li>■ Improvements of facilities, riverfront signage, and river landings underway</li> </ul>
2008	<ul style="list-style-type: none"> <li>■ Carrie Furnace Hard Hat Tours begin</li> <li>■ Heritage Area was awarded a grant to serve as matching funds for the W. A. Young and Sons Machine Shop and Foundry (FAR)</li> <li>■ Received a Renaissance Grant from the Allegheny Regional Asset District (RAD) for <i>Seeing Pittsburgh</i>, an oral history and photojournalism project</li> </ul>
2009	<ul style="list-style-type: none"> <li>■ Acquired W. A. Young and Sons Machine Shop and Foundry in Rices Landing (FAR)</li> <li>■ Formally begin Receptive Services for all five Journey areas</li> <li>■ Heritage Partnership Grant was awarded to service eight Counties in the area</li> </ul>
2010	<ul style="list-style-type: none"> <li>■ Convey bridge to county development authority</li> <li>■ Accomplishments in the improvement of trails, signage and tours for visitors in each of the five Journey Areas</li> <li>■ Provided support for the Folkart and Pennsylvania Picture Exhibition in each of the five Journey Areas</li> </ul>
2011	<ul style="list-style-type: none"> <li>■ Ohio River Valley Trail Thunder of Protest .</li> <li>■ Carrie Furnace Hard Hat Tours expand: Carrie Furnace History DVD published</li> <li>■ Revisions to the Management Action Plan</li> </ul>

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

## Section 3: RSNHA Fulfillment of the Authorizing Legislation and Management Plan

### 3.1 Goals and Objectives of the RSNHA

In authorizing the Rivers of Steel National Heritage Area, Public Law 104-333 outlined two purposes:

1. To foster a close working relationship with all levels of government, the private sector and local communities in the steel industry region of southwestern Pennsylvania and empower the communities to conserve their heritage while continuing to pursue economic opportunities, and
2. To conserve, interpret and develop the historical, cultural, natural and recreational resources related to the industrial and cultural heritage of the seven county region of southwestern Pennsylvania

In order to fulfill this purpose, the RSHC, the Rivers of Steel Heritage Center (RSHC) developed a management plan, the RSNHA Management Action Plan that established the following objectives:

1. **Preservation** and stewardship for a broad network of regional sites and artifacts that document the rich, multifaceted story of the Steel Industry heritage;
2. Communicating information and “stories” about the Rivers of Steel contributions to regional and national history and culture through **Education and Interpretation**;
3. Encouraging **Economic Development** in the Rivers of Steel region through developing river boat tours that support increased tourism, targeted businesses and facilities development near river landings, and real estate opportunities that can leverage economic development. These activities aimed to create jobs and promote community revitalization in the Rivers of Steel regions.
4. **Conservation** of living cultural traditions and promotion of cultural continuity in the regions industrial communities through folk-life documentation and programming;
5. Revitalization of the river valleys into a system of sites to be used for public **recreation**;

6. Engagement of the National Park Service, the Pennsylvania Heritage Park program, the eight counties of the heritage area and other federal and state agencies as **partners in heritage area** planning

In addition, during the data collection site visit in February, the RSHC and the evaluation team constructed a logic model which related the mission and objective to five Strategy and Activity areas:

- Resource Conservation
- Recreation/River Trails and Landings
- Education and Interpretation
- Economic and Community Revitalization
- Cultural Conservation

The relationships between the authorizing legislation purpose, the RSNHA Management Action Plan and the Strategy and Activity areas can be seen in Table 3.1:



Table 3.1 RSNHA Goals and Activities

Purposes as Specified in Legislation	RSNHA Management Plan Goals	Current RSNHA Goals/Activities
<p>(1) To foster a close working relationship with all levels of government the private sector in the local communities in the steel industry region of southwestern Pennsylvania and to empower the communities to conserve their heritage while continuing to pursue economic opportunities</p>	<p><b>Preservation</b> and stewardship for a broad network of regional sites and artifacts that document the rich, multifaceted story of the steel industry heritage</p> <p>Encouraging <b>Economic Development</b> in the Rivers of Steel region through developing tours that support <b>increased tourism</b>, targeted businesses and facilities development near river landings, and real estate opportunities that can leverage economic development.</p> <p>Engagement of the National Park Service, the Pennsylvania Heritage Park program, local governments, the eight counties of the heritage area and other federal and state agencies as <b>partners in heritage area planning</b></p>	<p>Resource Conservation</p> <p>Economic and community revitalization</p> <p>Recreation/River Trails and Landings</p>
<p>(2) To conserve, interpret and develop the historical, cultural, natural and recreational resources related to the industrial and cultural heritage of the eight county region of southwestern Pennsylvania</p>	<p><b>Conservation of living cultural traditions</b> and promotion of cultural continuity in the regions industrial communities through folk-life documentation and programming;</p> <p>Communicating information and stories about the Rivers of Steel contributions to regional and national history and culture through <b>education and interpretation</b></p> <p>Revitalization of the river valleys into a system of sites to be used for <b>public recreation</b></p>	<p>Cultural conservation</p> <p>Resource Conservation</p> <p>Education and Interpretation</p> <p>Recreation/River Trails and Landings</p> <p>Economic and Community Revitalization</p>

## 3.2 RSNHA Activities and Impacts

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

The RSHC provides leadership and support to organizations throughout the RSNHA through the following activities that support the strategies identified in the logic model:

**Technical Assistance** across the five strategy/activity areas. Technical assistance activities include assistance in applying for grant funding; support for nominations to the National Register of Historic Places; archival or curating assistance for exhibits or cataloguing materials; support for organizations in folk art/folklife conservation activities or trainings; research and assistance in accurate historical conservation content and techniques and public relations and marketing.

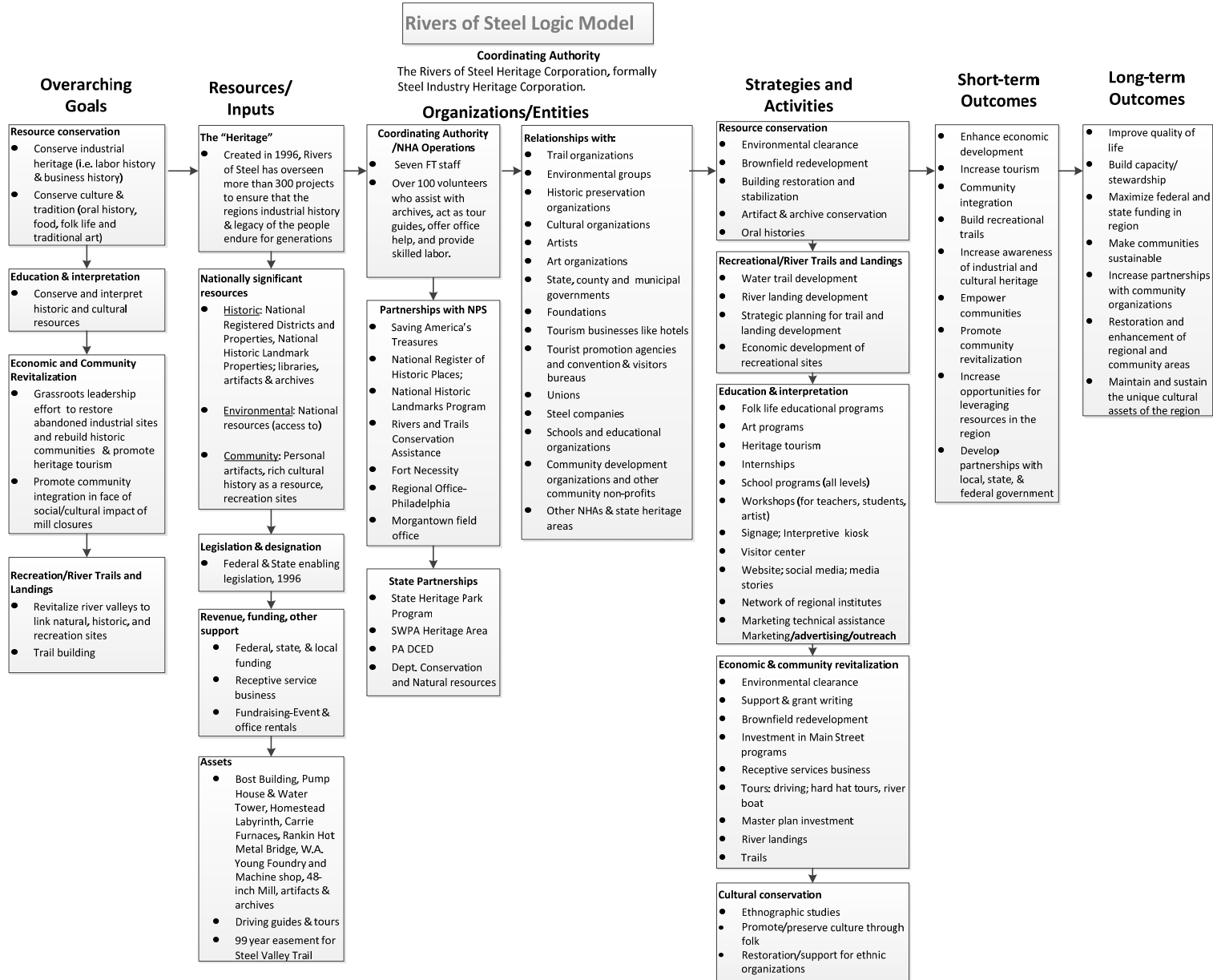
**Consultation** throughout the RSNHA on project design and implementation across the five strategy areas. Consultation activities include strategic planning such as identifying potential funding partners; and participating in regional planning groups with other state, federal and local governmental and community organizations, design and architectural planning.

**Grant Based Partnerships:** organizations, local governments, and non-profits can apply for grants for projects across the five strategy areas.

**Planning:** As both a State and Federal Heritage area, the RSHC, particularly through its President and CEO, has established long standing organizational and political partnerships at the State, local and federal levels, which are a critical resource in collaborative planning with partners.

The discussion provides a description of how these activities support implementation of activities across the five strategy areas of the RSNHA.

Figure 3.1 Rivers of Steel Logic Model



### 3.2.1 Resource Conservation

#### Description of Activities

RSHC activities associated with resource conservation are focused on the preservation, restoration and rehabilitation of structures with historic significance in the industrial history of the RSNHA. The RSHC has put considerable resources into the development of river trails and landings throughout the RSNHA since authorization. These activities fulfill the goal 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 eight county region of southwestern Pennsylvania*, as well as the goal of the management action plan calling for *Preservation and stewardship for a broad network of regional sites and artifacts that document the rich, multifaceted story of the steel industry heritage*.

The RSHC implements Resource Conservation efforts throughout the RSNHA by:

- Preserving the properties and sites of the Steel Making era
- Providing grants and technical assistance to community organizations to implement resource conservation and archiving activities
- Preserving and archiving the material artifacts of the Steel Making era

Over 60 Resource Conservation projects were undertaken by the RSHC since authorization (see Appendix 7: highlights of the projects are provided in Table 3.2.) In addition to these conservation projects, the RSHC has provided the research and other groundwork for designation on the National Register of Historic Properties for many of the buildings on which they have worked, such as the six discussed in this section. There are a wide variety of conservation activities, ranging from the archiving and restoration of documents and other artifacts, to the restoration of historic buildings, and joint planning ventures with governmental and community organizations to both acquire and restore property.

Since RSNHA legislation precludes the RSHC from investing NPS funds in acquiring properties, non-NPS funds are used for conservation projects that involve the acquisition of property. The sources of NHA funding are discussed in detail in Section 5 but we can note here that the RSHC receives significant funds from the multiple agencies within Commonwealth of Pennsylvania, private donations and other federal sources. These funds are available for acquisition of property. In some cases the RSHC acquires property for the purpose of precluding loss or demolition of the property until a more suitable owner can be found, such as in the case of the Rankin Hot Metal Bridge

described below. In select properties of National significance, e.g., the Bost Building, the Carrie Furnace and W. A. Young and Sons Machine Shop and Foundry (see below), the RSHC acquires the property for resource conservation as well as for economic and community revitalization.

*The Homestead National Historic District and the Carrie Furnace National Historic Landmark*

The Homestead National Historic District is located in the boroughs of Munhall, Whitaker, Homestead and West Homestead, is comprised of the site of the River Landing and Homestead strike of 1892 (including the Pump House and Water Tower), and the Bost Building itself, which served as the Union Headquarters during the historic strike. The Bost Building was acquired by the RSHC in 1998, and required extensive stabilization and conservation. Over \$4.5 million dollars were acquired for the acquisition, stabilization, and rehabilitation of the Bost Building. It was opened as the Steel Industry Heritage Interpretive and Visitor Center in 2002. The Carrie Furnace National Historic Landmark, which is comprised of the historic Carrie Furnace and the Rankin Hot Metal Bridge, is located within the boroughs of Rankin and Swissvale. Over \$2 million dollars were acquired for the stabilization, planning and restoration work at the Carrie Furnace and nearby pump house and water tower. These two sites are at the core of the Big Steel Journey, and have been an important focus of RSHC activity. RSHC worked to have the National Historic designations awarded to these sites.

The Carrie Furnace property was purchased from US Steel in 1988 by the Park Corporation. RSHC got involved when the Park Corporation sought to sell the property and began a process of negotiating a transfer. This was accomplished in 2005, when the property was purchased by the Redevelopment Authority of Allegheny County (RAAC) for redevelopment and preservation. The process of negotiating with Allegheny County to acquire the site, and formulating and implementing redevelopment plans and strategies, transpired over a period of over ten years, and involved much strategic planning. At one point the RSHC or partners had control of the Rankin Hot Metal Bridge while the Park Corporation owned the Furnace and nearby land. However, as the RSHC and partners, including the RAAC, continued planning for the site they were able to negotiate an easement through the site from the railroad organization that held those rights. This easement was vital to the continuing development of the River Trail in this area. It was also the only reasonable access road into the entire site which was influential in the eventual transition of the property to the RAAC.

Another strategic step in the development process was the exchange of the Rankin Hot Metal Bridge for the Furnaces. RSHC had acquired the bridge, valued at \$1.3 million, from the Union Railroad in 2001. The County wanted the bridge, which was owned by RSHC, in order to convert it for vehicular traffic. RSHC, on the other hand, wanted the Furnaces in order to preserve them and develop an interpretive site. An exchange was accomplished by RSHC selling the bridge to the County for \$1, and the County in turn giving an intermediate term lease of the furnaces to RSHC for \$1 yearly. Once the RAAC had rights to the Rankin Hot Metal Bridge, it could apply for and receive a \$10 million grant from the Department of Transportation for a flyover ramp to provide easy vehicle access to the site for further economic and tourist development. This provides an example of how RSHC activity can act to leverage additional funding and development.

The property acquisition and redevelopment plans have been guided with input from a Carrie Furnace steering committee that includes representatives from the local municipalities, RSHC, Allegheny County, State and Federal officials, and others. Those plans include developing the furnaces into a steel heritage museum, converting the Hot Metal Bridge for automobile transportation, tail and mixed-use industrial and commercial development (housing, office buildings, retail establishments, etc.).

#### *Other Resource Conservation Projects*

RSHC has undertaken over 60 resource conservation projects throughout the RSNHA. The W.A. Young and Sons Machine Shop and Foundry is another project where the RSHC worked toward a successful designation as a Historic Site and acquired the property being renovated. The machine shop sits on the Monongahela River at Rices Landing, and is a circa 1900 machine shop and foundry that closed its doors in 1965, leaving intact inside still operational machinery and tools dating back to the 1800s. The foundry was in need of immediate roof repairs and extensive restoration. In our interview with the County Commissioner she noted that it was her plan to transition the property from the ownership of the local Historical Society to that of the RSHC as a condition of providing funds for restoration. She felt that the RSHC had a demonstrated track record of managing restoration efficiently. This approach was eventually agreed to, and the ownership was transferred from the Historical Society to RSHC in 2009. RSHC subsequently acquired funds to repair the roof, and has since provided additional grants to support further restoration

As can be seen from Table 3.3, there is a wide variety in the resource conservation projects that RSHC undertakes. They range from grants to renovate stairs (as for example with the Carnegie

Library in Homestead) to large projects like the Carrie Furnace site noted above. On occasion, the partner sites, such as the Rices Landing site and the W. A. Young and Sons Machine Shop and Foundry, emerged as areas of conservation interest in the early planning process for the RSHC.

Local community organizations can also apply for grant support, as in the case of the Gibson House, an Historic Property (circa 1870) home in Connellsville that is believed to have been the home of a local iron master. In 2001, the house was severely damaged by fire, and sold for demolition. Understanding the historical importance of the site, the Connellsville Area Historical Society purchased it from the demolition company with the aim of restoring it and converting it into a research and education center, and new home for the Historical Society. The building was, however, in need of significant structural repairs, including a new roof. At that point the Historical Society got in touch with RSHC as a possible source of restoration funds. The RSHC supplied funds to stave off immediate collapse, and then provided technical assistance to the Connellsville Redevelopment Authority in identifying a funding source and writing the grant to acquire additional restoration funds, which were awarded the Historical Society in 2005. The grant funds were subsequently used for a variety of structural repairs, including a newly designed front door consistent with the original design of the house, light fixtures, wall construction, plastering and painting, and new windows. The RSHC archivist also contributes information on the historical accuracy of restoration efforts. The Historical Society continues to work to finalize the renovation, and has begun to develop historical displays with items donated by community members and others. According to the members of the Historical Society who met with the interview team, the funding from RSHC was vital and came at an especially critical time. Without the funding to do immediate renovations, the house was in danger of disintegrating beyond repair, and would have been lost forever.

The RSHC has a full time Archivist and Historian, who makes substantial contributions to both conservation and education and interpretation projects, as he archives and catalogues large numbers of materials that have come to or were acquired by the RSHC over the past fifteen years. He can provide the images or artifacts that can be used in restoration (as in the Bost Building) or provide the site with information pertinent to the proper restoration. Fifteen of the over 60 resource conservation projects undertaken by the RSHC were archival/artifact studies, including preparatory activities such as the creation of an Archive Catalogue and Database. Other archival efforts include working to archive the records of the Pittsburgh Courier; artifacts from Worker's Housing; and archival studies from the Duquesne Steelworks and other collections. In addition, community organizations and individuals contribute significant amounts of archival material to the RSHC, which has created an environmentally controlled environment for their review, cataloguing and

storage. These range from records of all sorts—industrial archives, drawings, plans, letters, etc.--to art work and artifacts of the era, such as furniture and especially old tools. These materials can be made available to other partners as needed, such as when the RSHC donated over 30 objects to the Westmoreland Museum of Art for its Born of Fire exhibit (see below). There is a partnership with Duquesne University in which graduate students in museum sciences intern with the RSCH to perform archiving, exhibit design and cataloguing in support of RSNHA projects.

## **Resource Conservation Outcomes**

We examined the following outcomes for resource preservation activities:

- Preserving the properties and sites of the Steel Making era in Southwestern Pennsylvania
- Preserving and archiving the material artifacts of the Steel Making era in Southwestern Pennsylvania

### *Preserving the properties and sites of the Steel Making Era in Southwestern Pennsylvania*

**RSHC has successfully fulfilled the legislative requirements in meeting resource conservation goals.** Evidence of the impact of RSHC’s conservation efforts across regional sites was gathered through site visits throughout the eight counties comprising the RSNHA; key informant interviews; document reviews and intercept interviews with members of the community. In particular we documented the preservation efforts that are focused on properties of National Significance, that is, buildings on the National Register of Historic Places, Landmarks, or Districts, including museums, private homes and industrial sites. The RSHC also provides the research and effort supporting the nomination and eventual designation of National Register status for properties in its area. For example there has been preservation work centered on the Homestead Historic District that includes the Bost Building, and the Pump House and Water Tower on the site of the Homestead strike of 1892; the RSHC also successfully obtained the Historic District designation for this site. These preservation efforts required strategic planning efforts in addition to financial and in-kind resources, as the various properties and sites needed to be acquired from various sources over a number of years, and involved the collaboration of over 10 local, state and federal RSHC partners.

We highlight major resource conservation efforts in Table 3. Appendix 7 lists over 60 resource conservation projects that have been undertaken by the RSHC. These projects are dispersed throughout the region of the RSNHA. These include projects that we described in some detail



above, including the acquisition and restoration of the Historic Property, W. A. Young and Sons Machine Shop and Foundry in Greene County at Rices Landing. Interviewees, including the Greene County Commissioner, attest that restoration would have not been possible without the planning and project management assistance of the RSHC. Other preservation efforts include historic homes, such as the Gibson House in Connellsville, museums in West Overton, Uniontown, and Tarentum, and in the Pittsburgh area.

All sources interviewed were highly consistent in detailing the contribution of the RSHC to the preservation efforts. In sites such as Homestead or Rices Landing, the RSHC plays a major financial as well as a consultative or technical assistance role. In other areas, sources note that the contribution of the RSHC includes not only the initial investment, which acts as seed money for other investors, but consultation, technical assistance and strategic planning by the RSHC staff that have made the preservation accomplishments possible. Examples of the consultation, technical assistance and planning contributions are provided in the description of RSHC activities, above.

#### *Preserving and archiving the material artifacts of the Steel Making Era in Southwestern Pennsylvania*

Fifteen of the 60 resource conservation projects we reviewed dealt specifically with the archiving and preservation of material artifacts of the Era of Big Steel in Southwestern Pennsylvania. In addition, RSHC has had a full time archivist and historian, the Director of Archives and Museum Collections. The archival projects funded by the RSHC include a wide array of material archiving and historical research efforts. In addition, the extensive archival collection kept under environmentally controlled conditions in the restored Bost Building contains a diverse assortment of printed records, art works and tools and other material culture from the Era. Interviewees, including the curator at the Westmoreland Museum of Art and the Director of the Brownsville Visitor Center and Museum, noted how useful the Director of Archives' contribution is to insuring the accuracy of an exhibit. His contributions to ensuring the accuracy of historical restoration is also attested ' by the Historical Society managing the Gibson House, and the Blacksmiths and other master craftsmen restoring the W. A. Young and Sons Machine Shop and Foundry.

Informants interviewed, including government officials, members of the tourist industry, members of historical associations, and the community intercept interviews we conducted, commented on the change in attitude resource conservation projects like the Homestead District or the W.A Young property, were having on residents of the area. Rather than being dismissive of the industrial past, people are beginning to find pride in the contribution the region and its residents made to the development of an important industrial base for the nation.

**Table 3.2 Resource Conservation**

<b>Year</b>	<b>Source of Other Funds</b>	<b>Project</b>	<b>County</b>
1996	Redevelopment Authority Of Allegheny County	Bost Building Stabilization and Restoration	Allegheny
1996	Pennsylvania Heritage Parks	B F Jones Library restoration	Beaver
1996	Pennsylvania Heritage Parks	Flatiron Building restoration	Fayette
1997	Pennsylvania Heritage Parks	Braddock Carnegie Library	Allegheny
1998	United States Department of Housing and Urban Development	CDGB Funds- Bost Building Rehabilitation	Allegheny
1999	Pennsylvania Heritage Parks	Allegheny-Kiski Valley Heritage Museum	Allegheny
1999	Pennsylvania Heritage Parks	State Theater Improvements - Uniontown	Fayette
2000	United States Department of Housing and Urban Development	Carrie Furnace Redevelopment Plan Ongoing Plan and Restoration	Allegheny
2001	Department of Community and Economic Development	Bost Building Rehabilitation	Allegheny
2001	R. K. Mellon Foundation	Worker Housing Restoration Study	Allegheny
2002	Pennsylvania Heritage Parks	Historic Pump house/Water Tower restore	Allegheny
2002	Pennsylvania Heritage Parks	West Overton Village Restoration	Westmoreland
2002	Pennsylvania Heritage Parks	Beaver County industrial Museum	Beaver
2004	Pennsylvania Heritage Parks	Mill Rehabilitation at Freeport	Armstrong
2005	Pennsylvania Heritage Parks	Historic Gibson House Renovation	Fayette
2005	Pennsylvania Heritage Parks	Smock Community Heritage Center restore	Westmoreland
2006	Pennsylvania Heritage Parks	Carnegie Library of Homestead renovation	Allegheny
2007	Pennsylvania Heritage Parks	Braddock Carnegie Library restoration	Allegheny
2008	Pennsylvania Heritage Parks	W A Young Machine Shop and Foundry Rehabilitation	Greene
2009	NPS - Save America's Treasures-	Pittsburgh Courier Archive Restoration	Allegheny

## 3.2.2 Recreation/River Trails and Landings

### Description of Activities

The RSHC has put considerable resources into the development of recreational use and river trails and landings throughout the RSNHA since authorization. These activities fulfill the goal 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 eight county region of southwestern Pennsylvania*, as well as the goal of the management action plan calling for *Revitalization of the river valleys into a system of sites to be used for public recreation*.

The RSHC supports Recreation/River Trails and Landings activities through:

- Planning, designing and constructing river trails and landings throughout the RSNHA
- Collaborative planning of recreational, trail and river landing projects with local government, tourist and business representatives to maximize the contribution of these projects to local economic and community revitalization.

As can be seen from the tables and charts in section 5, over \$8 million, or 44 % of the RSHC spending since authorization, has been in the recreation/river trails and landings strategy area. Of this over \$4.5 million was specifically designated by funding sources for river trail and landing projects.

In 1997 over \$2 million for trail construction was received from the federal government's Transportation Equity Act for the 21st Century. These funds have been used to construct the Three Rivers Heritage Trail that extends from Homestead to McKeesport along the Allegheny, Monongahela and Ohio Rivers. The RSHC was responsible for overseeing the development of the portion of this trail known as The Steel Valley Trail. This is a 9 mile portion of The Great Allegheny Passage, a continuous network of biking and hiking trails connecting Pittsburgh to the C&O Canal Towpath in Cumberland, MD. RSHC's role included obtaining the necessary easements and rights-of-way necessary to establish the trail. This included negotiating a donation to RSHC of the Rankin Hot Metal Bridge from the Union Railroad, which would continue the trail across the river. RSHC then exchanged the Bridge with Allegheny County to obtain rights to the Carrie Furnace site (see also discussion in 3.2.1). The historic Pump House serves as a natural trailhead for the trail, with available parking and nearby restrooms and other amenities. A RSHC Community Market now runs May through October on Sundays at the Pump House. The market features artisans, music, food

and vendors with an emphasis on local heritage. This has also served to substantially increase traffic to the site. The development of this trailhead is an example of how money spent for recreation/river trails and landings is directly connected to the development of a tourist base and expanded economic development and community revitalization.

In 2000, \$2,400,000 was received from the Federal Highway Administration for construction of the Mid-Mon River Landings. The Mid- Mon (Monongahela) Valley River Landings project established six intermodal river landings at locations in the mid-Monongahela Valley of Southwestern Pennsylvania, creating a network of river landings linking existing and new trails and transportation nodes. The six landing sites are at Monongahela, Donora, Monessen, Charleroi, Belle Vernon and Brownsville. This project is part of the effort to create links within a regional network on the Ohio, the Allegheny, and other sections of the Monongahela River in southwestern Pennsylvania.

Kittanning is the site of another RSHC river landing development. Kittanning had already begun to develop its riverfront area, having received federal funding for a park and amphitheater. RSHC then provided funding in 1998 to develop a river landing, with the funds being awarded through the non-profit Allegheny River Development Corporation. The landing was designed with a hard wall to make it possible to add a dock, and in 2000 RSHC provided additional funding for the design, purchase, and installation of docks. The docks are designed to float up or down with the river, and to be removed and stored during the winter, enhancing the recreational use of the river landing and its contribution to community revitalization.

The Steel Valley Trail and Mid-Mon Valley River Trail and landing development project are representative of the concerted regional development in river trails and landings. Other efforts include: the Brownsville Wharf and River Landing, the River Renaissance project in Westmoreland and Washington Counties, the Rock Furnace Trail in Armstrong County and Community River Landing Sites in Beaver County, and the Borough of Greensboro River Landings. Table 3.3 below presents additional select examples of Recreation/River Trails and Landings projects.

### **Recreation/River Trails and Landings Outcomes**

We examined the following outcomes for recreational usage/river trails and landings activities:

- Planning design and construction of river trails and landings throughout the RSNHA

- An increase in the number of tourist destinations contributing to the economic revitalization goals expected from the construction of trails and landings and other recreational opportunities.

*Planning, design and construction of river trails and landings throughout the RSNHA*

**RSHC has successfully fulfilled the legislative requirements in meeting recreation/river trails and landings goals.** The creation of river landings and trails throughout the RSNHA is confirmed by references in tour guide books and brochures (for example the River landings in the Mid-Mon Valley are documented in the Routes To Roots Trail Guide; portions of the nine mile Steel Valley Trail through Pittsburgh are attested in numerous visit Pittsburgh tourist publications and websites) as well as by our observations and interviews during the evaluation site visit. The Three Rivers Heritage Trail now runs for 22 miles along both sides of the Allegheny, Monongahela and Ohio Rivers. The Friends of the Riverfront was established to create this Trail and now operates a website guiding recreational use through the regions. Friends of the Riverfront was a recipient of a RSHC grant in 2006.

We visited the river landings at Rices Landing and Kittanning and the Brownsville Wharf Recreation Area. Many of the sites, for example, Kittanning and Brownsville, have plaques commemorating the contribution of the RSHC to their construction. We also interview representatives of Allegheny County and tourist organizations in the Pittsburgh area who spoke of the concerted planning and implementation of trail construction between the partners over the period since the NHA's authorization.

*An increase in the number of tourist destinations contributing to the economic revitalization goals expected from the construction of trails and landings and other recreational opportunities.*

A study of nine Trail Towns (Progress through Preservation A Guide for Preservation and Economic Development in Trail Towns along the Great Allegheny Passage) along the Allegheny Passage (i.e., not just the Steel Valley section of the trail) found that the economic impact of a single trail season was more than \$40 million, with over 200 new jobs being generated. In addition our interviewees in towns along the trail in Greensboro, Kittanning, and Brownsville asserted that the development of the Heritage Trail has had positive economic impact on their towns, and led to the development of numerous businesses based on trail recreation (e.g., bike rental shops, bed-and-breakfasts, museums visitor centers, restaurants and shops) have developed just to service people who are using the trail.

Representatives from communities along the trails that we saw during the evaluation site visit noted that trails and river landings go beyond recreational use. Interviewees at several sites such as the North Shore of Pittsburgh, the Kittanning River Landing, or Rices Landing noted that by improving the appearance and functionality of the riverfront, landings and trails serve a major function bringing tourists into the area. Several persons noted increased tourist traffic and revenues for their businesses along the trail. The Courtyard by Marriott Pittsburgh West Homestead/Waterfront representative reported that they have experienced increased traffic due to visitors to the Greater Allegheny passage. Although they expected that most stays would be by people coming as part of a larger group, they have found instead that most visitors are couples or part of a small (two to five people) group. The hotel has developed a special rate code to enable them to track these visitors.

Several interviewees, such as the representative of the Redevelopment Authority of Allegheny County, noted that initial development through RSHC efforts often led to additional interest and investment at the site. For example he noted how the development of the Steel Valley Trail through the Homestead Region served to increase interest in further development at that site. The site is now home to mixed residential/business use properties and restaurants and shops. Sites like the Brownsville Wharf are serving as anchors for further recreational use developments at that site as well.

**Table 3.3 Examples of River and Trail Recreation Projects**

Year	Source of Other Funds	Project	County
1997	Transportation Equity Act	Heritage River Trail and Landing Construction	Homestead to McKeesport
1998	Private: Allegheny Trail Alliance	Allegheny Trail Alliance	Allegheny
1998	Pennsylvania Heritage Parks	Brownsville Wharf, River Landing	Fayette
1999	Allegheny Regional Asset District	Steel Valley Trail	Allegheny
1999	Pennsylvania Heritage Parks	River Renaissance Project - City of Arnold, PA	Westmoreland
2000	Federal Highway Administration	Six Mid-Mon River Landings	Washington, Westmoreland
2000	Department of Conservation and Natural Resources	Riverfront Heritage Trail	Allegheny
2000	Pennsylvania Heritage Parks	Kittanning Riverfront Park Landing	Armstrong
2000	Pennsylvania Heritage Parks	Rock Furnace Trail	Armstrong

2001	Pennsylvania Heritage Parks	River Landing Heritage Kiosks	Allegheny
2001-4	Allegheny Regional Asset District	Steel Valley Trail	Allegheny
2003	Pennsylvania Heritage Parks	South Side Works Riverfront Heritage Kiosks	Allegheny
2004	Department of Conservation and Natural Resources	Bridge to Tomorrow Trail / Riverfront	Westmoreland
2005	Pennsylvania Heritage Parks	Community River Landing Sites	Beaver
2006	Pennsylvania Heritage Parks	Three Rivers Water Trail System - Monongahela, Allegheny and Ohio Rivers	Allegheny
2007	Pennsylvania Heritage Parks	Borough of Greensboro River Landings	Greensboro
2008-11	NPS; PA Heritage Parks; Allegheny County	Continuing development of Steel Valley Trail in Homestead site and surrounding towns	Allegheny

### 3.2.3 Education and Interpretation

#### Description of Activities

The goal of the RSNHA education and interpretation strategy area is to conserve and interpret historic and cultural resources pertaining to the region’s Steel industrial history. These activities fulfill the requirement of the authorizing legislation to: *interpret and develop the historical, cultural, natural and recreational resources related to the industrial and cultural heritage of the eight county region of southwestern Pennsylvania*; and fulfill the management plan’s goal of *communicating information and stories about the Rivers of Steel contributions to regional and national history and culture through education and interpretation*. Table 3.4 highlights a sample of education and interpretive projects and activities of the RSHC.

The RSHC conducts a wide array of education and interpretation activities that include:

- Support for interpretive museum and community exhibits through grants and the provision of curated materials
- Support for teacher trainings and school educational programming
- Support for Folk-life and Folk-art educational programs
- Providing language for and creating interpretive signage, kiosks, and tour guides
- Producing documentary and educational films

The RSHC works with a number of museums in its education and interpretive activities. For example, the partnership with the Westmorland Museum of American Art has regional as well as international impact. The Westmoreland's collections emphasize southwestern Pennsylvania art, and include works that represent the Pittsburgh area steel industry and cultural heritage. The museum endeavors to fulfill its mission by engaging a variety of other institutions (e.g., schools, theater groups) as community-based partners. The major partnership with RSHC was a joint venture to develop a number of products related to the *Born of Fire* exhibit that the museum was developing to showcase art related to Pittsburgh's Big Steel Era. The Director of Archives and Museum Collections at RSHC provided artifacts and photographs from its archives to the Westmoreland to complement the nearly 150 works that constituted the *Born of Fire* exhibit. RSHC also collaborated on an exhibit catalog, for which the chair of the RSHC board at the time, an historian, drafted text to provide an historical perspective on Big Steel. A CD was created to complement the exhibit, titled *Born of Fire: Songs of Steel and Industry*, which featured folk songs reflecting the steel and coal industry and the people of southwestern Pennsylvania. And a documentary film *Born of Fire: How Pittsburgh Built a Nation* based on the exhibit contents was crafted. The exhibit broke local attendance records and then traveled to Europe, returning in 2010. The RSHC staff provided technical assistance to the Museum on the marketing of the products, and creating a tourist destination. Westmoreland staff have now made several presentations, including at international meetings, about the collaboration with RSHC and about how to develop cultural and heritage tourism. These presentations have focused on the marketing and product development aspect of the *Born in Fire* exhibit collaboration, as well as on the artworks featured. The partnership is ongoing, with both partners promoting each other's activities (tours, exhibits, etc.) and collaborating on marketing activities. The Director of Archives has conducted several lectures at the Museum. . In addition, the RSHC hosts features on local radio shows, with regular features on the local PBS TV affiliate WQED, and special features which are carried on national outlets.

In addition the RSHC, and particularly its Director of Archives, has worked with a number of museums the Coal and Coke Heritage Center at Pennsylvania State Fayette Campus, Allegheny-Kiski Valley Heritage Museum and the Beaver County Industrial Museum. With the construction of new and renovation of existing museums, RSHC has worked to in a collaborative effort to set up interpretive exhibits and programming for elementary school programs in Pennsylvania. The organization also funded a documentary titled *A Rumor of Blue Skies* along with the production of Traveling Trunk, Interactive CD and Kiosk program for the RSNHA.

RSHC also employed a Director of Cultural Conservation and a Folk Arts Specialist through the Pennsylvania Parks Heritage Program until 2008, when the State Legislature eliminated funds state-



wide for the program to reduce State spending. These staff responsibilities included providing outreach to organizations throughout the RSNHA to provide support in folk arts and folklife training, material development, and educational programs. Staff accomplishments included educational training for elementary school programs the development of a curriculum on regional Folklife for K-12 classrooms titled *Hidden in Plain Sight*; and a regular teacher training program on folklife that was operated for over nine years. (1996-2005).

The Director of Archives has worked on over five projects with the History Channel and with documentary crews from around the world, including a documentary on early American capitalism with a Chinese broadcasting firm, and documentaries for Thai, English, French and Indian television. Public Television recently filmed an episode of Antiques Roadshow inside the stabilized Carrie Furnace building. Carrie Furnace is developing into a frequent site for films and TV programs, (Two feature films ; episodes of the Travel Channel's "Off Limits" series; and Commercial campaigns (Levi Jeans)) and photographs have been featured in multiple print media (NY Times, NY Post, Washington Post, Scientific American, Harper's, Local papers, and Swedish newspapers and blogs). In addition to the educational contribution, these activities constitute an effective marketing tool for the RSHC as well as a reminder of the region's industrial heritage.

The RSHC Director of Archives and Museum Collections makes a significant and ongoing contribution to education and interpretation partnerships for the RSHC. This research and archival work underlies most of the interpretive exhibits with which the RSHC partners. This includes exhibits with the University of Pittsburgh, the Duquesne Club, the Sewickley and Point Park University communities, with much of the exhibit materials coming from the RSHC archives. These considerable holdings are kept in temperature controlled conditions of the Bost Building basement, and are about 90% catalogued in a database. Holdings come from contributions to the site, and reflect all aspects of the Steel Industry heritage in the area, including art work and cultural and folk artifacts and histories the staff have collected since 1998.

RSHC played a significant role in the production of the book *Armstrong County: Gateway to the Allegheny*, a compilation of photographs illustrating the industrial heritage of the area. RSHC offered to have a photographer come to Kittanning and Ford City to photograph old historical photographs held in various collections or by individuals for inclusion in the book. The book was published in 1999.

In 2008, RSHC installed an interpretive kiosk at the Kittanning river landing that includes a map of historic landmarks, visitor information about the area, and interpretive panels about the history of

the area. The kiosk was the first in a planned project of interpretive signage to be implemented throughout the region.

### **Education and Interpretation Outcomes**

We examined the following outcomes for education and interpretation activities:

- Creating education and interpretation learning products, such as exhibits, trainings, documentary and educational films; and interpretive signage and kiosks
- Increase in awareness of the steel industry heritage throughout the RSNHA
- Ensuring access to education and interpretation learning products through marketing and outreach to raise awareness of steel industry heritage.

*Creating education and interpretation learning products, such as exhibits, trainings, documentary and educational films; and interpretive signage and kiosks*

**RSHC has successfully fulfilled the legislative requirements in meeting education and interpretation goals.** RSHC has funded over 60 projects in the education and interpretation strategy area since authorization: the variety of projects is documented in the descriptive narrative above. In addition to these grant programs there are the ongoing technical assistance activities of the full time staff, whose duties included providing outreach to organizations throughout the RSNHA to provide support, such as the activities of the Director of Archives, the Cultural Conservation Director and the Folk Arts Specialist. Many of the community partners we interviewed, such as at the Coal and Coke Heritage Center and the West Overton Museum commented on how useful these occasional visits from the RSHC staff were, both in informing them of opportunities for funding or other collaborative efforts, or in the direct provision of on-site assistance. Examples included artifact identification and interpretation in the Gibson House; the identification of funding opportunities for the Coal and Coke Heritage Center; and research supporting a National Historic property designation for the coke oven adjacent to the West Overton Museum.

*Increase in awareness of the steel industry heritage throughout the RSNHA*

While the RSHC has well documented data sources for the content, context and funding of grant activities, and evidence of their dissemination, see discussion below, there is not as much data available on the impact of these activities, such as number of attendees at exhibits, or school programs or school children who participated in educational programs (also discussed in the

Executive Summary and in Section 5). It is therefore not possible to fully document the increase in awareness of the steel industry heritage or number of persons reached through education and interpretation activities.

We conducted 30 community intercept interviews to determine persons' awareness of the RSNHA programming. As noted in Section 1.6, we were unable to conduct a full survey due to constraints of OMB Paperwork Reduction Requirements. The interviews did indicate impact of the RSHC in increasing awareness and understanding of the significance of the industrial heritage of the area. Interviews were conducted in Allegheny and Greene Counties. The Allegheny county interviews were conducted in the Steel Valley Trail area; at the Community Market at the Pumphouse; and near the Carrie Furnace. Of the thirty-one interviews conducted, twelve persons were aware of the RSNHA and also were aware of the steel industry heritage. An additional seven persons were aware of the steel industry heritage, but not familiar with the RSNHA's role. Seven people were either biking through the area or attending the market without prior awareness of the RSNHA or history, but had taken note of the industrial artifacts and thought the idea of restoration was important. Four additional bikers were in the area primarily to use the trail and were not particularly aware of the heritage, though they were appreciative of the trail development. The majority of local residents who were aware of the history of the area felt that the RSNHA's role in preserving the history and significance of the area was important. In addition, businesses along the trail area indicated that the large artifacts such as smokestacks that signified the area's heritage were now more likely to be incorporated into the landscape than to be demolished. In the Coal and Coke Heritage Center we encountered community members who had made return visits, bringing other friends with them who had family or direct personal experience of the industrial heritage. On this occasion they were bringing a few photographs to contribute to the collection. In some cases, such as the latter, the individuals did not know that RSHC was a sponsor, but they clearly understood the Industrial story and its significance. Seven persons interviewed were past or current employees in the steel industry; and two had a parent or relatives who were.

*Ensuring access to education and interpretation learning products to raise awareness of steel industry heritage.*

RSHC has developed marketing and outreach strategies to ensure access to, and the dissemination of, education and interpretation materials. RSHC educational and interpretive activities such as the documentaries, exhibits, interpretive workshops and trainings, and TV, radio, on-line and CD/DVD products are promoted through Marketing and Outreach activities. For example, by reaching out to an international audience for its exhibits, as well as being featured in Public Television, and in video and music CDs and DVDs, the marketing partnership with the Westmorland Museum of American

Art was successful in making the *Born of Fire* exhibit and related products accessible to a diverse audience. Similarly, the folk art education trainings and curriculums dissemination was achieved by placement in school elementary programs and regular workshops for teachers.

The RSHC produces a number of their interpretive products on CDs or DVDs (*Born of Fire*; educational videos; trail and other interpretive guides (described above and noted in Table 3.4)); and has worked with local and national TV and Radio programs to disseminate the steel industry history and culture (the documentary for Chinese TV; the History Channel productions, the Tradition Bearers Radio Broadcasts).

The Steel Industry Heritage Interpretive and Visitor Center in the Bost Building reaches over 700 people annually, though this number is expected to increase as development continues in the nearby Homestead Historic District, as documented in the Impact Study on the Homestead Site discussed in Section 3.2.1. The Homestead Historic District and Carrie Furnace Landmark site are undergoing a multi-million restoration with State, Federal and RSHC funds. The Bost Building is part of the District, but located at some small distance from the Battle of Homestead site. Visits to the Bost Center are expected to rise as the Historic District becomes a more developed tourist destination.

RSHC has also worked to develop their website as a dissemination and marketing, as well as educational, resource. As part of the Regional Marketing Initiative and Rivers of Steel National Heritage Area Public Awareness Campaign, the Department of Community and Economic Development and the Pennsylvania Heritage Parks worked to improve the website and raise awareness of RSNHA. The newly updated website provides information on changing exhibits, historical and cultural information on the steel industry heritage, on-line guided tours and information about the RSNHA. RSHC produced an online version of Routes to Roots, a road tour and reference guide that explains and documents the history of steel-making throughout the entire RSNHA region, funded by the Pennsylvania Heritage Parks. RSHC has also produced Podcasts based on the ongoing collection of oral history interviews and is posted on the website. Visits to the web site have increased from 193,000 in 2004 to over 750,000 in 2011.

**Table 3.4 Education and Interpretation**

Year	Source of Other Funds	Project	County
1996	Pennsylvania Council of the Arts	Minority Arts Internship	Allegheny
1996	Pennsylvania Heritage Parks	Steel & Ethnic Museum	Allegheny
1996-2005	Pennsylvania Council of the Arts	Folk Art Specialist: Teacher Training	All Counties
1997	PNC Foundation	Folklife Education Initiative School Projects	Allegheny
1997-8	National Endowment for the Arts	Folk Arts School Residencies	All Counties
1999	Pennsylvania Heritage Parks	Homestead Pump House Interpretation Project	Allegheny
2001	Pennsylvania Heritage Parks	River Landing Heritage Kiosks	All Counties
2002	Pennsylvania Heritage Parks	Children's Thematic Brochures/Activity Book	Allegheny
2003-6	Pennsylvania Humanities Council	Tradition Bearers 15 Radio Broadcasts	All Counties
2003	Pennsylvania Heritage Parks	<i>A Rumor Of Blue Skies</i> : documentary	Allegheny
2003	Pennsylvania Heritage Parks	Design, Production of Traveling Trunk, Interactive CD, and Interactive Kiosk Program	All Counties
2004	Pennsylvania Heritage Parks	Design/Implement Exhibits for Bost Building	Allegheny
2004	Department Of Conservation And Natural Resources	<i>Born Of Fire</i> Westmoreland Museum Of American Art	Westmoreland
2005	Pennsylvania Historic Museum Com	<i>Little Steel</i> Interpretive Exhibit	Allegheny
2006	Pennsylvania Heritage Parks	<i>Hidden in Plain Sight</i> educational curriculum on regional Folklife for K-12 classrooms	All Counties
2006	Pennsylvania Heritage Parks	"The Working Glass" exhibit of industrial glass in western PA at the Pump House	Allegheny
2007	Pennsylvania Heritage Parks	Tour Anytime – print, cellphone and MP3 tours	Fayette
2007	Pennsylvania Heritage Parks	The Faces of Brownsville and If These Walls Could Talk educational museum displays	Fayette

2009	NPS Saving America's Treasures	Preserve the Pittsburgh Courier archives	Allegheny
2010	Pennsylvania Heritage Parks	Land/Water Trail Interpretive Guide	Allegheny

### 3.2.4 Economic and Community Revitalization

#### Description of Activities

The Economic and Community Revitalization Activities of the RSHC reflect the legislative mandate: *To foster a close working relationship with all levels of government, the private sector, and the local communities in the steel industry region of southwestern Pennsylvania and to empower the communities to conserve their heritage while continuing to pursue economic opportunities.* This is also reflected in the goals of the RSNHA Management Action Plan *to Engage the National Park Service, the Pennsylvania Heritage Park Program, the eight counties of the heritage area and other federal and state agencies as partners in heritage area planning and to encourage economic development in the Rivers of Steel region through developing tours that support increased tourism, target businesses and facilities development near river landings, and real estate opportunities that can leverage economic development.*

The Economic and Community Revitalization Activities of the RSHC include:

- Strategic Planning to support Economic and Community Revitalization throughout the RSNHA
- Implementation of economic and tourism development activities throughout the RSNHA

The RSHC Board and Management have been very active in Strategic Planning, and have engaged both community and governmental partners and consulting management groups in the creation of many Strategic Plans during the 16 years of the RSNHA. Economic and Community Revitalization has been a central concern of these plans, and of the governmental partners involved in planning. These include the original Concept and Management Plans, and Plans for Restoration of the Carrie Furnace; a plan studying the impact of creating a National Historic Site incorporating the National Historic Landmark (*Stoking The Fire Carrie Furnaces: Development Of The Homestead Works National Park*; conducted by the Leadership Development Initiative, through their Community Impact Project); the Business Plan for Receptive Services created by the Hill Group; plans for each of the five River Journeys; and several Surveys throughout the RSNHA pertaining to the creation of river trails and landings.

Also, during the years since authorization as an NHA, the RSHC has received over forty Special Purpose Study grants from the Pennsylvania Heritage Parks Program to perform strategic planning and feasibility studies in the RSNHA. Strategic planning is ongoing throughout the RSNHA, and especially in the Big Steel region, as the many local, municipal, county and city government and private organizations plan collectively to improve the economic development of and tourism in the Southwestern Pennsylvania region. Examples of these activities are provided in Table 3.5, and include feasibility studies throughout the RSNHA on economic impact (The Charleroi Riverfront Study; the Ford City Museum and Industrial Incubator Plan; the Aluminum Heritage Museum Feasibility Study; the Darr Mine Museum and Company Store Feasibility Study; and the Crucible Mine Feasibility Study among others.

One of the major activities of the RSHC to develop tourism in the RSNHA is the recent development of Receptive Services Division. This program was introduced in 2009 after the completion of a Business Plan and impact assessment performed by the Hill Management Group to stimulate economic revitalization through increased heritage tourism throughout the RSNHA. Another goal is to contribute to the sustainability of the RSNHA. In 2009 RSHC created the full time position of Director of Communications and Receptive Services to concentrate on developing sustainable tour and tourism services for the RSNHA.

RSHC works closely with and partners with numerous receptive services businesses and tourism organizations. For example, the Pittsburgh Transportation Group provides transportation for special tours or events, and will sometimes donate their services as in-kind contributions.

RSHC staff work to develop day tours that tie together several steel heritage sites thematically. Several tours have now been developed that focus on the steel industry history of the area and on the ethnic heritage of the immigrant groups that settled there, such as the Babushkas and Hard Hats tour (with partner Lenzner Coach Lines). Many of the tour guides have some sort of connection to the steel industry (e.g., former steel workers). RSHC is also working with Lenzner to train their tour guides to conduct RSHC tours as well, expanding the capacity of RSHC to offer tours.

Another major revitalization effort of the RSHC is the development and restoration of The Homestead Historic District, ( the Bost Building, the Pump House, Water Tower, and an artist installation of a walkable Labyrinth) and the Carrie Furnace National Historic Landmark (the Carrie Furnace and the Rankin Hot Metal Bridge). Although still undergoing development, the sites are an increasingly popular tourist destination, contributing to economic revitalization in the river front area. In additions to the tours already mentioned, there are regular activities scheduled throughout

the season (May through October), such as the Community Market held outside the restored Pump House. The planned Sound and Light Show for the Carrie Furnace is expected to further enhance the site an active tourist destination. The RSHC is also planning with state and local governmental and community partners, to develop the Historic Landmark encompassing the Carrie Furnace into a National Historic Site. RSHC funded a study in 2008 entitled *Stoking The Fire Carrie Furnaces: Development Of The Homestead Works National Park*. The study was conducted by the Leadership Development Initiative, through their Community Impact Project. This report used a model developed at Michigan State University to estimate the impact of the National Park in the Homestead area. This study concluded that between 250,000 and 450,000 visitors annually was a reasonable expectation for such a National Park site.

The RSHC was also instrumental in creating an anchor in the now popular North Shore region of Pittsburgh, along the Monongahela River. RSHC made an early investment in planning and researching the potential of the site for development through a community grant, in addition to funding the original landing for the Pittsburgh Voyager, activities which spurred further interest. The site expanded to include mixed business/residential development, sports stadiums and eclectic shopping and entertainment opportunities.

The RSHC also provided grant assistance throughout the RSNHA to support economic and community revitalization. These grants generally provided support for restoration or renovation, and often included additional technical assistance in supporting the sites' search for additional resources to continue with the project. These include grants to support the renovation of the Flatiron Building in Brownsville in 2001, and another in 2006 to expand the Gift shop and Visitor's Center. The RSHC reached out to the site to participate in the *Born of Fire* exhibit. The Director of the program stated this participation was instrumental in them attracting the funding they needed to complete a wall-size topographical map of the points of historic interest in the region, which contributes to the tourism destination appeal of their center. The Pennsylvania Department of Community and Economic Development (DCED) provided funds to restore St. John's Cultural Center, and the Monessen Heritage Museum. Many of the grants that support community and economic revitalization, such as that for the Bulgarian-Macedonian Cultural Center or Blemahdoo's African Market Place also serve to support the unique cultural legacy of the region, and are discussed under Cultural Conservation.



## Economic and Community Revitalization Outcomes

We examined the following outcomes for economic and community revitalization activities:

- Participation in collaborative Strategic Planning with federal, state local and regional partners concerning economic and community revitalization in the RSNHA
- An increase in the number of tourist destinations contributing to economic development and revitalization supported by RSNHA grants, investments, tourism development and restoration efforts

*Participation in collaborative Strategic Planning with federal, state local and regional partners leading to economic and community revitalization in the RSNHA*

**RSHC has successfully fulfilled the legislative requirements in meeting economic and community revitalization goals.** The RSHC participated in or led many Strategic Planning activities throughout the RSNHA since designation. In addition to the original Steel Industry Task Force Concept plan, which involved federal, state local and regional government and community representatives, the RSHC completed their Management Action Plan and Five Journey Area Plans (The Big Steel Journey; Mosaic of Industry, Fueling a revolution, Mountains of Fire and Thunder of Protest), and River Trail and Landings plans (see Recreation/Trails strategy area) also with considerable governmental and community stakeholder input. The RSHC received support from the Pennsylvania Parks Heritage Program to conduct an additional forty special purpose studies, including feasibility, planning and implementation studies throughout the RSNHA (see Appendix 7).

In addition, the RSHC has facilitated Strategic Planning centering on the development the Homestead Historic District and Carrie Furnace National Historic Landmark sites. These plans included Plans the for Restoration of the Carrie Furnace; a plan studying the impact of creating a National Park incorporating the National Historic Landmark (*Stoking The Fire Carrie Furnaces: Development Of The Homestead Works National Park*; conducted by the Leadership Development Initiative, through their Community Impact Project); the Business Plan for Receptive Services created by the Hill Group; and several river trails and landings Surveys throughout the RSNHA.

Since inception RSHC has received two special purpose NPS grants to provide technical assistance to other NHAs (1998, 2000), as well as one grant from the Northeast Regional Office (2010) to do a study evaluating the impact of NHAs on local economies. Several interviewees cited knowledge in strategic planning and consultation as a key resource of the RSHC, as they rated these skills highly as they received assistance in identifying additional funding sources to promote their mission and

objectives, or were able to leverage additional funds from modest RSHC investments. Examples of this were provided in Section 3.2.2, when, for example, both the founders of the Coal and Coke Heritage Center and the Commission restoring the Gibson House noted that RSHC was instrumental in helping them identify and successfully obtain additional funding for their projects.

*An increase in the number of tourist destinations contributing to economic development and revitalization supported by RSHC grants, investments, tourism development and restoration efforts*

During our evaluation site visit we toured many of the areas in which the RSHC has contributed to building tourist destinations. The restored Brownsville Museum and Visitor Center, along with the restored Brownsville Wharf, are seen by local municipal and historic association representatives as two important anchors of renewed tourist activity in an area struggling for revitalization. The Ford City Incubator Plan led to the restoration of an abandoned historic industrial plant into a building that was subdivided and now is occupied by diverse businesses. Similarly the W. A. Young and Sons Machine Shop and Foundry and nearby River Landing are seen by local community organizations and the officials of Greensboro as central to the economic revitalization of their communities.

In the Pittsburgh area, RSHC works closely with numerous receptive services businesses and tourism organizations. For example, the Pittsburgh Transportation Group provides transportation for special tours or events, and will sometimes donate their services as in-kind contributions. RSHC partners with the Courtyard Marriott, and the hotel has had their front desk staff tour the Pump House, which has made them enthusiastic promoters of the site. We interviewed representatives of the Pittsburgh Tourism Association, Visit Pittsburgh, and Lenzner Tours, an established promoter in the region. Their collaborative planning is seen as essential to the emergence of Pittsburgh as a tourist destination. This includes not just the Carrie Furnace site and Homestead Historic District, but other areas RSHC has been involved in with such as the North Shore and South Shore development in Pittsburgh, and the trails and other development connecting Homestead with other tourist destinations, such as the Kennywood Amusement Park.

The Homestead Historic District and Carrie Furnace Landmark site are developing into what is expected to be a very active tourist destination. While activity is increasing at the site, with the Pump House markets, Carrie Furnace Tours and visits to the Labyrinth, visitation is expected to increase as the site undergoes additional restoration. The study *Stoking The Fire Carrie Furnaces: Development Of The Homestead Works National Park*; concluded that should the area move from Historic district status to National Park status, annual visitation of between 250,000 and 450,000 persons annually could be expected.

**Table 3.5 Economic and Community Revitalization**

<b>Year</b>	<b>Source of Other Funds</b>	<b>Project</b>	<b>County</b>
1997	Pennsylvania Heritage Parks	Rivers of Steel Journey Areas Plans	All Counties
1997	Pennsylvania Heritage Parks	Bost Building Visitors Center	Allegheny
1998	Department of Community and Economic Development	St. John's Cultural Center	Allegheny
1999	Pennsylvania Heritage Parks Program	Bulgarian Macedonian Cultural Center Master Plan	Allegheny
1999	Pennsylvania Heritage Parks	Charleroi Riverfront Study	Washington
1999	Pennsylvania Heritage Parks	Coal and Coke Heritage Center Expansion Study	Fayette
2000	United States Department of Housing and Urban Dev.	Carrie Furnace Redevelopment Plan	Allegheny
2000	Pennsylvania Heritage Parks	Ford City Industrial Incubator	Armstrong
2000	Pennsylvania Heritage Parks	Aluminum Heritage Museum Feasibility Study	Westmoreland
2001	Pennsylvania Heritage Parks	Darr Mine Museum and Company Store Feasibility Study	Westmoreland
2002	Pennsylvania Heritage Parks	Master Plan for Carrie Furnace	Allegheny
2002	Pennsylvania Heritage Parks	Mountains of Fire & Fueling a Revolution Journey Development Planning Study	Fayette
2002	Pennsylvania Heritage Parks	Crucible Mine Site Feasibility Study	Greene
2003	Pennsylvania Heritage Parks	Rivers of Steel Journeys Action Plan	Allegheny
2004	Pennsylvania Heritage Parks	Apollo Riverfront Development Project	Armstrong
2005	Private: Heinz Endowment	Rivers Museum and Environmental Park	Allegheny
2006	Pennsylvania Heritage Parks	Monessen Heritage Museum	Monessen
2006	Pennsylvania Heritage Parks	Flatiron Building Gift Shop/Visitor Ctr	Fayette
2007	Department of Community and Economic Development	Heritage Tourism Development Projects	All Counties
2008-10	The McCune Foundation	Receptive Services Agency	All Counties
2009	Heinz Endowment	Labyrinth Project Homestead	Allegheny
2010	Department of Conservation and Natural Resources	W. A. Young and Sons Machine Shop and Foundry	Greene
2010	National Park Service	Evaluating impacts of NHA's on local economies	NE Region - NPS

## 3.2.5 Cultural Conservation

### Description of Activities

The RSHC emphasizes the importance of conserving the cultural traditions as part of the industrial history of the steel heritage of the area. The cultural conservation activities fulfill the goal 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 eight county region of southwestern Pennsylvania*; and the goal in the Management Action Plan promoting *Conservation of living cultural traditions and promotion of cultural continuity in the region's industrial communities through folk-life documentation and programming*.

The RSHC supports conservation of the cultural heritage of the RSNHA through:

- Providing grants and technical assistance to cultural heritage organizations for the preservation of buildings, art, artifacts, and folk-lore of their cultures
- Assisting in the archiving, collection, restoration, and exhibition of the RSNHA's cultural heritage
- Providing support for the dissemination of the RSNHA's cultural heritage.

The RSHC is a designated Regional Folklife Center. The Pennsylvania Council on the Arts provided funds for both a Director of Cultural Conservation and a Folk Arts Specialist, who traveled throughout the RSNHA providing Technical Assistance, collecting information, and assisting in persons and organizations applying for grants in Folklife topics. In 2008, as part of a cost cutting strategy in the face of the economic downturn, the State of Pennsylvania reduced State funding for both the Pennsylvania Council on the Arts and the Pennsylvania Parks Heritage Program (PPHP). In face of these reductions in funding to the RSHC, programming continues but these full time positions could not be sustained.

The Director of Cultural Conservation performed an ethnographic history as part of the original concept plan to help establish the heritage area. She did a series of 22 ethnographic surveys on local ethnic communities in the region. She and the Folk Arts Specialist performed outreach through a network of collaborative partnerships that was established in the early planning process, which incorporated extensive community involvement. New partnerships were added as additional connections were made over time. The Director and Specialist would assist persons or organizations to apply for grants from the RSHC, or identify other sources. Since both staff persons

had expertise in cultural history and preservation, they provided concrete technical assistance in some of the grant projects.

One example involves The Coal and Coke Heritage Center (CCHC). The CCHC is designed to preserve the history and heritage of the Connellsville Coke Region. It resides on the Pennsylvania State Fayette Campus and includes exhibits and interpretive displays, as well as resources for conducting research and a repository for donated items related to the mining industry. The founding Professor and the Director of Cultural Conservation at the RSHC were working together through their mutual involvement in a strategic planning process for Fayette County. With assistance from RSHC, the Professor applied for and was awarded several grants to support the CCHC, including funds from RSHC. This early funding made it possible to purchase equipment and to hire staff for the museum. RSHC subsequently continued to assist the Heritage Center with identifying and pursuing funding opportunities. The RSHC would conduct workshops on grants for the community, and the Heritage Center benefitted from those as well. The RSHC also facilitated the development of regional networks focused on heritage preservation in which the CCHC participated.

RSHC staff did direct outreach to Ms. Blemahdoo in her Homestead shop, Blemahdoo's African Market Place, a business for the design and sewing of clothing that represents African cultures. RSHC staff came and inquired about her business, which is near the Homestead Historic District. She was subsequently given an award which allowed her to purchase more fabric and create more clothing. RSHC also funded an exhibit of Blemahdoo's clothing in 2004 that included traditional clothing, along with educational information. RSHC continues to invite her to exhibit and talk about her work at various venues.

One of the legacies of the steel industry in Pittsburgh has been the development of ethnic neighborhoods, especially Eastern European. There are a number of efforts to preserve ethnic heritage including extant Eastern European and Slavic churches, family art and food traditions, dances, etc. RSHC provided grant support to The Bulgarian-Macedonian National Education and Cultural Center (The Bulgarian-Macedonian Center (BMC)) in Homestead. The oldest such Bulgarian organization in the United States, was the center of social and cultural life for Bulgarian and Macedonian immigrant families who settled in the Pittsburgh area in the early decades of the twentieth century. The organization was a recipient of several grants from the RSHC that assisted in conservation of materials and of the building itself. One of the grants helped redo the basement to create a secure filing center, for storing and archiving cultural artifacts relevant to their mission. The RSHC has also provided grant support for folk organizations such as the Ukrainian Women's

League, and the SNPJ (*Slovenska Narodna Podporna Jednota*) or Slovene National Benefits Association Heritage Center, in Beaver County.

As noted above, with Pennsylvania's reduction in funding to the Pennsylvania Parks Heritage Program and the Pennsylvania Council on the Arts in 2008, the RSHC no longer has funds to support the two full time folk arts staff persons. Currently the Director of Archives continues to collect oral histories, and continues the RSHC support of folklife interests. The oral histories have now gone into a number of publications, both externally and internally, and the oral Steelworkers histories are available in podcasts on the website. RSHC recently supported the South Works Sculpture project funded by the Multi-Cultural Arts Initiative in 2010. In 2009, RSHC received funds from the Mid-Atlantic Arts Foundation to support *Traditions Shared: German Sawdust Carpets and Guatemalan Alfombra de Asserin* in which artists from Tarentum traveled to meet and work with members of Alfo Conce, a Guatemalan community group based in Arlington, VA. Both create works of art, known as sawdust carpets and *alfombra de arracin* (literally, rice carpets), by laying dyed sawdust, rice, beans, and other vegetable materials in outdoor installations. The two groups did collaborative design and held a Master Class in Arlington VA.

Another recent folk art project was the *Seeing Pittsburgh*, an oral history and photojournalism project that brought together diverse student photojournalists and adults to explore the uniqueness of greater Pittsburgh neighborhoods. Originally exhibited at the Bost Building (2009-2010) the project includes podcasts and classroom tools.

Table 3.6 shows examples of other Cultural Conservation projects supported by the RSHC.

### **Cultural Conservation Outcomes**

We examined the following outcomes for Cultural Conservation activities:

- Providing support for folk art conservation efforts, such as ethnographic and oral histories; art exhibits; conservation and archiving of folk art materials and museum collections
- Ensuring the dissemination of the cultural heritage of the steel industry throughout the RSNHA.

*Providing support for folk art conservation efforts, such as ethnographic and oral histories; art exhibits; conservation and archiving of folk art materials and museum collections*

**RSHC has successfully fulfilled the legislative requirements in meeting cultural**

**conservation goals.** From 1996 through 2008, funding from the Pennsylvania Council on the Arts provided funding for two full time folk arts specialists, the Director of Cultural Conservation and a Folk Arts Specialist. Our interviews with representatives from the Coal and Coke Heritage Center, the Westmoreland Museum of American Art, and folk artists such as Ms. Blemahdoo, contained many unsolicited references to the ongoing assistance of these two folk art specialists in supporting their activities over time. They spoke of ongoing support and outreach, not just support to obtain a particular grant or for a particular occasion. So for example, after the initial planning consultation for the Coal and Coke Heritage Center, the Director of Cultural Conservation provided support through the expansion of the original archival area into a museum display area, with changing exhibits. The Director of Archives at RSHC provides occasional materials for those exhibits. After the initial grant to support the folk art design work of Ms. Blemahdoo, RSHC also provided marketing support. The Westmoreland Museum spoke of ongoing support in identifying materials from the two folk arts specialist, and continuing exhibit and curating support from the Director of Archives.

In addition, the RSHC has provided support to cultural organizations that enables them to pursue their mission. The restoration work at the Bulgarian Macedonian Center (BMC) served to help preserve this traditional resource for the community. The support for archiving and storing material collections at the BMC contribute to the preservation of the material culture as well. The support for the Slovene National Benefits Society and the Ukrainian Women’s League are both instrumental to supporting the continuance of these organizations.

In addition the RSHC contributes directly to the cultural conservation of the region through the collection of ethnographic and oral histories, and folk art materials that are archived and conserved in the environmentally controlled space in the Bost Building.

*Ensuring the dissemination of the cultural heritage of the steel industry throughout the RSNHA.*

RSHC provides for the dissemination of the RSNHA’s cultural heritage in a number of ways. It has provided support for the restoration of buildings that house folk art materials and make them available to the public (Bulgarian Macedonian Center; the Coal and Coke Heritage Museum). It provides marketing support to ensure that collections are known to the public (marketing campaign

for Westmoreland Museum's exhibit *Born of Fire* and Ms. Blemahdoo's African designs; posting of cultural exhibits and collections on the [riversofsteel.com](http://riversofsteel.com) website). RSHC has also provided support for artists to participate in in-person exhibitions and master classes that not only demonstrate the cultural art forms but educate others in their performance (The *German Sawdust Carpets and Guatemalan Alfombra de Asserin*).

RSHC also makes creative use of electronic and on-line means to promote and make available the cultural history of the RSNHA. For example, the steelworker oral histories have been made into podcasts. The *Born of Fire* exhibit, which has cultural as well as industrial heritage materials, was marketed to an international audience and also put into CD/DVD book form for sale and distribution. The Steel Industry Heritage Interpretive and Visitor Center housed in the Bost Building is also a vehicle for bringing cultural history to the public. For example, *Seeing Pittsburgh* the photojournalism effort that focused on the culture of Pittsburgh's varied neighborhoods was exhibited for six months at the Bost Building. The materials were then made available in podcasts and schoolroom tools.



**Table 3.6 Examples of Cultural Conservation Tasks**

<b>Year</b>	<b>Sponsor</b>	<b>Program Title</b>	<b>County</b>
1996	Pennsylvania Council of the Arts	Folk Artist supports	All Counties
1997	Pennsylvania Council of the Arts	Folk Arts Apprenticeship	All Counties
1998	Allegheny Regional Asset District	1998-Folk Arts Outreach Program	Allegheny
1998	The Grable Foundation	African American Music Documentary	Alle-Kiski
1999-2011	Institute of Cultural Partnerships	RSHC Regional Folklife Center	Allegheny
1999	Pennsylvania Council of the Arts	SNPJ Heritage Center - Slovenian Culture	Beaver
2000	Pennsylvania Council of the Arts	Ukrainian Women's League conduit	Allegheny
2001-10	Pennsylvania Council of the Arts	Folk Arts Operations Support	All Counties
2002, 2005	Pennsylvania Heritage Parks Program	Bulgarian Cultural Center/Restoration	Allegheny
2003	Pennsylvania Historic Museum Commission	Collection and Archiving of Steelworkers Oral Histories	All Counties
2004	Multicultural Arts Initiative	Adapting Africa: African inspired Clothing	Allegheny
2006	Pennsylvania Heritage Parks Program	The RSHC "Our Story" tourism stage production	Allegheny
2007	Allegheny Regional Asset District	Seeing Pittsburgh - Photojournalism and Oral Histories	Allegheny
2008	Multicultural Arts Initiative	Southside Works Sculpture Project	Allegheny
2009	Mid Atlantic Arts Foundation	Folk Arts Outreach Project: Traditions Shared	All Counties
2010	Institute of Cultural Partnerships	Making It Better: Folk Arts in PA today	Allegheny
2011	Pennsylvania Council of the Arts	2011 regional Folk Arts Support Center - Erie Arts	All Counties

### 3.3 RSNHA Partnership with NPS

The RSHC had a strong working relationship with the NPS prior to designation in 1996, and continues to engage various entities within the Park Service actively in planning and implementation of RSHC activities. The NPS was an active planning partner the Steel Industry Heritage Task Force that produced the final Concept Plan for the Steel Industry Heritage Project in 1993. This Concept Plan formed the basis for future planning that was key to obtaining designation as a National Heritage area for the region.

The NHA liaison in the Northeast Regional Office of the NPS indicated a strong positive partnership with the RSHC from its inception. The local Park Service sites (e.g., Fort Necessity; Morgantown office of RTCA) have remained valuable planning partners in addition to the national and regional offices of the Park Service. Much of the RSHC preservation efforts have centered on properties of national significance, including many nominations for designation as a National Historic Property, Landmark or District. This is in keeping with the original intent of the Legislation, the Management Plan, and current direction from the NPS. The RSHC has worked with the following NPS offices:

- Save America's Treasures
- National Register of Historic Places
- National Historic Landmarks Program
- Rivers, Trails and Conservation Assistance (Morgantown field office)
- Fort Necessity

Save America's Treasures provided essential funding for the acquisition of the W. A. Young and Sons Machine Shop and Foundry in Rices Landing. This site on the Monongahela River was a critical resource in the extensive steel industry activities that dominated the region in the late 19th and 20th centuries. The RSHC was instrumental in obtaining National Historic Landmark status for this complex, and is a key player in the ongoing restoration. RSHC acquired this Historic Landmark in 2009.

The Bost Building, which serves as the Steel Industry Heritage Interpretive and Visitor Center and is the main office of the RSHC, went from a position in the National Register of Historic Places to eventual designation as a Historic District, in conjunction with the Battle of Homestead site (Pump

House, Water Tower and River Landing). The Carrie Furnace and the Rankin Hot Metal Bridge are now a National Historic Landmark.

NPS Rivers, Trails and Conservation Assistance was provided to the RSHC when working on the extensive Trail development projects, especially in the Pittsburgh area (Three Rivers Heritage Trail; the North Shore trail; the Steel Valley Trail through the waterfront around the National Historic Landmark at Homestead and Carrie furnace.)

Fort Necessity is a National Park within the RSNHA. The Superintendent of this Park is an active partner with the RSHC and attends meetings of the Board of Directors.

### 3.4 Summary

**The Evaluation determined that over the last 15 years, the RSHC has addressed each of its legislated purposes and goals outlined in the management plan through the federal resources provided.** The RSHC has worked closely with the NHA regional liaison and other NPS entities, garnering additional support for activities throughout the RSNHA. The RSHC provides leadership and support through provision of technical assistance, consultation, grant based partnerships and strategic planning. Successful outcomes have been documented in the five activity areas of:

- Resource Conservation
- Recreation/River Trails and Landings
- Education and Interpretation
- Economic and Community Revitalization
- Cultural Conservation

While the activities and financial investments of the RSHC are well documented, at present data are not collected on the number of visitors/attendees at many RSHC sites and activities. These data would contribute additional insights into the impact of RSCH investments.

## Section 4: Public/Private Investments in RSNHA and their Impact

The legislation that created RSNHA, as amended by Congress in 2008, mandated the following concerning federal NPS appropriations to RSNHA:

- (a) **IN GENERAL** — There is authorized to be appropriated under this title not more than \$1,000,000 for any fiscal year. Not more than a total of \$15,000,000 of funds from NPS may be appropriated for the Partnership under this title.
- (b) **50 PERCENT MATCH** — Federal funding provided under this title, after the designation of this Partnership, may not exceed 50 percent of the total cost of any assistance or grant provided or authorized under this title.

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

### 4.1 Investments in RSNHA Activities

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

- **Federal NPS Funding** — Funding provided to the coordinating entity, the Rivers of Steel Heritage Corporation (RSHC) through NPS since 1996; and
- **RSNHA Non-NPS Funding** — All non NPS funding, grants, contributions, and donations, made directly to RSHC to help meet its mission. These funds include monies from federal Department grants, the State of Pennsylvania, local governmental entities, private, foundation and non-profit contributions, and sales revenue from the Visitors and tours.

RSHC's audited financial statements indicate that between 1996 and 2010, \$31.9 million in financial resources was directed toward RSNHA-related activities. **Table 4.1** presents more detail on the direct financial support for RSHC. The funding allowed the organization to implement activities that fulfilled the goals of the authorizing legislation and the Management Plan, including: conservation of natural resources and historic sites, planning and construction of river trails and landings, and provision of support to communities and organizations in cultural and resource conservation. Since authorization in 1996, RSHC received \$13,687,188 from NPS in HPP funds,

and \$18,220,249 from other funding sources including \$2 million in other Federal grants (e.g., Save America's Treasures), and funds from state/local government, foundations and private/individual organizations. Moreover, funds received from Net Assets Released from Restriction represents contributions and other inflows of assets limited by donor-imposed stipulations and allow the organization to use up or expend part or all of the income derived from these assets. For example, in 1996 the Redevelopment Authority of Allegheny County made \$2 million available for the restoration of the Bost Building. However, these net assets were restricted until such time as the rehabilitation could be undertaken. As rehabilitation progressed, the net assets were released from restriction and used to fund the rehabilitation over time, from 1996 through 2002 when the Steel Industry Heritage Interpretive and Visitor Center opened in the Bost Building.

The funds provided by NPS were matched with grants coming from different sources. For example, as noted, the Redevelopment Authority of Allegheny County contributed \$2 million for the restoration and rehabilitation of the Bost Building in 1996. The Pennsylvania Council of the Arts contributed almost \$600,000 in grant money, particularly to support Folk Arts activities throughout the RSNHA in the Education and Interpretation Strategy Area. In addition, the Pennsylvania Heritage Parks Program (PHPP) allocated almost \$5 million since 1996, including approximately \$760,000 in grant money, to the organization for tasks such as renovating the Bost Building, developing signage along the trails, and designing and fabricating interpretive kiosks along the South Side Works Riverfront. The PHPP funds also supported grants in cultural conservation and folk arts for individuals and organizations. Funds show peaks in 1997-1998 and 2000-2001, representing an influx of funds for River Trail and Landing development. The year 2001 was also a time of increased investment in the Homestead Historic site for the stabilization and renovation of the Bost Building. Other non-matching federal funds were also received, for example the Federal Transportation Equity Act for the 21st Century contributed almost to a half million dollars in 1997 to be used for construction of river trails and landings.

**Table 4.1 Direct Financial Investments in RSHC, Total and by Year in US Dollars**

Year	Federal - NPS	Other Federal	State/ Local	Private Individual	Foundation & non-Profit	Net Assets Released from Restriction	In Kind	Misc	Total
1996	1,073,020	400,000	150,603	346	0	589,142	3,700	24,111	\$2,240,922
1997	1,444,440	400,000	178,600	53	0	773,584	5,681	41,718	\$2,844,076
1998	501,190	302,473	103,593	330	36,000	368,200	0	37,071	1,348,857
1999	752,921	2,009	103,468	785	2,632	281,345	0	63,188	1,206,348
2000	890,785	0	158,916	162	2,286	433,097	0	110,968	1,596,214
2001	1,207,245	300,000	1,564,203	140	1,369,720	849,103	0	90,444	5,380,855
2002	1,217,284	178,078	575,115	486	233,646	923,037	0	56,236	3,183,882
2003	863,548	161,432	207,995	1,329	69,193	514,641	0	57,185	1,875,323
2004	926,702	24,248	172,284	2,370	137,670	620,895	0	50,514	1,934,683
2005	1,000,832	77,594	115,578	2,251	114,898	836,599	0	51,379	2,199,131
2006	1,068,956	0	160,085	39,173	17,789	782,271	0	94,156	2,162,430
2007	666,341	0	46,231	5,077	27,178	419,066	0	82,943	1,246,836
2008	749,684	0	28,485	4,179	74,033	435,783	0	40,725	1,332,889
2009	616,240	29	51,380	160,148	39,097	993,607	0	79,294	1,939,795
2010	708,000	55,871	8,323	10,955	59,443	441,667	0	130,937	1,415,196
<b>TOTAL</b>	<b>13,687,188</b>	<b>1,901,734</b>	<b>\$3,624,859</b>	<b>227,784</b>	<b>2,183,585</b>	<b>9,262,037</b>	<b>9,381</b>	<b>1,010,869</b>	<b>31,907,437</b>

By Congressional instruction, RSHC /RSNHA must match its federal assistance equally with non-Federal dollars, see **Table 4.2** below. To do this, the expectation is that RSHC will leverage its federal assistance funds to secure additional funding in support of its mission. To date, RSHC has surpassed the 50 percent federal funding match requirement over the entire funding period. From 1996 to 2010, the organization has matched \$13.7 million in federal NPS funds with \$19.9 million in matching contributions; attaining \$3.5 million in external matching contributions. While the RSHC matching funds were slightly lower than NPS funds in certain years, the site has documentation showing that match requirements apply over the course of the Cooperative Agreement, and not on a yearly basis. Overall, the match requirements were met. External matching funds include funds that were passed through RSHC for the administration and oversight of special projects.

**Table 4.2 Overview of Federal Funds, and Matching Contributions by Year in US Dollars**

	<b>NPS Funds</b>	<b>Matching Funds</b>	<b>External Matching Contributions</b>	<b>Total Match</b>
<b>1996</b>	1,073,020	\$767,902	0	\$767,902
<b>1997</b>	1,444,440	\$999,636	481,400	\$1,481,036
<b>1998</b>	501,190	545,194	1,117,416	\$1,662,610
<b>1999</b>	752,921	451,418	98,150	\$549,568
<b>2000</b>	890,785	705,429	757,500	\$1,462,929
<b>2001</b>	1,207,245	3,873,610	247,000	\$4,120,610
<b>2002</b>	1,217,284	1,788,520	74,500	\$1,863,020
<b>2003</b>	863,548	850,343	10,000	\$860,343
<b>2004</b>	926,702	983,733	294,000	\$1,277,733
<b>2005</b>	1,000,832	1,120,705	68,750	\$1,189,455
<b>2006</b>	1,068,956	1,093,474	76,250	\$1,169,724
<b>2007</b>	666,341	580,495	155,000	\$735,495
<b>2008</b>	749,684	583,205	6,800	\$590,005
<b>2009</b>	616,240	1,323,526	203,000	\$1,526,526
<b>2010</b>	708,000	651,325	0	\$651,325
<b>TOTAL</b>	<b>13,687,188</b>	<b>\$16,318,515</b>	<b>3,589,766</b>	<b>\$19,908,281</b>

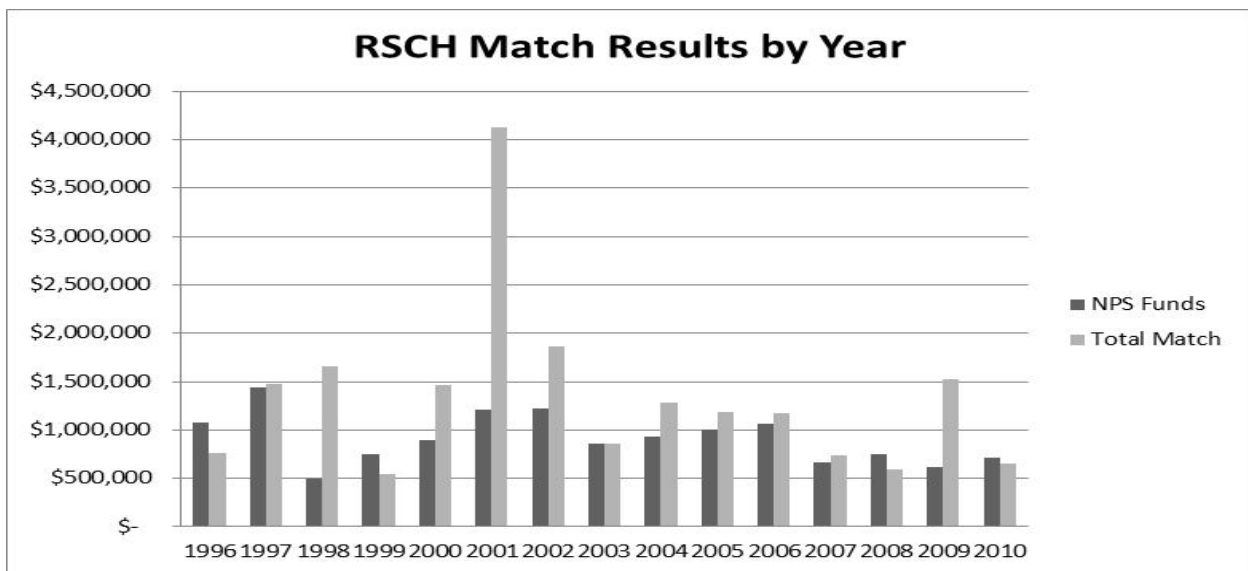
RSHC satisfied the federal regulations by matching all funding provided by NPS with more than 50% of funds. In addition, RSHC received very near the maximum funds allowable per year under the authorization. RSNHA showed very efficient management of funds, and as one NPS interviewee commented, generally did not experience difficulty in ensuring that funds were spent in a timely manner once they were received. Other sources commented that RSHC’s efficiency in ensuring that funds were used in a timely and appropriate manner was a consideration in the match funds that were relegated to their use for regional development within the scope of their mission.

Table 4.3 presents the federal funds, the RSNHA non-NPS funds, and the match ratio by year. Graph 4.1 presents a pictorial representation of the 50 percent match compared to the NPS funding results by year. The total matching contribution is \$19,908,281.

Table 4.3 RSHC Match Results by Year in US Dollars

Year	NPS Funds	Total Match	Match Ratio
1996	1,073,020	\$767,902	0.72
1997	1,444,440	\$1,481,036	1.03
1998	501,190	\$1,662,610	3.32
1999	752,921	\$549,568	0.73
2000	890,785	\$1,462,929	1.64
2001	1,207,245	\$4,120,610	3.41
2002	1,217,284	\$1,863,020	1.53
2003	863,548	\$860,343	1.00
2004	926,702	\$1,277,733	1.38
2005	1,000,832	\$1,189,455	1.19
2006	1,068,956	\$1,169,724	1.09
2007	666,341	\$735,495	1.10
2008	749,684	\$590,005	0.79
2009	616,240	\$1,526,526	2.48
2010	708,000	\$651,325	0.92
<b>TOTAL</b>	<b>13,687,188</b>	<b>\$19,908,281</b>	<b>1.45</b>

Graph 4.1 NHA Match Results by Year





## 4.2 Use of Financial Resources

RSHC uses funding provided by the NPS to support operational expenses including salary and administration funds, as well as programmatic activities. Since 1996, 41 percent or \$13.7 million available to the RSHC and the RSNHA were direct from NPS federally allocated funds and 59 percent or \$19.9 million, were matching non-federal and external matching contributions.

### Programmatic and Operational Expenditures

RSHC 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. For example, in 2005, the operational expenses were primarily comprised of \$334,240 management expenses and \$8,882 fundraising efforts to continue the program outlines and goals of the Management Plan. As noted in Table 4.4, the operational expenses of the RSNHA/RSHC ranged from under \$200,000 to a high of \$849,325 in 2002 with most years being between \$306,959 and \$474,623. The expenses in 2002 were high due to costs and consulting fees incurred for a special fundraising study. In total, RSNHA/RSHC has spent \$5.5 million in operational expenses.

Programmatic expenses are those resources dedicated to RSNHA activities, such as resource preservation and education and interpretation. Program expenses throughout the years have steadily increased. Table 4.4, shows the total spent on programmatic expenses (NPS and Match funds) as \$16,204,348. In total, the programmatic and operational expenses spent sums to approximately \$22 million.

**Table 4.4 Coordinating Entity Spending by Year in US Dollars**

<b>Year</b>	<b>Operational Expenses</b>	<b>Program Expenses</b>	<b>Total</b>
<b>1996</b>	183,747	406,802	590,549
<b>1997</b>	242,804	497,121	739,925
<b>1998</b>	191,164	897,789	1,088,953
<b>1999</b>	306,959	746,013	1,052,972
<b>2000</b>	368,672	832,811	1,201,483
<b>2001</b>	443,417	1,001,658	1,445,075
<b>2002</b>	849,325	1,404,863	2,254,188
<b>2003</b>	475,623	1,589,736	2,065,359

<b>2004</b>	<b>374,550</b>	<b>1,215,055</b>	<b>1,589,605</b>
<b>2005</b>	<b>343,122</b>	<b>1,633,983</b>	<b>1,977,105</b>
<b>2006</b>	<b>334,061</b>	<b>1,233,980</b>	<b>1,568,041</b>
<b>2007</b>	<b>339,593</b>	<b>1,143,877</b>	<b>1,483,470</b>
<b>2008</b>	<b>353,023</b>	<b>1,068,527</b>	<b>1,421,550</b>
<b>2009</b>	<b>377,946</b>	<b>1,589,531</b>	<b>1,967,477</b>
<b>2010</b>	<b>309,433</b>	<b>942,602</b>	<b>1,252,035</b>
<b>TOTAL</b>	<b>5,493,439</b>	<b>16,204,348</b>	<b>21,697,787</b>

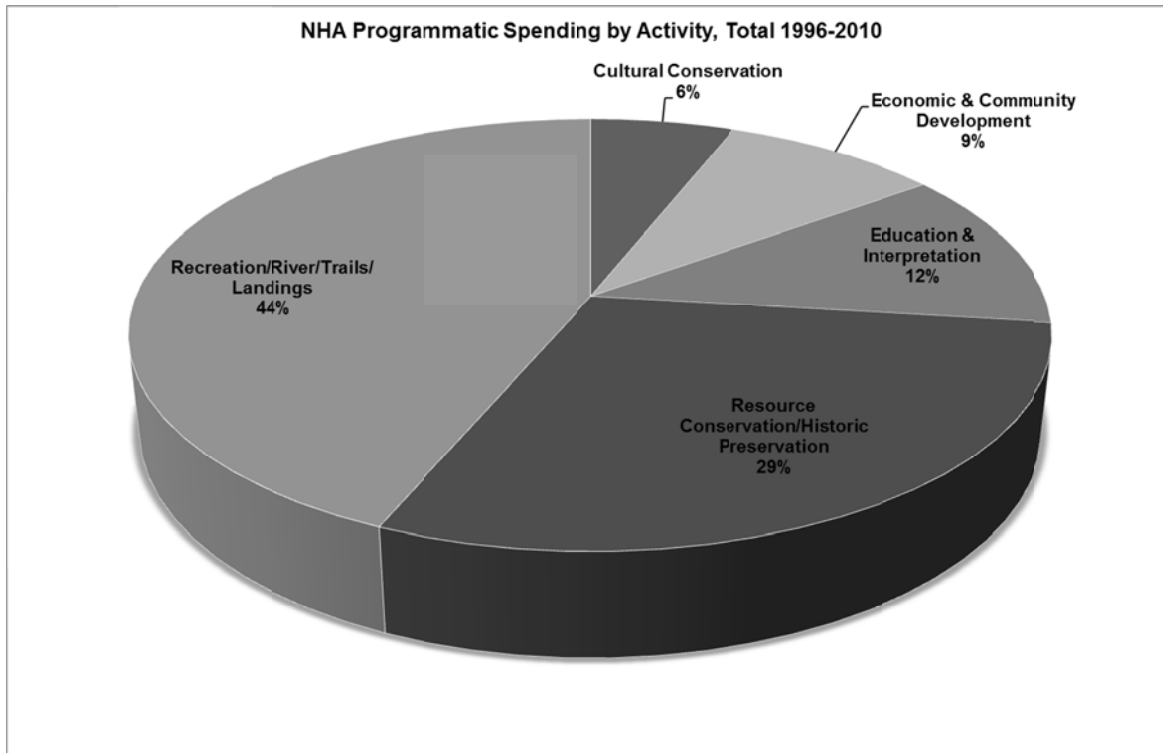
Table 4.5 and Graph 4.2 illustrate the programmatic expenditures by strategy area. Looking at Chart 4.2, programmatic expenditures by strategy area, the largest expenditures have occurred in the areas of Recreation/River Trails and Landings (44% of funding), with the majority of the expenditures accounted for by the construction of river trails and river landings throughout the RSNHA. There are particular peaks (over \$6 million) in expenditures in this area in 1997 and 2000. This centered on the construction of the Steel Valley Trail, the Three Rivers Heritage Trail, the Mid-Mon River Landings and Trails and other activities as described more fully in Section 3. Historic Preservation accounts for 29% of funding, with concentrations in the Historic Homestead District (the renovation and rehabilitation of the Bost Building, the Pumphouse, and Water Tower), the Carrie Furnace site, and other activities as discussed in Section 3. Education and Interpretation accounts for 12%; Economic and Community Development for 9%; and Cultural Conservation accounts for 6% of funds. Education and Interpretive activities consist of the art and artifact exhibits, teacher training projects, interpretive guides, tours and kiosks, radio broadcasts and school curricula. Planning and infrastructure development are examples of activities in the Economic and Community Revitalizations Strategy Area; exhibition and promotion of cultural art (oral history, food, folklife and traditional art) are examples of activities in the Cultural Conservation Strategy Area.

Table 4.5 presents RSHC total program expenditures by specific program activity. (The Totals in Table 4.5 reflect the addition of the External Match Dollars from Table 4.3 and thus are higher than the totals in Table 4.4 which is NPS plus regular Match, as reported to the NPS). The amount spent from 1996-2010 on programmatic activities is \$19,119,625.

Table 4.5 RSHC Coordinating Entity Programmatic Expenditures by year in US Dollars

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	Total
Cultural Conservation	0	154,632	139,499	124,629	116,274	65,984	87,368	89,844	93,020	66,924	71,196	25,200	13,395	14,000	0	1,139,615
Economic & Community Development	1,500	8,847	0	0	990,000	67,500	237,000	294,500	9,375	0	101,000	0	16,000	0	0	1,725,722
Education and Interpretation	0	46,000	320,000	100,300	11,500	162,000	78,750	289,653	282,882	78,200	31,250	162,974	227,611	423,007	68,532	2,282,659
Resource Conservation/ Historic Preservation	2,000,000	423,750	1,212,000	232,500	260,000	496,000	140,000	84,500	80,600	82,500	100,000	104,900	415,000	0	0	5,631,750
Recreation/ River Trails and Landings	28,079	3,027,050	345,000	161,250	3,721,000	577,250	58,500	0	300,500	56,250	45,000	10,000	10,000	0	0	8,339,879
<b>Total</b>	<b>2,107,229</b>	<b>3,660,279</b>	<b>2,016,499</b>	<b>618,679</b>	<b>5,098,774</b>	<b>1,368,734</b>	<b>601,618</b>	<b>758,497</b>	<b>766,377</b>	<b>283,874</b>	<b>348,446</b>	<b>303,074</b>	<b>682,006</b>	<b>437,007</b>	<b>68,532</b>	<b>19,119,625</b>

**Graph 4.2 RSHC Coordinating Expenditures by Program Type, Total 1996-2010**



**Table 4.6 RSHC Programmatic Spending by Activity, Total 1996-2010**

Activity	Total in \$	Percentage
Cultural Conservation	1,139,615	5.96%
Economic & Community Development	1,725,722	9.03%
Education & Interpretation	2,282,659	11.94%
Resource Conservation/Historic Preservation	5,631,750	29.46%
Recreation/River Trails and Landings	8,339,879	43.62%
<b>Total</b>	<b>19,119,625</b>	<b>100.00%</b>

Table 4.7 RSHC Federal Funds, Non-Federal Funds Received, Total Revenue and Total Expenses by Year in US Dollars

Year	Federal Revenue	Non-Federal Revenue	Total Revenue	Expenses
1996	1,473,020	767,902	2,240,922	590,549
1997	1,844,440	999,636	2,844,076	739,925
1998	803,663	545,194	1,348,857	1,088,953
1999	754,930	451,418	1,206,348	1,052,972
2000	890,785	705,429	1,596,214	1,201,483
2001	1,507,245	3,873,610	5,380,855	1,445,075
2002	1,395,362	1,788,520	3,183,882	2,254,188
2003	1,024,980	850,343	1,875,323	2,065,359
2004	950,950	983,733	1,934,683	1,589,605
2005	1,078,426	1,120,705	2,199,131	1,977,105
2006	1,068,956	1,093,474	2,162,430	1,568,041
2007	666,341	580,495	1,246,836	1,483,470
2008	749,684	583,205	1,332,889	1,421,550
2009	616,269	1,323,526	1,939,795	1,967,477
2010	763,871	651,325	1,415,196	1,252,035
<b>TOTAL</b>	<b>15,588,922</b>	<b>16,318,515</b>	<b>31,907,437</b>	<b>21,697,787</b>

## 4.3 Impact of Investments

The evaluation assessed the investments made to RSHC and found that they aligned with the core mission and goals to promote, foster and achieve “resource conservation and development, heritage tourism, cultural and educational programs and economic revitalization in partnership with hundreds of local communities” in Pennsylvania. According to the analysis, the organization surpassed the expected 50 percent federal funding match requirements each year. RSHC has been able to successfully leverage the NPS dollars to attract funding from other local sources and to generate revenue. Also, in examining the use of RSHC investments, the evaluation concludes that RSHC has been fiscally responsible in expending these funds for programmatic activities that address the goals and objectives specified in the authorizing legislation and management plan. The following section further examines the financial sustainability of RSHC as well as other aspects of the RSNHA’s sustainability.

## Section 5: RSNHA Sustainability

### 5.1 Defining Sustainability

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

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

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

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

## 5.2 Honoring the Legislative Mandate of the NHA

As stated in the legislation, the purpose of the RSNHA is to assist the seven<sup>4</sup> County region of Southwestern Pennsylvania in order:

1. To foster a close working relationship with all levels of government, the private sector and local communities in the steel industry region of southwestern Pennsylvania and empower the communities to conserve their heritage while continuing to pursue economic opportunities, and;
2. To conserve, interpret, and develop the historical, cultural, natural and recreational resources related to the industrial and cultural heritage of the seven county region of southwestern Pennsylvania.

This section of the document describes and assesses how RSHC's management, leadership, and relationships with NPS and with stakeholder organizations aid in the development and sustainment of the National Heritage Area.

## 5.3 RSHC's Management Capacity

### 5.3.1 Governance, Leadership, and Oversight

#### Board Members

As discussed in Section 2, the RSNHA is governed by the Rivers of Steel Heritage Corporation (RSHC). The RSHC has a 24-member Board of Directors with 3 ex-officio State Representatives and 2 at-Large members. Many of the members have had a long tenure on the Board, with several members having worked with the Steel Industry Heritage Task Force before the National Heritage Area designation. The President and CEO of the RSHC is Assistant Secretary on the Board. Many board members' occupations are in areas of interest to the RSNHA, e.g., union member/official, lawyer, accountant, businessman, 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

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<sup>4</sup> The RSNHA was expanded in 2008 to include Butler County; at the time of the Legislation there were seven counties.



Directors has a clear understanding of its roles and responsibilities and fulfills these roles. Typically, boards of nonprofit organizations have three areas of responsibility (e.g., Martinelli, 2010<sup>5</sup>). These include planning and policy development; community and organizational development; and fundraising and support development. Each of these areas is reviewed for the RSHC Board.

*Planning and Policy Development*

The Board plays an active role in RSNHA affairs, meeting every other month and operating three Committees and five Task Forces to assist in exploring and crafting RSNHA policy and activities, as seen in Table 5.1.

**Table 5.1 RSNHA Committee/Task Force Structure**

<b>Committee/Task Force</b>	<b>Responsibility</b>
Executive Committee	Prepares expenditures for review of entire Board (Officers of the Board and two at-large members)
Audit Committee	Responsible for review and oversight of NHA finances
Nominating Committee	Submits nominations of members for review by the board
Funding Task Force	Responsible for oversight of fund raising
Strategic Planning Task Force	Responsible for strategic planning across tasks
Building And Program Task Force	Responsible for oversight of properties such as Carrie Furnace; the W. A. Young and Sons Machine Shop and Foundry
Business Development Task Force	Special focus on income-producing activities (i.e. development of receptive services, tourism, etc.)
Advocacy Task Force	Special focus on public policy issues affecting Rivers of Steel

These committees and task forces clarify the perceived and actual roles and responsibilities of the Board. In interviews, several Board Members noted that sustainability was seen as an overall goal of the Board, and was a concern for all committees/task forces. As can be seen in Table 5.1, the Board takes an active role in the financial, strategic planning, property development, business development, and sustainability responsibilities of the RSNHA. Often the Board Members’ partnerships with the RSHC build on the mutual benefits that joint planning brings to both the RSNHA and the organizations they represent. Interviewees note that they and the RSHC share common missions

<sup>5</sup> <http://www.createthefuture.com/Board%20of%20Directors.htm>

and that partner activities support mutual benefits. This reciprocity is noted by several governmental and community partners as being important to sustaining their partnerships. We found that this reciprocity underlies not just the RSHC's relationship with the Board, but with other partner organizations and the NPS as well.

In interviews, several Board Members discussed the importance of, and efforts towards, reducing reliance on federal funding. RSHC partners with many local businesses, tourist organizations and City and County planners on the economic development of Southwestern Pennsylvania generally. The RSHC is seen as a partner in this effort, and much of the RSHC's efforts across Strategy Areas are seen as in some way supporting economic development, which is principally seen as increased revenues derived from tourism (see discussion of community partnerships below). This is reflected in the increasing emphasis on developing the Receptive Services division of the RSNHA. This division was created in 2009 and based on a Business Plan for Receptive Services management plan and analysis created by the Hill Group, a management consulting firm, in 2009. This analysis plotted out the expected long term benefits to the RSNHA and the region of increased tourist revenues, and laid out a proposal for the RSHC developing this business model. Through this, the RSHC works with tourism partners throughout the RSNHA to increase visitation to the area through arranging tours, accommodations and logistics. Though a new area, there has been a growth in tour activities. For example there were 40 tours with 637 participants in 2005; and 111 tours with 4,861 participants in 2011. The Pittsburgh Film Office is working to promote use of the Carrie Furnace site in movies and music videos.

### *Community and Organizational Development*

The RSHC is also planning with state and local governmental and community partners, to develop the area encompassing the Carrie Furnace National Historic Landmark into National Historic Site. RSHC funded a study in 2008 entitled *Stoking the Fire Carrie Furnaces: Development of the Homestead Works National Park*. The study was conducted by the Leadership Development Initiative, through their Community Impact Project. This report used a model developed at Michigan State University to estimate the impact of the National Park in the Homestead district. This study concluded that between 250,000 and 450,000 visitors annually was a reasonable expectation for such a National Park site. The inclusion of representatives from the Tourist Industry on the RSHC Board helps to foster joint planning in this area. The representation of the State of Pennsylvania and State Park system is also important, since the Heritage Area is a State as well as a Federal designation. Having

these members on the board helps ensure complementary and not competing development strategies for the area.

The Board members also noted the ongoing importance of the RSNHA's solicitation of volunteers from the community. Volunteers have been responsible for major restoration projects through the RSNHA (Carrie Furnace area; W. A. Young and Sons Machine Shop and Foundry; various River Landings, etc.). These volunteers are very often experts in trades such as blacksmithing, tool making and machinery operation, and bring skills to the restoration efforts that would otherwise need to be paid for and may not fit within the funding resources of the RSNHA. For example, volunteers have done much of the ongoing and small-scale stabilization and restoration of the Carrie Furnace complex. Other volunteers work as docents for tours through sites in the Homestead or Carrie Furnace sites.

#### *Fundraising and Support Development*

The RSHC Board staffs a Fundraising Task Force. The responsibility of this task force is to look for new sources of funding. This Task Force researches grant funding opportunities for the RSHC, and has worked on expanded Receptive Services Planning. Board members actively work to identify potential funders. The following list of Funding Sources indicates the variety of funders, in addition to the NPS, that the RSHC has been successful in engaging in support of the RSNHA since inception. These additional sources should be a sustainability resource as well.

#### **RSNHA Funding Sources (other than NPS)**

- Allegheny (County, PA) Regional Asset District
- Allegheny County (PA) Industrial Development Authority
- American Folklore Society
- America's Industrial Heritage Project
- Department of Community Affairs
- Department of Community and Economic Development
- Department of Conservation and Natural Resources
- Earned Income Tax Credit grants - Public/Private program
- Federal Highway Administration
- Heinz Endowment
- Henry John Simonds Foundation

- Highmark
- Historic American Buildings Survey / Historic American Engineering Record
- Institute of Cultural Partnerships
- Intermodal Surface Transportation Efficiency Act
- Mid Atlantic Arts Foundation
- Multicultural Arts Initiative
- National Endowment for the Arts
- National Trust for Historic Preservation
- Pennsylvania Council of the Arts
- Pennsylvania Heritage Parks Program
- Pennsylvania Historic Museum Commission
- Pennsylvania Humanities Council
- R. K. Mellon Foundation
- Redevelopment Authority Of Allegheny County (PA)
- The Fine Foundation
- The McCune Foundation
- The Pittsburgh Foundation
- The Sprout Fund
- Transportation Equity Act for the 21st Century
- United States Department of Health and Human Services
- United States Department of Housing and Urban Development

## **President and CEO**

The current President and CEO of RSHC has been involved in development of the RSNHA since 1990. He served on the Steel Industry Task Force that produced the original Concept Plan for the RSNHA; was part of the team that crafted the Management Plan, and continues to lead RSHC efforts. Interviewees were consistent in rating the President’s strategic planning skills as valuable not just to the RSNHA, but to partner organizations as well. Since inception, RSHC has received two special purpose NPS grants to provide technical assistance, as well as one grant from the Northeast Regional Office to do a study of the economic impact of NHAs. Several interviewees cited knowledge in strategic planning and consultation as a key resource of the RSHC, as they received assistance in identifying additional funding sources to promote their mission and objectives, or were able to leverage additional funds from modest RSHC investments. Examples of this were provided in Section 3, when, for example, both the founders of the Coal and Coke Heritage Center and the Commission restoring the Gibson House noted that RSHC was instrumental in helping them identify and successfully obtain additional funding for their projects.

Having been with RSHC for over twenty years and predating the RSNHA, the longevity of the President's tenure is also cited as contributing to the overall management of the RSHC. He has had long standing familiarity with the complex and varied State, local and federal policies and personnel operating in the Southwestern Pennsylvania, which has likely informed his direction of RSHC activities. There are many players and many opportunities for growth and partnership in the region, and knowledge of and access to key players is essential. Accomplishments such as the ten year process to obtain rights to the various components of the Carrie Furnace/Homestead site were cited by many interviewees as dependent on perseverance as well as knowledge and negotiating skills.

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

In addition to the President and CEO, full-time staff of the organization includes the Chief Operating Officer; the Controller; Executive Assistant to the President and Vice President, the Administrative Manager/Graphics Coordinator, The Director of Archives and Museum Collections, and the Director of Communications and Receptive Services. Each has a well-defined role and responsibilities. The COO and Controller perform vital Administrative and Management functions, as do the Executive Assistant and Administrative Manager. As noted in Section 3, the Director of Archives and Museum Collections has been with the RSHC since 1998, and has been performing archiving, historical research, scripting and planning central to the development of exhibits and collections throughout the RSNHA. He also performs a valuable marketing role as he applies his archival and historical knowledge to the production of documentaries, podcasts, and other communications efforts. The Director of Communications and Receptive Services is a relatively new position, one and a half years old, and is part of the sustainability plans of the RSHC and RSNHA, building increased tourism development and working with other tourist development partners. Detail on the role of these two staff members can be seen throughout the partner accomplishments seen in Section 3.

As noted in Sections 2 and 3, the State of Pennsylvania reduced funding in 2008 to State NHA's in an effort to reduce state spending in response to the economic downturn. These funds were critical to providing community Folklife and Folk Arts grants, and to the support of the RSHC Director in Cultural Conservation and a Folklife Education Specialist. The importance of their roles was discussed throughout Section 3. The State has recently restored certain funds in this area through Partnership Grants, but the funding does not approach former levels. The reduction of the State funds is discussed under Adaptive Management below.

### 5.3.3 Strategic Planning and Adaptive Management

The RSHC Board and Management have been very active in Strategic Planning, and have engaged both community and governmental partners and consulting management groups in the creation of many Strategic Plans during the 16 years of the RSNHA. These include the original Concept and Management Plans, and Plans for Restoration of the Carrie Furnace; the impact of creating a National Park that incorporates the National Historic Landmark; the impact of the creation of a Receptive Services Division; plans for each of the five River Journeys; and several Surveys throughout the RSNHA pertaining to the creation of river trails and landings. Adaptive management changes have also occurred during the fifteen years since the NHA designation. First, the original Boat Tours that called for the RSHC to own and operate Boats along the rivers in the region was found not to be economically feasible. Costs were prohibitive, and beyond RSHC resources. The decision was made to have ownership of the boats move to the Gateway Clipper Fleet, which permitted the concept to be realized while preserving resources for other options. The RSHC operates tours, *the Lords of the Mon*, on these boats. The RSHC then concentrated on extensive development of river trails and landings (see discussion in Section 3 and 4).

The other change was largely influenced by the State of Pennsylvania's decision to reduce Pennsylvania Heritage Parks Program funding for State Heritage Areas effective in 2008. This decision was reached as an effort to reduce State spending in reaction to the economic downturn. The RSHC had carefully delineated the use of the State versus the Federal Heritage area funds. (This split is reflected in the supporting documentation provided in Appendix 7). State funds were used to make grants for community conservation and preservation projects, where control of the project remained essentially under local community leadership. NPS funds were used by RSHC staff to provide the necessary facilitation, consultation and technical assistance to support and maintain these projects. In addition, the NPS funds were used to provide RSHC management and operation support and technical assistance and consultation throughout the RSNHA. NPS and other matching funds also were invested in projects directly under RSHC control. Examples of such projects included the development of the Homestead National Historic District and the acquisition and restoration of the W. A. Young and Sons Machine Shop and Foundry. When Pennsylvania sharply reduced this funding stream, it had a significant impact on the RSHC's ability to provide grant funding throughout the RSNHA as it had in the past. Reductions in State support for Pennsylvania Council on the Arts funding at the same time eliminated support for two staff positions in the RSHC devoted to Cultural Conservation and Folklife Preservation. The reduced funding supports

ongoing archival and technical assistance support for cultural heritage activities, which continues through the effort of the Director of Archives and Museum Collections. Resources are not sufficient to maintain the grant funding and staff support at earlier levels.

From 2008 on, significantly more investment is made in the Big Steel Journey Area and projects that are under the direct control of the RSHC staff. In addition, the Board of Directors and staff of the RSHC increased their attention to developing a Receptive Services industry focused on increasing tourism activity, which is intended to contribute to the sustainability of the RSHC and RSNHA. Planning emphasized tourism development around key assets in the Homestead National Historic District and other Historic resources throughout the RSNHA. The Homestead District includes the Bost Building, the Pinkerton River Landing site of the Battle of Homestead and the associated Pump House and Water Tower. Activity is also focused on the development of the Carrie Furnace National Historic Landmark, which includes the Carrie Furnace and the Rankin Hot Metal Bridge. This area is currently the locus of concerted RSNHA, state, and regional tourism industry planning. The Redevelopment Authority of Allegheny County and the RSHC have been working for several years to acquire and restore property in this district and to expand the significant opportunities for economic development and tourism in the area. These efforts are described in more detail in Section 3. The RSNHA Management Plan is currently undergoing revision to reflect these shifts.

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

Comprehensive fiscal documentation indicates a high level of professionalism in monitoring and record keeping of revenue sources and expenditures. Comprehensive audits were performed and made available for our review. In addition, there is a comprehensive list of all investments made in the RSHC and their disbursements that show source of the funds received; the project/s on which they were expended, and the amount of the funds involved. This file was used to understand the range of activities presented in the tables in Section 3. A version of this data source is available in appendix 7.

While there is excellent documentation of the number of grants the RSHC made, their recipients, context and content, there is not a great deal of data collected on the impact of program related activities. For example, Annual reports show the expenditures on River Trail and Landing development, but there is not corresponding detail on who is using the trails and landings, or their impact on local economies. There was sufficient data to document the number of educational exhibits implemented, but not data on attendance, how many school programs benefitted from folk

arts programing, how many school children are reached, etc. These data would greatly enhance our understanding of the impact of the RSHC in fulfilling the RSNHA mission, for example in increasing awareness of the steel industry heritage, or actually attesting to economic revitalization through tourist presence and impact. The various Plans cited above lay out expectations of impact in a professional manner, but documentation of impact is not as comprehensive.

## **5.4 RSNHA Partnerships**

In Section 2.3, we provide detailed lists of the types of partnerships central to the operation of the RSHC. These include a variety of NPS entities, as well as State, federal and local governmental organizations, private organizations, community organizations and business and tourism organizations throughout the RSNHA. As documented throughout the earlier sections, RSHC partnerships are reciprocal in nature, with the joint planning activities furthering the mission of the RSNHA as well as of the partner organization. The RSHC looks for community partners that have the local engagement and resources to become stewards of the project after NHA involvement is removed; thus sustainability of the project is considered at the genesis of each.

Interviewees note that the RSHC investments in resources, planning and consultation often serve as seed investments that set the stage for additional funding from other sources. An example of this is the case of the Rankin Hot Metal Bridge. The Redevelopment Authority of Allegheny County recently was the recipient of a \$10 million Department of Transportation grant for the restoration work to be done on the Rankin Hot Metal Bridge, integrating it with the River Trails and other properties of the Historic District. If the RSHC had not acquired the bridge, it is likely that the Trail would not have been developed and, in turn, would not have been used to acquire the additional \$10 million investment. Other examples include the conservation grants to the Carnegie Libraries that made possible additional development and additional fundraising, and RSHC involvement with the W. A. Young and Sons Machine Shop and Foundry and the Brownsville Visitor Center that helped to preserve the buildings. In addition, many interviewees noted that funders often are more willing to make investments when a credible sponsor, such as the RSHC, is involved in the partnership. This credibility will be discussed below, but it also makes an important contribution to leveraging resources.



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

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

As discussed above, the RSHC Board and President have been active in planning for the sustainability of the organization, and the RSNHA. Increased revenues from tourism are seen as critical to the economic development of the region and the sustainability of the RSNHA. The Receptive Services and Tourism development activities of the RSHC will likely provide additional revenue for its operating expenses. In addition as noted earlier, the RSHC has had many funding partners whose support may continue.

Many of those interviewed, including NPS staff, noted that the strategic planning, technical assistance and consultation services that are often the most valuable contribution of NHA coordinating entities, are not typically revenue generating. Their fear is that should federal funding of the RSNHA coordinating entity be reduced or eliminated, it would be difficult to resource these critical, non-tangible contributions. They noted this would reduce the benefit of the RSNHA to the community and their partners.

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

As can be seen in Table 5.1, the RSHC has been successful in drawing in matching funds for the operation of the RSHC during the fifteen years since authorization, receiving not just state but considerable additional local and private foundation funds. However, several interviewees noted that it is important to consider that some funders are influenced by the presence of federal funds on the table. There is concern that if the RSNHA were to lose its federal funds, or have them reduced, it might affect other's determination to provide support. The same can be said of private investors, who noted that the presence of federal funding did act as an incentive for them to participate.

Respondents noted that reduction in funding would have impact in proportion to the reduction. Reduction would impact the flexibility, variety and scope of RSHC's activities, especially in covering costs associated with the consultation and technical assistance performed by RSHC staff paid through NPS funds. Respondents felt that elimination of funding for the NHA affect the ability for the RSHC to generate financial support, and that it would reduce the leveraging effect of the current RSHC funding model. There is an attraction in the presence of the NHA designation and the federal

funding support, that interviewees felt gave credibility and purpose to a project. This in turn increased the value of other funders to become a partner in the initiative and 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
1996	1,473,020	767,902	2,240,922	590,549
1997	1,844,440	999,636	2,844,076	739,925
1998	803,663	545,194	1,348,857	1,088,953
1999	754,930	451,418	1,206,348	1,052,972
2000	890,785	705,429	1,596,214	1,201,483
2001	1,507,245	3,873,610	5,380,855	1,445,075
2002	1,395,362	1,788,520	3,183,882	2,254,188
2003	1,024,980	850,343	1,875,323	2,065,359
2004	950,950	983,733	1,934,683	1,589,605
2005	1,078,426	1,120,705	2,199,131	1,977,105
2006	1,068,956	1,093,474	2,162,430	1,568,041
2007	666,341	580,495	1,246,836	1,483,470
2008	749,684	583,205	1,332,889	1,421,550
2009	616,269	1,323,526	1,939,795	1,967,477
2010	763,871	651,325	1,415,196	1,252,035
<b>TOTAL</b>	15,588,922	16,318,515	31,907,437	21,697,787

## 5.5 Sustainability Summary

The evaluation found that the RSHC has a number of the components of sustainability in place. They have the necessary Board and Corporate administrative structures to support sustainability. The RSHC has been successful at generating revenue from a host of sources in addition to the NPS funding, which would provide continuity in funding should NPS funds be reduced or eliminated. In addition, it has a plan for revenue generation through receptive services and tourism. However, as noted, interviewees feel that this will not really replace the funds that have permitted RSHC staff to perform the consultation, technical assistance and strategic planning services they have been performing with NPS HPP funds and support.

Both the NPS funding and the NHA designation have been of value to RSHC. The funding has provided flexibility, a consistent source of discretionary funds, and ability to leverage other resources. The funding has also helped the RSHC to have a coherent approach to implementing its management plan. If the NPS funding is discontinued, the general view among those interviewed and close to RSHC is that this might reduce the incentive for other funding sources to contribute.

Almost without exception, interviewees also noted the importance of the NHA designation and its contribution to the RSNHA's and RSHC's success and sustainability. The NHA designation was also cited by interviewees as providing credibility to the Southwestern region of Pennsylvania as a whole. The designation was seen as component of making the region more marketable to a wider tourist audience, which is central to plans for economic development in the region, as discussed above. Those interviewees involved with marketing and tourism note that the NHA designation has served to attract investors, both Government and private, as well as bringing credibility to joint ventures.

## Appendix 1 Evaluation Legislation

From P. L. 110-229, signed May 8, 2008:

### SEC. 462. EVALUATION AND REPORT.

(a) In General.--For the nine National Heritage Areas authorized in Division II of the Omnibus Parks and Public Lands Management Act of 1996, not later than 3 years before the date on which authority for Federal funding terminates for each National Heritage Area, the Secretary shall--

- (1) conduct an evaluation of the accomplishments of the National Heritage Area; and
- (2) prepare a report in accordance with subsection (c).

(b) Evaluation.--An evaluation conducted under subsection (a)(1) shall--

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

[[Page 122 STAT. 825]]

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

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

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

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

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

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## Appendix 2 Authorizing Legislation

Public Law 104–333  
104th Congress  
November 12, 1996

### An Act

To provide for the administration of certain Presidio properties at minimal cost to the Federal taxpayer, and for other purposes.

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

#### SECTION 1. SHORT TITLE AND TABLE OF CONTENTS.

This Act may be cited as the “Omnibus Parks and Public Lands Management Act of 1996”.

### TITLE IV—STEEL INDUSTRY HERITAGE PROJECT

#### SEC. 401. SHORT TITLE.

This title may be cited as the “Steel Industry American Heritage Area Act of 1996”.

#### SEC. 402. FINDINGS AND PURPOSE.

(a) FINDINGS.—The Congress finds that—

- (1) the industrial and cultural heritage of southwestern Pennsylvania, including the city of Pittsburgh, and the counties of Allegheny, Armstrong, Beaver, Fayette, Greene, Washington, and Westmoreland, related directly to steel and steel-related industries, is nationally significant;
- (2) these industries include steelmaking, ironmaking, aluminum, specialty metals, glass, coal mining, coke production, machining and foundries, transportation, and electrical industries;
- (3) the industrial and cultural heritage of the steel and related industries in this region includes the social history and living cultural traditions of the people of the region;
- (4) the labor movement of the region played a significant role in the development of the Nation, including the formation of many key unions such as the Congress of Industrial Organizations (CIO) and the United Steel Workers of America (USWA), and crucial struggles to improve wages and working conditions, such as the Rail Strike of 1877, the Homestead Strike of 1892, and the Great Steel Strike of 1919;
- (5) the Department of the Interior is responsible for protecting the Nation’s cultural and historic resources, and there are significant examples of these resources within this eight-county region to merit the involvement of the Federal Government to develop programs and projects, in cooperation with the Steel Industry Heritage Corporation, the Commonwealth of Pennsylvania, and other local and governmental bodies, to adequately

conserve, protect, and interpret this heritage for future generations, while providing opportunities for education and revitalization; and

(6) the Steel Industry Heritage Corporation would be an appropriate management entity for a Heritage Area established in the region.

- (b) STATEMENT OF PURPOSE.—The objectives of the Steel Industry American Heritage Area are—
- (1) to foster a close working relationship with all levels of government, the private sector, and the local communities in the steel industry region of southwestern Pennsylvania and empower the communities to conserve their heritage while continuing to pursue economic opportunities; and
  - (2) to conserve, interpret, and develop the historical, cultural, natural, and recreational resources related to the industrial and cultural heritage of the eight-county region of southwestern Pennsylvania.

#### **SEC. 403. STEEL INDUSTRY AMERICAN HERITAGE AREA.**

(a) ESTABLISHMENT.—There is hereby established the Steel Industry American Heritage Area (in this title referred to as the “Heritage Area”).

(b) BOUNDARIES.—The Heritage Area shall be comprised of the counties of Allegheny, Armstrong, Beaver, Fayette, Greene, Washington, and Westmoreland in Pennsylvania.

(c) MANAGEMENT ENTITY.—The management entity for the Heritage Area shall be the Steel Industry Heritage Corporation.

#### **SEC. 404. COMPACT.**

(a) IN GENERAL.—To carry out the purposes of this title, the Secretary of the Interior (in this title referred to as the “Secretary”) shall enter into a compact with the management entity. The compact shall include information relating to the objectives and management of the area, including the following:

- (1) A delineation of the boundaries of the proposed Heritage Area.
- (2) A discussion of the goals and objectives of the proposed Heritage Area, including an explanation of the proposed approach to conservation and interpretation and a general outline of the protection measures committed to by the partners referred to in paragraph (4).
- (3) An identification and description of the management entity that will administer the proposed Heritage Area.
- (4) A list of the initial partners to be involved in developing and implementing the management plan for the proposed Heritage Area, and a statement of the financial commitment of the partners.
- (5) A description of the role of the Commonwealth of Pennsylvania.

(b) ADDITIONAL REQUIREMENTS.—The compact shall be prepared with public participation. Actions called for in the compact shall be likely to be initiated within a reasonable time after designation of the proposed Heritage Area and shall ensure effective implementation of the State and local aspects of the compact.

#### **SEC. 405. MANAGEMENT PLAN.**

The management entity shall develop a management plan for the Heritage Area that presents comprehensive recommendations for the Heritage Area's conservation, funding, management and development. Such plan shall take into consideration existing State, county, and local plans and involve residents, public agencies, and private organizations working in the Heritage Area. It shall include actions to be undertaken by units of government and private organizations to protect the resources of the Heritage Area. It shall specify the existing and potential sources of funding to protect, manage, and develop the Heritage Area. Such plan shall include, as appropriate, the following:

- (1) An inventory of the resources contained in the Heritage Area, including a list of any property in the Heritage Area that is related to the themes of the Heritage Area and that should be preserved, restored, managed, developed, or maintained because of its natural, cultural, historic, recreational, or scenic significance.
- (2) A recommendation of policies for resource management which considers and details application of appropriate land and water management techniques, including but not limited to, the development of intergovernmental cooperative agreements to protect the Heritage Area's historical, cultural, recreational, and natural resources in a manner consistent with supporting appropriate and compatible economic viability.
- (3) A program for implementation of the management plan by the management entity, including plans for restoration and construction, and specific commitments of the identified partners for the first 5 years of operation.
- (4) An analysis of ways in which local, State, and Federal programs may best be coordinated to promote the purposes of the title.
- (5) An interpretation plan for the Heritage Area.

#### **SEC. 406. AUTHORITIES AND DUTIES OF MANAGEMENT ENTITY.**

(a) **AUTHORITIES OF THE MANAGEMENT ENTITY.**—The management entity may, for purposes of preparing and implementing the management plan under section 405, use Federal funds made available through this title—

- (1) to make loans and grants to, and enter into cooperative agreements with, States and their political subdivisions, private organizations, or any person; and
- (2) to hire and compensate staff.

(b) **DUTIES OF THE MANAGEMENT ENTITY.**—The management entity shall—

- (1) develop and submit to the Secretary for approval a management plan as described in section 405 within 3 years after the date of the enactment of this title;
- (2) give priority to implementing actions set forth in the compact and the management plan, including taking steps to—
  - (A) assist units of government, regional planning organizations, and nonprofit organizations in preserving the Heritage Area;
  - (B) assist units of government, regional planning organizations, and nonprofit organizations in establishing and maintaining interpretive exhibits in the Heritage Area;
  - (C) assist units of government, regional planning organizations, and nonprofit organizations in developing recreational resources in the Heritage Area;

- (D) assist units of government, regional planning organizations, and nonprofit organizations in increasing public awareness of and appreciation for the natural, historical and architectural resources and sites in the Heritage Area;
- (E) assist units of government, regional planning organizations and nonprofit organizations in the restoration of any historic building relating to the themes of the Heritage Area;
- (F) encourage by appropriate means economic viability in the Heritage Area consistent with the goals of the plan;
- (G) encourage local governments to adopt land use policies consistent with the management of the Heritage Area and the goals of the plan; and
- (H) assist units of government, regional planning organizations and nonprofit organizations to ensure that clear, consistent, and environmentally appropriate signs identifying access points and sites of interest are put in place throughout the Heritage Area;

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

(4) conduct public meetings at least quarterly regarding the implementation of the management plan;

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

(6) for any year in which Federal funds have been received under this title, submit an annual report to the Secretary setting forth its accomplishments, its expenses and income, and the entity to which any loans and grants were made during the year for which the report is made; and

(7) for any year in which Federal funds have been received under this title, make available for audit all records 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 audit all records pertaining to the expenditure of such funds. If a management plan is not submitted to the Secretary as required under paragraph (1) within the specified time, the Heritage Area

shall no longer qualify for Federal funding.

(c) PROHIBITION ON THE ACQUISITION OF REAL PROPERTY.— The management entity may not use Federal funds received under this title to acquire real property or an interest in real property. Nothing in this title shall preclude any management entity from using Federal funds from other sources for their permitted purposes.

## **SEC. 407. DUTIES AND AUTHORITIES OF FEDERAL AGENCIES.**

(a) TECHNICAL AND FINANCIAL ASSISTANCE.—

(1) IN GENERAL.—The Secretary may, upon request of the management entity, provide technical and financial assistance to the Heritage Area to develop and implement the management plan. In assisting the Heritage Area, the Secretary shall give priority to actions that in general assist in—



(A) conserving the significant natural, historic, and cultural resources which support its themes; and

(B) providing educational, interpretive, and recreational opportunities consistent with its resources and associated values.

(2) SPENDING FOR NON-FEDERALLY OWNED PROPERTY.—The Secretary may spend Federal funds directly on non-federally owned property to further the purposes of this title, especially in assisting units of government in appropriate treatment of districts, sites, buildings, structures, and objects listed or eligible for listing on the National Register of Historic Places. The Historic American Building Survey/Historic American Engineering Record shall conduct those studies necessary to document the industrial, engineering, building, and architectural history of the region.

(b) APPROVAL AND DISAPPROVAL OF COMPACTS AND MANAGEMENT PLANS.—

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

(2) ACTION FOLLOWING DISAPPROVAL.—If the Secretary disapproves a submitted compact or management plan, the Secretary shall advise the management entity in writing of the reasons therefor and shall make recommendations for revisions in the compact or plan. The Secretary shall approve or disapprove a proposed revision within 90 days after the date it is submitted.

(c) APPROVING AMENDMENTS.—The Secretary shall review substantial amendments to the management plan for the Heritage Area. Funds appropriated pursuant to this title may not be expended to implement the changes made by such amendments until the Secretary approves the amendments.

#### **SEC. 408. SUNSET.**

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

#### **SEC. 409. AUTHORIZATION OF APPROPRIATIONS.**

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

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

**NOTE: The dollar limits in the above referenced paragraph were amended by 122 STAT. 824 PUBLIC LAW 110-229—MAY 8, 2008:**

#### **SEC. 449. AUTHORIZATION OF APPROPRIATIONS.**

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

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

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

## Appendix 3 Evaluation Methodology

### Background and Purpose

In May 2008, Congress passed legislation<sup>6</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.

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<sup>6</sup> From P.L. 110-229, Section 462. EVALUATION AND REPORT, signed May 8, 2008

## Core Evaluation Approach

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

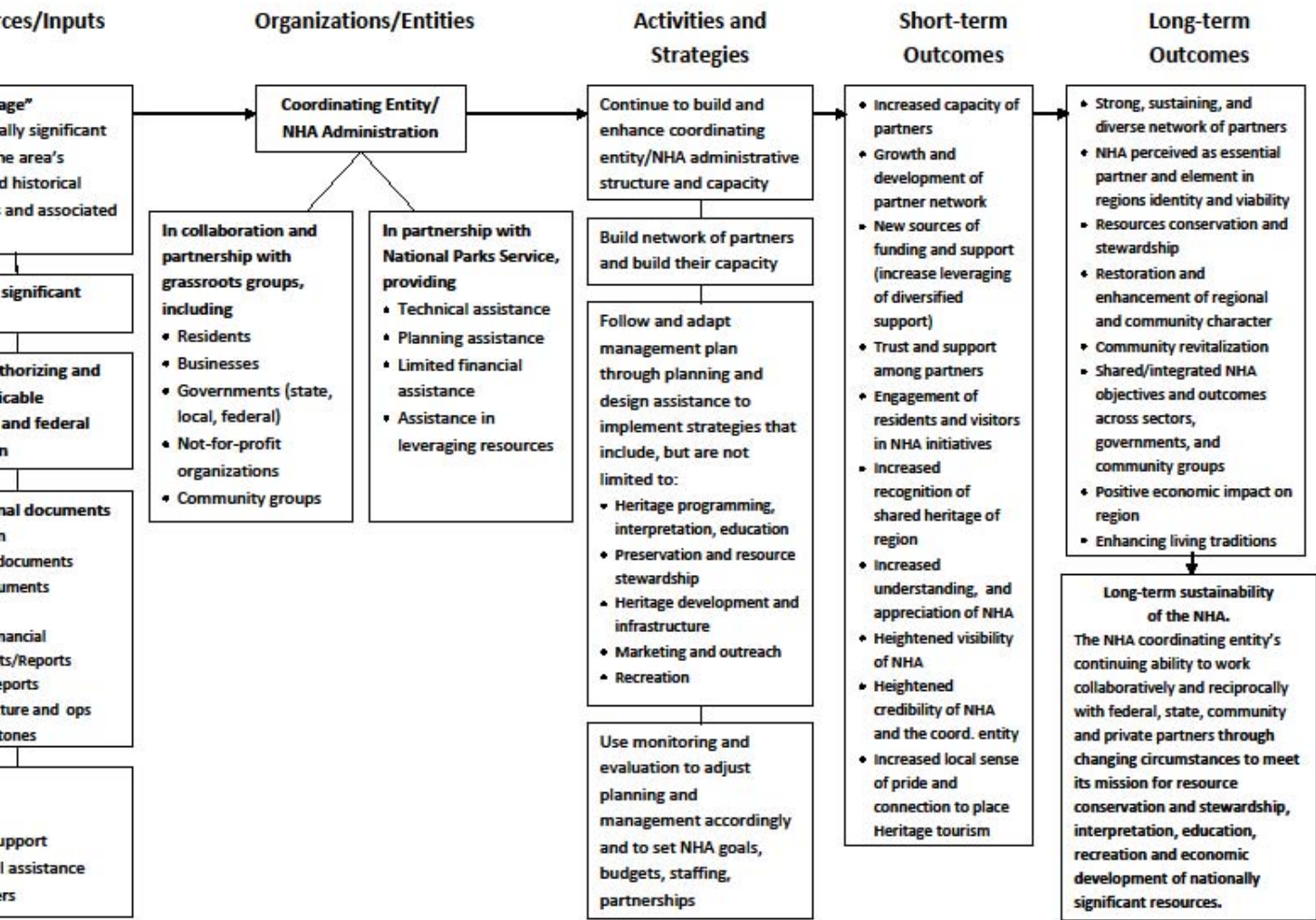
The evaluation will incorporate a collaborative approach with project stakeholders to ensure that it is relevant to all and is grounded in the local knowledge of the site as well as designed to meet legislative requirements. Therefore, in the design and implementation of each evaluation, we will include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

## Core Evaluation Design and Measures

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

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

# Logic Model



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

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

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

In addressing this question, we will collect data through interviews and documents on the nature of the proposed NHA activities; how these activities are being implemented by the local coordinating entity/management entity, partnership network and/or the local community; and, the impacts of the activities. The measures also will address whether the NHAs are implementing the activities proposed in the initial NHA designation, and if not, what circumstances or situations may have led to their adaptation or adjustment. This examination consists of in-depth interviews with staff to understand what activities have resulted from the NHA designation that was initially not intended or expected. Also, in assessing the goals and objectives of the NHA, we will try to discern if there were mechanisms in place prior to establishment of the NHA intended to achieve these goals.

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

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

**Evaluation Question 3: How do the NHA's 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>7</sup> will be employed

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<sup>7</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.

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

## **Data Collection Methods**

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

## **Foundation Documents Review**

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



- Legislation – all Federal, state and/or local legislation that provides the legal framework for the NHA
- Plans – all planning documents, including updates, developed by the coordinating entity and/or partners that are intended to deliver the legal mandates defined by Congress and/or other legislative bodies
- Legal documents – documents signed by the coordinating entity that allow it to 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 document NHA activities, such as the number of visitors or number of workshops offered per year. We will also use a case study protocol to abstract key information and make use of data analysis software, such as NVivo, to meaningfully structure the data. This review of documents will be critical in helping us tailor the specifics of the evaluation for each site, particularly in selecting NHA staff and partners to interview.

## **Financial Data Review**

Our approach to the financial data review is informed by the Augusta Canal and Silos and Smokestacks evaluations, particularly with respect to the types of data collected and the nature of the analyses performed. We will review key NHA financial data records such as audits, tax returns, budgets and performance program reports to collect data on the amount and sources of funding for the NHA, trends in funding over a 10-year period, and the impact of these resources on the economic sustainability of the NHA. We will coordinate with each of the NHA coordinating entities and NPS to gather these materials and collect supporting documentation regarding external matching contributions and use of NHA resources according to program areas. We will use a protocol to guide the review of financial data needs with each NHA site.

## **Topic-Centered Interviews with Staff of the NHA Coordinating Entity**

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

## Topic-Centered Interviews with Members of the NHA Partner Network

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

## Community Input

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

It is important to recognize the limitations in the data that will be collected through the community input strategies. First, as we will be identifying “convenient” groups of individuals, it is likely that those involved will not be fully representative of local residents, tourists, and volunteers. Depending on how they are identified, they have more or less motivation to be interested in the NHA. In addition, the data collected will be largely qualitative. We will not be able to develop quantitative indicators of the community input, but rather collect more impressionistic input that will provide an

indication based on each respondent's background, prior involvement, and interest as to how well the NHA is enhancing community awareness of, appreciation of, and involvement in the NHA.

## **Analyze Data and Findings Document**

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

Results of each NHA evaluation will be communicated in a Findings Document. The findings document will be guided by a modification of the outline finalized by the NHA Evaluation Working Group. The Findings Document outline was developed according to Westat's experience with the Augusta Canal and Silos and Smokestacks evaluation, and has been streamlined to present key findings in an Executive Summary, combine sections according to the three evaluation questions, and address sustainability questions regarding the impact of the sunset of Federal funds on NHA activities. Westat will first share a draft of the findings document with the Executive Director of the NHA coordinating entity for a review of technical accuracy. The Executive Director will have the opportunity to share the findings document with other staff and stakeholders as desired, and can provide comments to the evaluation team, either in writing or via telephone discussion. Finally, if necessary to discuss differences, a joint telephone conversation involving the NHA Executive Director, NPS and Westat can be held to discuss the comments and to arrive at a resolution. Once Westat has incorporated the feedback, the NHA coordinating entity will have another opportunity to review the findings document before it is shared with NPS. Once the NHA's final feedback is reviewed and incorporated, Westat will submit the draft findings documents to NPS for review. Westat expects to have the Final Findings Document for each evaluation complete by July 2012.

## Tailoring the Evaluation Design for NHA Evaluation Sites

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

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

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

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

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

## Evaluation Limitations

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

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## Rivers of Steel NHA Management/ Staff Topic-Centered Interview Discussion Guide

### INTRODUCTION

Thank you for talking with me today. As part of the federally mandated evaluation of National Heritage Areas (NHA) we are talking with NHA coordinating entity staff who have the most history and scope of understanding of the Rivers of Steel (ROS) NHA's operations. We developed this logic model, based off our last visit to your program, 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 RSNHA, including its background and history, your different activities and investments and their associated outcomes, and their contribution to the NHA's sustainability. Your participation in this interview is voluntary and it should take about 1 to 2 hours to complete.

The overarching goals of the Rivers of Steel National heritage Area are:

3. **Resource Conservation** - Conserve industrial heritage (i.e. labor history & business history), culture and tradition (oral history, food, folklife and traditional art)
4. **Education & Interpretation** - Conserve and interpret historic and cultural resources
5. **Economic and Community Revitalization** - Grassroots leadership effort to restore abandoned industrial sites and rebuild historic communities and promote heritage tourism
6. **Recreational Usage** - Revitalize river valleys to link natural, historic, and recreation sites
7. Trail building throughout region

## HISTORY AND BACKGROUND

8. Could you tell us about the organizational history and evolution prior to the NHA designation?
9. How did the NHA designation come about? How did this designation affect your strategic planning processes and management plan?
10. What was your working relationship like with NPS? Has that relationship evolved over the time you have been working with them?

*Probe:*

- National Parks Service Regional office, field offices, and park sites in the State, who are partners to the coordinating entity. Probe: Relationship with New River Gorge)
  - American Battlefield Protection Program Grants
  - Certified Local Governments
  - Federal Lands to Parks Transfers
  - Historic Preservation Tax Credit Projects
  - Land & Water Conservation Fund Grants
  - National Register of Historic Places (they can designate Properties; Districts; or Landmarks. NHAs can also seek National Park designation for select entities. RSHC indicated this was a series progression need to check that.)
  - Preserve America Grants
  - Rivers, Trails, and Conservation Assistance Projects
  - Save America's Treasures Grants
1. How are the management and operations of the NHA coordinating entity currently structured?



*Probes:*

- Description of executive leadership& role in organization
  - Description of governance & role in organization
  - Description of staffing and volunteers
2. What is the mission and vision for the NHA? What are the goals for the NHA coordinating entity?
  3. Can you describe the various planning processes that the NHA coordinating entity has undertaken over time? When and how did you determine a need for this and what type of engagement of the larger community was necessary?

## ACTIVITIES

We'd like to get a better understanding about some of the activities that you and other staff told us about during our first site visit. We'd like to learn about how these activities fit into your overall programming and vision for the NHA and who/what is involved in their implementation

According to the logic model, the coordinating entity is involved in the following activities: resource conservation, education and interpretation, cultural conservation, economic and community revitalization, recreational usage, marketing/advertising/outreach, and cultural conservation, which we will address in order:

### Resource Conservation

Activities that preserve and protect historic structures and natural resources in the RSNHA include the Carrie Furnace; the Bost Building; the Rankin Hot Metal Bridge; the Pumping Station; (any major activities we are missing?)

1. For 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 NHA coordinating entity?

- What has been the role of the NHA Administrative staff (coordinating, sponsoring, promoting, attending, staff service on Boards)?
  - What has been the role of the NHA'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:*

- *Building restoration, Environmental, cultural and historic resources*
- *Conservation, Artifact or archive preservation,*
- *Increased awareness, understanding and pride in Coal Heritage*
- *Increased recognition of cultural influence of Coal Heritage*
- *Increased engagement, visitation, and visibility of Coal Heritage Sites by locals and visitors*
- *Greater amount/ diversity in sources of funding committed to these activities*
- *Increased diversification of local economy (e.g. entrepreneur and small business development)*

3. What challenges have you encountered in implementing these activities?
4. How do you evaluate and/or assess the effectiveness of your educational activities?
5. How would this activity be affected if the federal funding sunsets? 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 activities and how they have been implemented over the years?

## **Education and Interpretation**

According to the logic model, these are activities and programs that foster public support and appreciation for the NHA site and tell the story of its natural, historical and cultural significance.

These activities may include folklife educational programs, art programs, heritage tourism, internships, school programs (all levels), workshops (for teachers, students, artist), signage, interpretive kiosk, visitor center, website, and network of regional institutes.

## **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 NHA staff in providing this?
  - The role of the community in implementing these activities?
2. How have the educational activities affected:
  - Participants – increased knowledge and skills
  - Partners – their capacity, the relationships among partners - in what ways?
  - This NHA overall and how it is perceived more generally?
  - Community support for preservations, interpretive, educational activities?
  - Ability to provide a cohesive NHA experience focused on the themes of American agriculture?
3. Could you tell us what have been the accomplishments of your educational activities?
4. What challenges have you encountered in implementing these activities?
5. How do you evaluate and/or assess the effectiveness of your educational activities?
6. How would this activity be affected if the federal funding sunsets? 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 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 of these activities.
  - When did it begin? What was the impetus for starting it?
  - What has been the role of the NHA coordinating entity?
  - What has been the role of the NHA's partnership network?
  - What has been the role of the local community?
  - What have been the overall accomplishments of this activity in your area? What challenges have you encountered in implementing this activity?
  - How do you evaluate and/or assess the effectiveness of it?

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

*Probes:*

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

3. What challenges have you encountered in implementing these activities?
4. How do you evaluate and/or assess the effectiveness of your activities?
5. How would this activity be affected if the federal funding sunsets? 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 activities and how they have been implemented over the years?

## Economic and Community Revitalization

Heritage based development activities that further provide educational and inspirational opportunities for current and future generations. Examples of some of these activities include environmental clearance, brownfield redevelopment, building restoration and stabilization, artifact & archive conservation, revitalization of historic industries (blacksmithing, etc.) and oral histories.

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

Probes:

- Engagement of residents and visitors/future stewardship
- Educational/interpretational impacts
- Preservation of NHA and its historical resources
- Restoration of NHA resources

— Economic (Job creation)

3. What challenges have you encountered in implementing these activities?
4. How do you evaluate and/or assess the effectiveness of these activities?
5. How would this activity be affected if federal funding sunsets? Are there other organizations in the community who also provide this activity in a way that supports the heritage area?
6. Are there documents you could provide us that describe these activities and how they have been implemented over the years?

### **Marketing, Advertising and Outreach:**

Activities that increase public use and awareness of the NHA and further its economic sustainability. Marketing and public outreach may encompass the use of guides, brochures, signage, newsletters, social media and/or participation in community events to increase public awareness of the NHA.

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 NHA staff?
  - The role of the local community?
  - The role of members of your partnerships?
2. How have these marketing and awareness building activities affected: (Probe – for each activity, how do you know any of these outcomes occurred?)
  - Partners – their capacity, the relationships among partners - in what ways?
  - Increased awareness, understanding, and pride in Coal Heritage history and ethnic diversity?
  - Engagement of residents and visitors/tourism?

- Community support for preservations, interpretive, educational activities?
  - Economic impacts, e.g., entrepreneur and small business development?
  - Ability to provide a cohesive NHA experience
3. Could you tell us the overall accomplishments of these activities?
  4. What challenges have you encountered in implementing these activities?
  5. How do you evaluate and/or assess the effectiveness of these activities?
  6. How would this activity be affected if the federal funding sunsets? 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 these activities and how they have been implemented over the years?

## Grant-making, Technical Assistance and Support

Activities that build local community capacity and assist individuals, organizations and communities who are involved in NHA activities. These activities could include grant-making, provision of technical assistance for grant-writing, preservation activities, local fundraising, or other activities.

1. We'd like to learn more about your grant-making activities. Can you describe the different grant programs that you offer?
  - When it began?
  - The impetus for starting it?
  - The activities it supports? *Probe – how does it promote the preservation, interpretation and education and programming of America's unique story?*
  - How it is funded? Does it leverage other funding?
  - Whether the grants are provided for a specific purpose/time period and/or if they could be sustained on their own without continued 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 impacted:
- Probes:
- *Build capacity of communities*
  - *Foster future stewardship Coal Heritage sites and resources*
  - *Greater amount and diversity in sources of funding committed to interpretive and educational programming*
  - *Diversify the local economy (e.g., entrepreneur and small business development)*
3. Are there certain grant programs that have been more successful than others in achieving the goals of the NHA? If so, why do you think these have better impacts for the overall NHA 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 federal funding sunsets? 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?



# BOARD OF DIRECTORS 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 NHA?
2. What are the responsibilities of members of these committees? For instance, does it involve setting goals, establishing budgets and financial accountability for the NHA's coordinating entity?
3. How do the skills and expertise that members of these committees bring to the table contribute to the NHA's sustainability?
4. Do you/ members of these committees assist with fundraising? Contribute financially?
5. What kind of fundraising plan (immediate and long-term, sustainable impacts) is in place?
7. What is the process of communication between this NHA's staff and members of the Board of Trustees and Advisory Groups?
8. What activities has the NHA conducted over the years to garner community support? What have been your successes and challenges?
9. Can you tell us what you think have been your greatest successes and most serious challenges across the history of this NHA?

## Board's Contribution to Sustainability.

1. How do the diversity of skills and expertise that members of the Board bring to the table contribute to the NHA's sustainability?
2. Has the NHA's Board demonstrated a capacity for adaptive management over time (incl. changes in staffing levels, strategic planning, etc.)?
3. What kinds of investments has the Board made toward developing staff and career advancement opportunities?
4. Has the NHA's Board seemed to have set clear goals for the NHA with well-defined timeframes?
5. What kind of system does the Board have in place for setting annual goals or for establishing budgets?

6. What kind of process does the Board have in place for collecting data on measurable NHA goals and usage of those data (monitoring and evaluation)?
7. What kind of fundraising plan (immediate and long-term, sustainable impacts) is in place?
8. How does the Board of this NHA maintain financial accountability for the NHA? What kind of system is in place for this?
9. How “transparent” is the Board’s system for setting goals, establishing budgets and financial accountability for the NHA? (Is this a public or private process)?
10. What kind of plan is in place for stakeholder development?

*Probe:*

- *How has the NHA’s partner network grown over the years?*

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

*Probe:*

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

12. Would you say that this NHA's Board has a leadership role in the partner network? If so, how?

## **PARTNERS AND PARTNERSHIP NETWORK**

### **Partners and Nature of Partnerships**

1. Who are the NHA’s key “partners” (e.g., city, other agencies, groups, foundations, businesses, exhibits/attractions)?
2. For each partner please provide the following information:
  - What do you see as the “purpose” of the NHA’s partnership with [partner name]?
  - Describe [partner name]’s level of involvement with the NHA.

- What kinds of resources has [partner name] committed to the NHA? For what? For how long?
- 3. Could you describe how an organization becomes a partner? What is the partner designation process? What are the requirements for becoming a partner?
- 4. What types of services or support do partners receive from the NHA?
- 5. What types of services or support do you receive from your partners?
- 6. How do partners support one another?
- 7. How has the NHA's partnership network grown and evolved over time?
  - Growth in number of partners and regions over time?
  - Different types of organizations that are partners – non-profits, volunteer-led organization, for-profits, etc.
- 8. In what ways has the partnership network influenced your organization? Probe – look at the logic model for examples of activities in which the partnership network may have been an influence
- 9. What challenges have you faced with your partnership network? For instance, have there been in challenges in identifying partners, meeting their needs, engaging partners over time or in making a cohesive network of partners?

## **Partner Network's Contribution to Sustainability**

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

*Probe:*

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

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

6. How would partners, and their NHA related activities be affected if federal funding for the NHA discontinued? Would their activities continue to work towards accomplishing the goals and objectives of the NHA, and if so, how?

## ACCOMPLISHMENTS, CHALLENGES AND LESSONS LEARNED

1. In your experience, what have been some of the major accomplishments for this NHA?
2. Could you tell us about some of the challenges 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 NHA entity for accomplishing the goals and objectives of the NHA? Would these organizations or mechanisms continue to work toward the heritage area goals post-sunset?
  5. What has been the impact of the NHA in the region since its inception? (e.g., more trail/tourism development; increased historic or cultural preservation). How has the NHA's impact changed over time?
  6. What were some of the early lessons learned or unintended consequences (e.g. issues related to collaborating rather than competing with partners) in implementing the activities and strategies for this NHA?
  7. Could you tell us about any evidence of community support for the NHA? What does this look like (i.e. volunteers, funding, invitation to participate on the boards of other organizations, engagement of State leadership, etc.?)
  8. What additional things would you have the NHA coordinating entity do, if any? What changes would it be helpful for the NHA coordinating entity to make?

# Rivers of Steel Partner Network Topic-Centered Interview

## Discussion Guide

### INTRODUCTION

Thank you for agreeing to meet with us today about your organization’s involvement with the Rivers of Steel. We are researchers from Westat, a research company based outside of Washington DC and we are conducting a study on National Heritage Areas. Specifically, we’re interested in learning about your work with the NHA coordinating entity and any assistance you have either received from or contributed to the National Heritage Area. We are interested in collecting information about your relationship with NHA coordinating entity, how it has evolved and how the NHA coordinating entity has changed over time.

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

### BACKGROUND

1. Describe your organization overall?

*Probe –*

- *What is the type of organization (i.e. museum, historical society, etc), what does it do, size of organization, who does it serve, size of the organization (staffing, number of active volunteers, budget), length of time it’s existed.*

2. What is your position and role in the organization? How long have you been with the organization? Other positions held?

### WORK WITH NHA and NHA Coordinating Entity

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

5. Could you describe how your organization's program activities contribute to the NHA's unique story?

6. Could you describe how your partnership with the NHA coordinating entity 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 NHA coordinating entity?
- Has it helped you receive funding? In what ways? What funding have you received that you may not have without the NHA coordinating entity 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 NHA coordinating entity?

- What type of assistance did you receive (training, consultations, facilitated meetings, brainstorming ideas, site assessments, etc)
  - Who did you receive it from?
  - Where did you receive it?
  - How did you find out about this assistance?
  - Were there requirements for participating in these activities?
  - Did you need to pay for this assistance?
2. Could you describe how you've used this assistance to incorporate or enhance stories about the NHA heritage into you programming?
  3. How have this assistance and your activities/offerings evolved over time?
  4. What does this assistance from NHA coordinating entity 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 NHA coordinating entity and/or with other NHA regional partners?
2. How does collaboration affect your organization's ability to meet its goals? *Probe: Has this collaboration helped you build your financial, programming or organizational capacity?*
3. Have you gained access other organizations or resources in the community because of your collaboration with NHA coordinating entity? How? *Probe – NPS, other state resources*

## OVERALL IMPACT OF PARTNERSHIP WITH NHA

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



2. Have you experienced any challenges as a result of your partnership with the NHA coordinating entity? *Probe – limitations on ability to fundraise or collaborate with other organizations?*
3. What leadership roles does the NHA coordinating entity play in the community? Convener? Organizer? Funder? Other?
4. Are there ways in which the NHA coordinating entity coordinating entity has changed the region over the past 12 years? How? In what ways? How has NHA coordinating entity'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 NHA coordinating entity? Why? What factors influence your continued relationship?
6. What additional things would you have the NHA coordinating entity coordinating entity do, if any? What changes would be helpful for NHA coordinating entity 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 federal funds that support the NHA discontinued? Would any of your activities that contribute to the NHA mission and story continue? *Probe if there would be an impact on the quantity or quality of these activities?*
8. What do you think would be the overall impact if the federal funding that supports the NHA coordinating entity discontinues? Are there other mechanisms or organizations that could support the unique features and heritage of the area?

# Rivers of Steel Heritage Area Residents/Visitors Topic Centered Interview Discussion Guide

Hi, my name is [INTERVIEWER NAME] and I'm working with the National Park Service to learn what visitors here know about the National Heritage Area that is located here. 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    State resident    Out-of-state
2. How visitor found out about the site:
3. Reason for visiting:
4.    First time visit    Repeat visit
5. Familiarity with NHA's history
  - a. Probe on source of knowledge
  - b. Probe on if and how this visit has enhanced their knowledge of the historical and cultural significance of the region
6. Familiarity with National Heritage Area
  - a. Probe on materials ( brochure)
  - b. Probe on signage (signage)
  - c. Probe on visiting NHA resources (tours, museums, trails)
  - d. Probe on message (themes) of NHA
  - e. Probe on what NHA means to them
  - f. If local, probe on role of NHA in community – economic, cultural, historic, restorative [revitalization]

## Domain and Source Crosswalk: Rivers of Steel National Heritage Area

Research Question, Domains, Measures	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Websites, Other Documents	Financial Data Forms
<b>Evaluation Q.1: Has the NHA coordinating entity accomplished the purposes of the authorizing legislation and achieved the goals and objectives of the management plan?</b>						
<b>Resource Conservation – Activities that support long-term preservation, conservation and reclamation of natural, cultural and historic resources</b>						
<b>Nature of NHA activities</b>						
Description of resource conservation activities	x	x		x	x	
Description of conservation efforts related to folklore, folklife, life ways and traditions	x	x		x	x	
<b>Implementation of each activity</b>						
Role of NCHA 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>Impact of activities</b>						
Environmental, cultural and historic resources conservation	x	x		x	x	
Building restoration and stabilization	x	x		x	x	x
Environmental clearance/brownfield redevelopment	x	x	x	x		x
Artifact and archive conservation	x	x				
Greater amount and diversity in sources of funding committed to conservation and stewardship	x	x		x		x
Increased local sense of pride and connection to place	x	x	x		x	
Increased capacity of partners	x	x				
Growth in partner network	x	x				

Research Question, Domains, Measures	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Websites, Other Documents	Financial Data Forms
<b>Evaluation Q.1: Has the NHA coordinating entity accomplished the purposes of the authorizing legislation and achieved the goals and objectives of the management plan?</b>						
Job creation	X	X	X			
<b>Interpretation and 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>Nature of NHA activities</b>						
Description of interpretation and education activities	X	X		X	X	
Description of conservation efforts related to folklore, folklife, life ways and traditions	X	X		X	X	
<b>Implementation of each activity</b>						
Role of NCHA administrative staff	X	X		X	X	
Role of the partnership network	X	X		X	X	
Role of the local community	X	X		X	X	
<b>Impact of activities</b>						
Engagement of residents and visitors (# served/involved/affected)	X	X	X	X	X	
Increased understanding, awareness and appreciation of NHA resources and stories	X	X	X	X	X	
Increased recognition of shared heritage of region	X	X	X	X		
Greater amount and diversity in sources of funding committed to interpretive and educational programming	X	X		X		
Job creation	X	X		X		

Research Question, Domains, Measures	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Websites, Other Documents	Financial Data Forms
<b>Evaluation Q.1: Has the NHA coordinating entity accomplished the purposes of the authorizing legislation and achieved the goals and objectives of the management plan?</b>						
<b>Economic and Community Revitalization – Heritage based development activities that further revitalization of area resources, including community redevelopment and investment, economic opportunities, and local tourism</b>						
<b>Nature of NHA activities</b> Description of economic and community revitalization activities	X	X		X	X	
<b>Implementation of each activity</b>						
Role of NHA administrative staff	X	X		X	X	
Role of the partnership network	X	X		X	X	
Role of the local community	X	X	X	X	X	
<b>Impact of activities</b>						
Development/construction contributing to community revitalization	X	X		X		X
Restoration of buildings/landmarks central to community activities	X	X	X	X	X	
Development of river landings and trails	X	X	X	X	X	
Redevelopment of historic/cultural economic activities/industries	X	X		X	X	
Heritage tourism	X	X	X	X	X	
Job creation	X	X	X			X

Research Question, Domains, Measures	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Websites, Other Documents	Financial Data Forms
<b>Evaluation Q.1: Has the NHA coordinating entity accomplished the purposes of the authorizing legislation and achieved the goals and objectives of the management plan?</b>						
<b>Marketing/Advertising/ Outreach – Activities that increase public use and awareness of the NHA and further its economic sustainability</b>						
<b>Nature of NHA activities</b>						
Description of marketing, advertising and outreach activities (e.g., promotional materials, events programming)	x	x	x	x	x	
<b>Implementation of each activity</b>						
Role of NHA administrative staff	x	x		x	x	
Role of the partnership network	x	x		x	x	
Role of the local community	x	x	x	x	x	
<b>Impact of activities</b>						
Engagement of residents and visitors (# served/involved/affected)	x	x	x		x	
Increased understanding, awareness and appreciation of NHA resources and stories	x	x	x			
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				
Heightened visibility of NHA resources and stories		x				
Job creation	x	x	x			x

Research Question, Domains, Measures	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Websites, Other Documents	Financial Data Forms
<b>Cultural Conservation – Activities that support, maintain and expand community cultural and ethnic awareness and resources</b>						
<b>Nature of NHA activities</b>  Description of cultural conservation activities Implementation of each activity Role of NHA administrative staff Role of the partnership network Role of the local community	X  X X X X X	X  X X X X X	     X	X  X X X X X	X  X X X X X	
<b>Impact of activities</b>  Maintain and sustain unique cultural heritage and assets  Growth of cultural resources, businesses, and community events Increased awareness and appreciation of cultural heritage Appreciation of contribution of cultural heritage	X  X X X	X  X X X	X  X X X	X  X X X	  X X	   X

Research Question, Domains, Measures	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Websites, Other Documents	Financial Data Forms
<b>Evaluation Q.2 What have been the impacts of investments made by Federal, State, Tribal, and local government and private entities?</b>						
<b>Financial Investments:</b>						
Amount of federal funding over time	X			X	X	X
Amount and sources of leveraged funds over time	X	X		X	X	X
Nature/amount in grants sought and grants awarded over time	X			X		X
Amount/diversity of donor contributions over time	X			X		X
<b>Impact of financial investments</b>						
Amount of dollars committed to each NHA activity over time	X					X
Revenue generated from NHA program activities	X					X
Consistency of donor support	X					X
Expansion of base of donors over time	X				X	X
Job creation	X				X	X
<b>Other types of investment</b>						
Partnership contributions (e.g., time, staff, resources)	X	X			X	X
Community contributions (e.g., volunteerism)	X	X	X		X	X
Donated services and supplies	X	X			X	X
<b>Impact of other investment sources</b>						
Educational impacts	X	X	X			
Marketing and promotional	X	X	X		X	
Staff enhancement and retention	X	X				X
Land/facilities acquisition	X	X				X
Job creation	X	X	X			X



Research Question, Domains, Measures	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Websites	Financial Data Forms
<b>Evaluation Q.3 How do the NHA management structure, partnership relationships and current funding contribute to its sustainability?</b>						
<b>Nature of management structure</b>						
Description of management structure	x			x	x	x
Description of NHA mission and vision	x			x	x	
Description of NHA goals	x			x	x	
Description of staffing and volunteers	x	x	x	x	x	x
Description of governance & role in organization	x	x		x	x	
Description of executive leadership & role in organization	x	x		x	x	
<b>Coordinating entity's contribution to sustainability</b>						
Diversity of skills and expertise	x	x		x		
Capacity for adaptive management over time (incl. changes in staffing levels, strategic planning, etc)	x	x		x		
Investments in developing staff and career advancement opportunities	x	x		x		x
Clear NHA goals with well-defined timeframes	x	x		x		
System for setting annual goals or for establishing budgets	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
Established system of financial accountability	x	x		x		x

Research Question, Domains, Measures	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Websites	Financial Data Forms
<b>Evaluation Q.3 How do the NHA management structure, partnership relationships and current funding contribute to its sustainability?</b>						
Transparency of systems for setting goals, establishing budgets and financial accountability (a public or private process)	x			x		
Stakeholder development plan (sustainable impacts)	x					
Growth and development of partner network	x	x		x		
Transparent and effective communication channels with governance, staff, volunteers, partners, etc	x	x	x	x		
Established and consistent communication mechanisms with partners, members and local residents	x	x				
Coordinating entity has leadership role in partner network	x	x	x			
<b>Nature of partner network</b>						
List of partners	x	x		x	x	
Purpose of each partnership	x	x		x		
Partners' involvement with NHA	x	x		x		
Resource commitment from partners (for what? for how long?)	x	x				
Partner network's contribution to sustainability						
Broad base of partners representing diverse interests and expertise in the NHA	x	x		x	x	
Partner collaboration and combination of investments to accomplish NHA objectives	x	x		x	x	
Partner retention over time	x	x		x		
Number of partners over time	x	x		x		
Partners' role(s) on NHA boards	x	x		x		
Trust and support among partners	x	x		x		

Research Question, Domains, Measures	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Websites	Financial Data Forms
<b>Evaluation Q.3 How do the NHA management structure, partnership relationships and current funding contribute to its sustainability?</b> Financial sustainability Amount of dollars committed to each NHA activity over time Allocation of federal funds over time Sources and amount of leveraged funds over time Activities that can continue post-sunset of federal dollars	X  X  X  X	X    X		X  X  X  X		X  X  X
<b>Economic impact on sustainability</b>  Resource stewardship resulting in improved economic value of NHA Improved earned income over time Trends in return on fundraising investment Trends in contribution and grants ratio – indicates dependence on voluntary support Trends in debt ratio Trends in average annual operating revenue Job creation	X  X  X  X  X  X  X	X  X            X				X  X  X    X  X

## Appendix 5      Timeline of NHA Key Events

**Table A5.1      Rivers of Steel Timeline**

Year	Activity
1990	<ul style="list-style-type: none"> <li>■ Save and begin restoration of the 48 inch Mill</li> </ul>
1991	<ul style="list-style-type: none"> <li>■ Homestead Steel Works &amp; Carrie Furnaces Feasibility Study &amp; Master Plan</li> </ul>
1992	<ul style="list-style-type: none"> <li>■ Homestead Economic Revitalization Corporation acquired Bost Building: future home of Steel Industry Heritage Interpretive and Visitor Center</li> </ul>
1993	<ul style="list-style-type: none"> <li>■ Steel Industry Heritage Project Concept Plan</li> </ul>
1995	<ul style="list-style-type: none"> <li>■ Management Action Plan: includes Big Steel (BS); Fueling a Revolution (FAR) and Mountains of Fire (MOF) Journey Areas.</li> </ul>
1996	<ul style="list-style-type: none"> <li>■ April: Designation as a State Heritage Area</li> <li>■ November: Designation as a National Heritage Area</li> <li>■ Grant to Greene County Historical Society to restore W. A. Young and Sons Machine Shop and Foundry</li> <li>■ Initial funding of Three Rivers Heritage Trail</li> <li>■ Grant to River Quest: begins development of North Shore Riverfront in Pittsburgh</li> <li>■ Begin Folklife Program</li> </ul>
1997	<ul style="list-style-type: none"> <li>■ Begin training of former steelworkers and laborers as docents for NHA sites</li> <li>■ Restoration partnership begun with Carnegie Libraries (multiple journeys)</li> <li>■ Renovations to Flatiron Building Visitors Center in Brownsville (FAR)</li> <li>■ Allegheny Trail Alliance Master Implementation Plan</li> </ul>
1998	<ul style="list-style-type: none"> <li>■ Earned National Historic Landmark status for the Battle of Homestead sites (Bost Building, and Homestead sites)</li> <li>■ Began River Tours in Allegheny County</li> <li>■ Obtained DHHS Urban and Rural Community Economic Development Program funding</li> <li>■ Complete Monongahela River Conservation Plan</li> </ul>
1999	<ul style="list-style-type: none"> <li>■ RSHC acquires ownership of Bost Building</li> <li>■ Provided critical planning resources for major North Shore Riverfront development</li> <li>■ Submit Environmental Assessment for the management plan;</li> </ul>

Year	Activity
	<ul style="list-style-type: none"> <li>■ The Pittsburgh Foundation donated grant money to fund the Afro-American Music and Culture video documentary for the Alle-Kiski Valley (MOF)</li> </ul>
2000	<ul style="list-style-type: none"> <li>■ Letter of Authorization, approval of Management Plan (Interior Department)</li> <li>■ Added Armstrong County Plan to Management Action Plan</li> <li>■ Begin bus tours (develop into receptive services)</li> <li>■ Renovations begin on Bost Building</li> </ul>
2001	<ul style="list-style-type: none"> <li>■ Transfer of historic Homestead Site (Pump house and water tower) to RSHC Acquired Rankin Hot Metal Bridge from the Continental Real Estate Development Corporation</li> <li>■ Acquired 99 year easement for River Trail through historic waterfront</li> <li>■ Began River Trail development and interpretive signage</li> <li>■ Complete Thunder of Protest (TOP) Action Plan</li> <li>■ Complete Mosaic of Industry (MOI) Journey Action Plan</li> </ul>
2002	<ul style="list-style-type: none"> <li>■ Steel Industry Heritage Interpretive and Visitor Center opens in Bost Building</li> <li>■ Major development of Steel Heritage Trail</li> <li>■ Continue DHHS Community Economic Development Program projects</li> </ul>
2003	<ul style="list-style-type: none"> <li>■ Completion of the Journeys Action Plan, Phase II completed</li> <li>■ Began RSNHA Public Awareness Campaign</li> <li>■ Sponsored by Alliance of National Heritage Areas (ANHA), the Heritage Development Institute was initiated at the International Heritage Development Conference</li> </ul>
2004	<ul style="list-style-type: none"> <li>■ Open Kittanning River Front Park and Landing, boat dock and amphitheater (MOI)</li> <li>■ Ford City Museum/ Incubator Project grant to plan Heritage and Technology Park</li> <li>■ Routes to Roots, a driving guide through the five RSNHA Journey Areas,</li> </ul>
2005	<ul style="list-style-type: none"> <li>■ Allegheny County purchased Carrie Furnace from Park Corporation: stabilization begins</li> <li>■ International and Regional Exhibit “Born of Fire” premieres at Westmoreland Museum of American Art (MOF)</li> <li>■ Designation of RSHC as Regional Folklife Program through Library of Congress</li> </ul>

Year	Activity
2006	<ul style="list-style-type: none"> <li>■ Carrie Furnace designated national Historic Landmark</li> <li>■ Grant to Allegheny-Kiski Historical Society to plan restoration of historic building for museum and interpretive space (MOI)</li> <li>■ Completion of the access site <i>Friends of the Riverfront: Three Rivers Water Trail</i></li> </ul>
2007	<ul style="list-style-type: none"> <li>■ Brownsville Wharf/River Landing 07-08 (FAR)</li> <li>■ Support for the improvements to the heritage tourism planning and implementation of all Journey Areas</li> <li>■ Improvements of facilities, riverfront signage, and river landings underway</li> </ul>
2008	<ul style="list-style-type: none"> <li>■ Carrie Furnace Hard Hat Tours begin</li> <li>■ Heritage Area was awarded a grant to serve as matching funds for the W. A. Young and Sons Machine Shop and Foundry (FAR)</li> <li>■ Received a Renaissance Grant from the Allegheny Regional Asset District (RAD) for <i>Seeing Pittsburgh</i>, an oral history and photojournalism project</li> </ul>
2009	<ul style="list-style-type: none"> <li>■ Acquired W. A. Young and Sons Machine Shop and Foundry in Rices Landing (FAR)</li> <li>■ Formally begin Receptive Services for all five Journey areas</li> <li>■ Heritage Partnership Grant was awarded to service eight Counties in the area</li> </ul>
2010	<ul style="list-style-type: none"> <li>■ Convey bridge to county development authority</li> <li>■ Accomplishments in the improvement of trails, signage and tours for visitors in each of the five Journey Areas</li> <li>■ Provided support for the Folkart and Pennsylvania Picture Exhibition in each of the five Journey Areas</li> </ul>
2011	<ul style="list-style-type: none"> <li>■ Ohio River Valley Trail Thunder of Protest .</li> <li>■ Carrie Furnace Hard Hat Tours expand: Carrie Furnace History DVD published</li> <li>■ Revisions to the Management Action Plan</li> </ul>

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## Appendix 6      NHA Board Members and Affiliations

John	Brooks	Retired-Executive Sec-Treas	Western PA Regional District Council of Carpenters
Bracken	Burns	County Commissioner	Washington County
Stephanie	Cipriani	VP & Development Advisor - Community Development Banking	PNC Bank
Dr. Morton	Coleman	Professor	University of Pittsburgh
David	Conrad	Actor	
Basil M.	Cox+	Retired-Pres.& COO	Eat'n Park Hospitality Group
Gerald	Dickey	Retired - Communications Director	United Steel Workers of America
Kathy	Frankel*	Regional Recreat. & Park Advisor	Commonwealth of PA - Dept. of Conservation & Natural Resources - Bureau of Recreation & Conservation
Marc	Gergely*	Pennsylvania State Legislator	Commonwealth of Pennsylvania
Mariann	Geyer	VP University Advancement	Point Park University
Frank	Giarratani+	Professor	University of Pittsburgh
Ellen G.	Kight	President	Pittsburgh Partnership for Neighborhood Development
Bill	Kortz*	Pennsylvania State Legislator	Commonwealth of Pennsylvania
Keith	Newlin*	Superintendent	National Park Service - Fort Necessity & Flight 93 Memorial
Martin	O'Brien	Retired - Judge	Butler County Courts
Jane Clare	Orie*	Pennsylvania State Senator	Commonwealth of Pennsylvania
Robert B.	Pease	Senior Vice President	National Development Corporation
Fred	Redmond	International Vice President	United Steelworkers International
Frank	Reed	Partner	Reed, Smith, LLP
Blake	Ruttenberg	Executive VP Sales & Marketing	American Textile Company
Eric W.	Springer	Partner	Horty, Springer & Mattern
Art	Tintori	Managing Director of	
		Financial Services	Catalyst Connection
Rosemary	Trump	Retired - President	SEIU, Local 585
Richard C.	Wallace	Manager, Business Finance	Southwestern Pennsylvania Corp
<b>Officers:</b>			
Frank Reed - Chairman			
Morton Coleman - Vice Chairman			
Martin O'Brien - Treasurer			
Mariann Geyer - Secretary			
Ellen Kight - Assistant Treasurer			
Augie Carlino - Assistant Secretary			
*Ex-Officio Members			
+ At Large Members			

## Appendix 7 RSNHA Activities by Strategy Area

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
1996	Pennsylvania Council of the Arts	Cultural Conservation	961914-OGA - Folk Arts Specialist support salary	RSNHA Service Area	Selected towns in each county	Program development for community organizations
1996	Pennsylvania Council of the Arts	Cultural Conservation	962612-AIP - Folk Arts Specialist salary support	Service Area	Pgh, Brwnsvlle, Grnsbrg	School program development; Teacher Training
1996	Pennsylvania Council of the Arts	Cultural Conservation	American Folklore Society 95-1795	Allegheny	Pittsburgh	Folk Arts Concert
1997	Pennsylvania Council of the Arts	Cultural Conservation	975105-OGA - Folk Arts Apprenticeship	Allegheny	Pittsburgh	Peruvian Charango
1997	Pennsylvania Council of the Arts	Cultural Conservation	975106-OGA - Folk Arts Apprenticeship	Allegheny	Pittsburgh	Peruvian Dressmaking
1997	<u>Private: PNS Foundation</u>	Cultural Conservation	PNC Foundation-Folklife Education Initiative	Allegheny	Homestead	School Projects
1997	Pennsylvania Council of the Arts	Cultural Conservation	975216-OGA - Folk Arts Program	Beaver	Aliquippa	San Rocco Festival
1997		Cultural Conservation	Port of Pittsburgh Pier Project			
1998	Allegheny (County, PA) Regional Asset District	Cultural Conservation	1998-Folk Arts Outreach Program	Allegheny	Homestead	Tricks of the Trade exhibit communication
1998	Pennsylvania Council of the Arts	Cultural Conservation	98248-ENT - San Rocco Festival Entry Track Conduit	Beaver	Aliquippa	Operations Support
1998	Pennsylvania Council of the Arts	Cultural Conservation	98277-AOP - Folk Arts Operations Support	Allegh, Beaver, Wstmrlnd	Braddck, Aliquippa, New Kens	Program development for community organizations
1999	Institute of Cultural Partnerships	Cultural Conservation	RSHC Regional Folklife Center	Allegheny	Homestead	Identify cultural resources
1999	Pennsylvania Heritage Parks Program	Cultural Conservation	.001-Management Grant	Allegheny	Homestead	Manage SIHC heritage activities



Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
1999	Pennsylvania Council of the Arts	Cultural Conservation	996867-ENT - SNPJ Heritage Center - Slovenian Cultural Activities	Beaver	Enon Valley	Operations Support
1999	Pennsylvania Council of the Arts	Cultural Conservation	991816-AOP - Folk Arts Operations Support	RSNHA Service Area	Selected towns in each county	Program development for community organizations
2000	Pennsylvania Council of the Arts	Cultural Conservation	20331-ENT - Ukrainian Women's League conduit	Allegheny	Carnegie	Operations Support
2000	Pennsylvania Council of the Arts	Cultural Conservation	20132-AOP - Folk Arts Operations Support	RSNHA Service Area	Selected towns in each county	Program development for community organizations
2001	Pennsylvania Council of the Arts	Cultural Conservation	212492-AOP - Folk Arts Operations Support	RSNHA Service Area	Selected towns in each county	Operations Support
2002	Pennsylvania Council of the Arts	Cultural Conservation	224344E-AOP Folk Arts Operations Support	RSNHA Service Area	Selected towns in each county	Operations Support
2003	Pennsylvania Council of the Arts	Cultural Conservation	235004E - AOP - Folk Arts Operations Support	RSNHA Service Area	Selected towns in each county	Operations Support
2004	Multicultural Arts Initiative	Cultural Conservation	U2004-0447 - Adapting Africa: African vs. African inspired Clothing Styles	Allegheny	Homestead	Exhibition of clothing designed by Dosina Blemahdoo
2004	Pennsylvania Council of the Arts	Cultural Conservation	247242E-AOP - Folk Art Operations Support	RSNHA Service Area	Selected towns in each county	Operations Support
2006	Pennsylvania Heritage Parks Program	Cultural Conservation	.003 - Develop and produce the "Our Story" tourism stage production	Allegheny	Homestead	Performance venue stage production
2007	Pennsylvania Council of the Arts	Cultural Conservation	270010-AOP - Folk Art Operations Support	RSNHA Service Area	Selected towns in each county	Operations Support
2008	Pennsylvania Council of the Arts	Cultural Conservation	280122-AOP - Folk Arts Operations Support	RSNHA Service Area	Selected towns in each county	Operations Support
2009	Pennsylvania Council of the Arts	Cultural Conservation	2010 AOP Folk Arts Operations Support	RSNHA Service Area	Selected towns in each county	Operations Support

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
2010	Pennsylvania Council of the Arts	Cultural Conservation	2011 AOP Folk Arts Operations Support	RSNHA Service Area	Selected towns in each county	Operations Support
2011	Pennsylvania Council of the Arts	Cultural Conservation	2011 regional Folk Arts Support Center - Erie Arts Museum	RSNHA Service Area	Selected towns in each county	Regional Folk Arts Support Center
2004	Department of Conservation and Natural Resources	Economic and Community Revitalization	ME 386137 - Bridge to Tomorrow Trail / Riverfront project - BRC-OPD-10-137	Westmoreland	West Newton	Pass-Thru grant
2004	Department of Conservation and Natural Resources	Economic and Community Revitalization	ME 386138 - Born of Fire - Westmoreland Museum of American Art - BRC-OPP-10-138	Westmoreland	Greensburg	Pass-Thru grant
1997	Pennsylvania Heritage Parks Program	Economic and Community Revitalization	.003-SIHC Archive - Phase I	Allegheny	Homestead	Create archive database & catalogue
1997	Pennsylvania Heritage Parks Program	Economic and Community Revitalization	.002-Rivers of Steel Journey Areas	RSNHA Service Area	River towns in each county	Identify destinations within Journey Areas
1998	Department of Community and Economic Development	Economic and Community Revitalization	#1997003729 - St. John's Cultural Center	Allegheny	Homestead	Administrative support and stabilization
1999	Department of Conservation and Natural Resources	Economic and Community Revitalization	ME 884017 - KEY-RTA-5-17 - Dennison: Steel Valley Trail	Allegheny	Swissvale	Acquisition of abandoned rail yard
1999	Pennsylvania Heritage Parks Program	Economic and Community Revitalization	.001-Bulgarian Macedonian Cultural Center Master Plan	Allegheny	West Homestead	Preparation of a building master plan
1999	Pennsylvania Council of the Arts	Economic and Community Revitalization	991816-AOP - Matching Funds	RSNHA Service Area	Selected towns in each county	Private support for community activities
1999	Pennsylvania Heritage Parks Program	Economic and Community Revitalization	.003-Charleroi Riverfront Study	Washington	Charleroi	Preparation of site plan for riverfront
1999		Economic and Community	Coal and Coke Heritage Center Expansion Study			

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
		Revitalization				
2000	United States Department of Housing and Urban Development	Economic and Community Revitalization	Carrie Furnace Redevelopment Plan	Allegheny	Rankin, Swissvale, Braddock	Historic Site and Community Redevelopment
2000	Pennsylvania Heritage Parks Program	Economic and Community Revitalization	.003 - Ford City Museum and Industrial Incubator	Armstrong	Ford City	Development of a heritage museum on PPG site
2000	Pennsylvania Heritage Parks Program	Economic and Community Revitalization	.002 - Aluminum Heritage Museum Feasibility Study	Westmoreland	New Kensington	Plan to establish a museum and site selection
2000	Pennsylvania Heritage Parks Program	Economic and Community Revitalization	.003 - Darr Mine Museum and Company Store Feasibility Study	Westmoreland	Van Meter	Plan to renovate Darr Company Store as a museum
2001		Economic and Community Revitalization	RK Mellon Worker Housing Study			
2002	Department of Community and Economic Development	Economic and Community Revitalization	#22-192-1892 - SIHC Capital Campaign	All Journey Areas	All Journey Areas	Develop a plan for raising capital funds
2002	Pennsylvania Heritage Parks Program	Economic and Community Revitalization	.001 - Master Plan for Carrie Furnace - Phase II	Allegheny	Rankin / Swissvale	Develop a master plan for the Carrie Furnace site
2002	Pennsylvania Heritage Parks Program	Economic and Community Revitalization	.006 - Kiski Junction Riverfront Park - Pass Thru	Armstrong	Lucesco	Master site plan for a oark and visitor's center
2002	Pennsylvania Heritage Parks Program	Economic and Community Revitalization	.005 - Beaver County Industrial Museum - Phase I & II - Pass Thru	Beaver	Beaver	Study of utilization of the museum in the journey area
2002	Pennsylvania Heritage Parks Program	Economic and Community Revitalization	.010 - Brownsville Riverboat Museum/Research Center - Pass Thru	Fayette	Brownsville	Stabilize and do infrastructural improvements
2002	Pennsylvania Heritage Parks Program	Economic and Community Revitalization	.004 - Mountains of Fire & Fueling a Revolution Journey Development Planning Study	Fayette	Brownsville	Outline and prioritize the heritage resources in the journey area

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
2002	Pennsylvania Heritage Parks Program	Economic and Community Revitalization	.007 - Crucible Mine Site Feasibility Study - Pass Thru	Greene	Rices Landing	Study of the feasibility of re-use of the Crucible Mine site
2002	Pennsylvania Heritage Parks Program	Economic and Community Revitalization	.008 - Mid Mon Valley River Access Project - Pass Thru	Monessen	Allegheny	Study of river access points and signage
2002	Pennsylvania Heritage Parks Program	Economic and Community Revitalization	.002 - Mosaic of Industry Journey Guideways Signage - Pass Thru	New Kensington	Westmoreland	Planning of navigational infrastructure of the travel route
2003	Institute of Cultural Partnerships	Economic and Community Revitalization	2003 RSHC Regional Folklife Center	Allegheny	Homestead	Program development for community organizations
2003	Pennsylvania Heritage Parks Program	Economic and Community Revitalization	.002 - Rivers of Steel Journeys Action Plan, Phase II Completion	Allegheny	Homestead	Phase II action plan for journey areas
2004	Pennsylvania Heritage Parks Program	Economic and Community Revitalization	.001 - Update RSNHA Management Action Plan	7 Counties in service area	Homestead	Update the Rivers of Steel Management Action Plan
2004	Institute of Cultural Partnerships	Economic and Community Revitalization	2004 RSHC Regional Folklife Center	Allegheny	Homestead	Program development for community organizations
2005	Pennsylvania Heritage Parks Program	Economic and Community Revitalization	.003 - West Pittsburgh Partnership of Regional Development, Inc.	Allegheny	Pittsburgh	Environmental Analysis and Impact Study
2005	<u>Private: Heinz Endowment</u>	Economic and Community Revitalization	Rivers Museum and Environmental Park Project - B4932	Allegheny	Steel Valley Communities	Additional analysis & planning for Pittsburgh Rivers Discovery Center concept
2006	Pennsylvania Heritage Parks Program	Economic and Community Revitalization	.014 - Monessen Heritage Museum - Façade restoration and install elevator	Monessen	Westmoreland	Façade restoration and elevator installation for Monessen Heritage Museum
2007	Department of Community and Economic Development	Economic and Community Revitalization	#200709201123 - General Operating Support for heritage tourism (Contract #C000035994)	All Journey Areas	All Journey Areas	Support for heritage tourism planning and implementation

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
2008	<u>Private: The McCune Foundation</u>	Economic and Community Revitalization	Receptive Services Agency	All Journey Areas	All Journey Areas	Creating a business plan for a receptive services agency
2008	Pennsylvania Heritage Parks Program	Economic and Community Revitalization	.1 - Evaluation of RSNHA Management Action Plan	Allegheny	Homestead	Evaluate the Heritage Area's activities and update the Management Action Plan
2008	<u>Private: Private Donation - Charles Humphrey - Vullo Labyrinth Project</u>	Economic and Community Revitalization		Allegheny	Homestead	Mount and present an exhibit of Lorraine Vullo's works
2009	<u>Private: Heinz Endowment</u>	Economic and Community Revitalization	Labyrinth Project - C0058	Allegheny	Steel Valley Communities	Mount and present an exhibit of Lorraine Vullo's works
2010	<u>Private</u>	Economic and Community Revitalization	Receptive Services Business	All Journey Areas	All Journey Areas	Creating a business plan for a receptive services agency
2010	Department of Conservation and Natural Resources	Economic and Community Revitalization	BRC-SR-16-113 W A Young Machine shop SAT Grant Implementation	Greene	Rices Landing	Fundraising campaign for W A Young Machine Shop repairs
2010	National Park Service	Economic and Community Revitalization	NPS CA H4514100001 - Evaluating impacts of NHA's on local economies	Northeast Region - NPS	Northeast Region - NPS	Guidelines on economic impacts and NHA funding sources
2011	<u>Private: Heinz Endowment</u>	Economic and Community Revitalization	RSNHA Strategic Plan and Evaluation - C3013	Heritage Area	All Journey Areas	New strategic plan and program evaluation
2005	<u>Private: Heinz Endowment</u>	Economic and Community Revitalization	Rivers Museum and Environmental Park Project - B5715	Allegheny	Steel Valley Communities	Additional analysis & planning for Pittsburgh Rivers Discovery Center concept
1997	Pennsylvania Heritage Parks Program	Economic and Community Revitalization Recreational Usage	.001-Tour Boats-Landing Designs	RSNHA Service Area	River towns in each county	Study tourist transportation facilities
1996	Pennsylvania Heritage	Education and	.001-Port of Pittsburgh Pier Project	Allegheny	Pittsburgh	Study to create river

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
	Parks Program	Interpretation				landing site
1996	Pennsylvania Council of the Arts	Education and Interpretation	96-01010 - Alle-Kiski Folk Music Project	Westmoreland	Avonmore, Slickville	Video Documentary
1996	Pennsylvania Council of the Arts	Education and Interpretation	Minority Arts Internship 95-5066	Allegheny	Homestead	Folk Arts Management Internship
1996	Pennsylvania Council of the Arts	Education and Interpretation	Technical Assistance 95-1789 - PCA Fellowship Materials	Allegheny	Pittsburgh	Folk Artist work samples
1996	Pennsylvania Heritage Parks Program	Education and Interpretation	.001-Heritage Park Manager	Allegheny	Homestead	Manage SIHC heritage activities
1996	Pennsylvania Council of the Arts	Education and Interpretation	Folklife Program Init 95-1693	Allgh, Fayette, Greene	Hmstd, Brnsvlle, Wynsbrg	Technical Assistance
1996	Pennsylvania Heritage Parks Program	Education and Interpretation	.003-Steel & Ethnic Museum	Allegheny	Monessen	Study to create museum
1997	Pennsylvania Council of the Arts	Education and Interpretation	975423-AIR - Folk Arts School Residencies	Allegheny, Beaver	Aliquippa, Rchstr, Wexford	Folk Artist school residencies
1997	Pennsylvania Council of the Arts	Education and Interpretation	975331-AIP - Folk Arts Specialist salary support	RSNHA Service Area	McKsprrt, Beaver Falls	School program development; Teacher Training
1997		Education and Interpretation	Steel and Ethnic Museum			
1998	National Endowment for the Arts	Education and Interpretation	#98-550-6060 - Folk & Traditional Performance Arts	Allegheny	Pittsburgh	Folk Arts Master Showcase
1998	Pennsylvania Council of the Arts	Education and Interpretation	98377-AIR - Folk Arts School Residencies	Allegheny, Fayette	Pgh, Carnegie, Brnsvlle	Folk Artist school residencies
1998	Pennsylvania Council of the Arts	Education and Interpretation	98372-AIP - Folk Arts Specialist salary support	RSNHA Service Area	Pgh, Brnsvlle, Rchstr	School program development; Teacher Training
1998	Pennsylvania Council of the Arts	Education and Interpretation	98372-AIP - Matching Funds	RSNHA Service Area	Pgh, Brnsvlle, Rchstr	Private support of school programs
1998	National Park Service	Education and Interpretation	NPS-TA - Strategic Training Initiative	Allegheny	Homestead	ANHA training and strategy meeting in Pittsburgh
1999	Mid Atlantic Arts Foundation	Education and Interpretation	Peer / Mentoring Grant	Allegheny	Homestead	Develop peer / mentoring skills

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
1999	Pennsylvania Historic Museum Commission	Education and Interpretation	Homestead Grays Marker	Allegheny	Homestead	Recognize Homestead Gray's significance
1999	Pennsylvania Council of the Arts	Education and Interpretation	991757-AIP - Folk Arts Specialist salary support	RSNHA Service Area	Selected towns in each county	School program development; Teacher Training
1999	Pennsylvania Council of the Arts	Education and Interpretation	991757-AIP - Matching Funds	RSNHA Service Area	Selected towns in each county	Private support of school programs
2000	National Park Service	Education and Interpretation	NPS - Modification #2 & #6 & #9 - FY 2001 - ANHA Technical Assistance	Allegheny	Homestead	ANHA technical assistance
2001	Pennsylvania Heritage Parks Program	Education and Interpretation	.001 - River Landing Heritage Kiosks, Phase I	4 Locations in service area	Communities along the River	8 free-standing, all weather information kiosks
2001	Pennsylvania Heritage Parks Program	Education and Interpretation	.003 - Allegheny River Water Trail Heritage Signage	Allegheny	Communities along the River	Planning and design of Trailhead and signage
2001		Education and Interpretation	Donora Visitor's Centers/Museum			
2002	Pennsylvania Heritage Parks Program	Education and Interpretation	.007 - Children's Thematic Brochures and Activity Book	Allegheny	Homestead	5 children's thematic brochures interpreting the heritage area
2002	Pennsylvania Heritage Parks Program	Education and Interpretation	.003 - Rivers of Steel Signage Design Guidelines - Phase I	Allegheny	Communities along the River	Phase I design of signage system
2002	Pennsylvania Heritage Parks Program	Education and Interpretation	.003 - Tarentum, PA Canoe/Kayak Access - Pass Thru	Allegheny	Tarentum	Purchase and install storage racks erect informational kiosk / signage
2003	Private	Education and Interpretation	Support for the 2003 International Heritage Development Conference	All Journey Areas	All Journey Areas	For use in operating the 2003 IHDC
2003	Private	Education and Interpretation	Support for the 2003 International Heritage Development Conference	All Journey Areas	All Journey Areas	For use in operating the 2003 IHDC
2003	Pennsylvania Heritage Parks Program	Education and Interpretation	.001 - Interpretive Signage Program, Phase II	Beaver	Borough of Homewood	Phase II of signage program in Homewood Boro, Beaver County
2003	Pennsylvania Heritage Parks Program	Education and Interpretation	.001 - Phase III & IV Educational Resource Assessment and Directed	Beaver	Beaver Falls	Complete educational resource assessment at

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
			Research			BCIM
2003	<u>Private</u>	Education and Interpretation	2003 - Eat 'n' Park Foundation	Steel Valley School District	Steel Valley Communities	Fund outreach program for school districts
2003	Pennsylvania Heritage Parks Program	Education and Interpretation	.009 - South Side Works Riverfront Heritage Kiosks	Allegheny	City of Pittsburgh	Design and fabricate interpretive kiosks along the LTV Southside site
2004	Pennsylvania Heritage Parks Program	Education and Interpretation	.002 - Design and Implementation of Exhibits for Bost Building	Allegheny	Homestead	Design and implementation of 2 interpretive exhibits
2004	Pennsylvania Heritage Parks Program	Education and Interpretation	.008 - Three Rivers Heritage Trail Interpretive Signage Program	Allegheny	Pittsburgh	Signage along the trail
2004	Pennsylvania Heritage Parks Program	Education and Interpretation	.006 - Grass roots oral history sources and performances	Allegheny	Mcksprt, Duq, Pitcairn, Braddock	Grass root narratives of the region
2005	Pennsylvania Council of the Arts	Education and Interpretation	258841-AOP - Folk Art Operations Support	RSNHA Service Area	Selected towns in each county	Operations Support
2006	Pennsylvania Heritage Parks Program	Education and Interpretation	.013 - Hidden in Plain Sight: create educational curriculum on regional folklife for K-12 classrooms	7 Counties in service area	Homestead	Regional folklife curriculum of cultural traditions for k-12 classrooms
2007	Pennsylvania Heritage Parks Program	Education and Interpretation	.6 - Repair and improve facilities owned by ROS	Allegheny	Communities along the River	Remanufacture and install new interpretive signage on the riverfronts
2007	<u>Private</u>	Education and Interpretation	U2007 - 0511 Qualters Exhibit	Allegheny	Homestead	Mount and present an exhibit of Robert Qualters art work
2007	Pennsylvania Heritage Parks Program	Education and Interpretation	.7 - "Tour Anytime" - produce printed materials and website for cell phone and MP3 tours	Fayette	Brownsville	Develop educational displays for interpretation and presentation
2008	<u>Private: The Pittsburgh Foundation</u>	Education and Interpretation	A2008-0661 Vullo Labyrinth Project	Allegheny	Homestead	Mount and present an exhibit of Lorraine Vullo's works



Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
2009	Private: EITC	Education and Interpretation	2009-Gateway Health Plan, Inc.	Propel Charter Schools	Propel Charter Schools	Fund outreach program for school districts
2009	Pennsylvania Council of the Arts	Education and Interpretation	2008 - Professional Development Networking meeting	RSNHA Service Area	Selected towns in each county	Support to attend meeting
2009	Pennsylvania Council of the Arts	Education and Interpretation	2009 PCA-AFS American Folklore Society annual meeting	RSNHA Service Area	Selected towns in each county	Support to attend meeting
2010	Institute of Cultural Partnerships	Education and Interpretation	Making It Better: Folk Arts in Pennsylvania Toady	Allegheny	Homestead	For Expenses incurred with the "Making It Better: Folk Arts in PA Today"
2010	Pennsylvania Heritage Parks Program	Education and Interpretation	.2 - Land/Water Trail Interpretive Guide	Allegheny	Pittsburgh	Three Rivers land/water trail and interpretive signage guide
2010	Private: EITC	Education and Interpretation	2010 - First Commonwealth Bank	Schools in the Steel Valley	Steel Valley Communities	Fund outreach program for school districts
1996	Pennsylvania Heritage Parks Program	Education and Interpretation	.004-Pittsburgh Voyager II	Allegheny	Pittsburgh	Rehab and outfit scientific river vessel
1998	Pennsylvania Council of the Arts	Education and Interpretation	98377-AIR - Matching Funds	Allegheny, Fayette	Pgh, Carnegie, Brnsvlle	Private support of school residencies
1996	Pennsylvania Council of the Arts	Education and Interpretation Cultural Conservation	96-01009 - Folk Arts Program Technical Assistance	Allegheny	Homestead	Folk Artist work samples
2010	Private	Education and Interpretation Recreational Usage	Port of Pittsburgh - Our Rivers #4100049874	Allegheny	Homestead	Trail Sign, podcasts, tour anytime tour system
1996	Pennsylvania Council of the Arts	Education and Interpretation Cultural Conservation	Folk Arts Panel Init 95-1679	Allegheny	Homestead	Peer to Peer Technical Assistance
1997	Pennsylvania Council of the Arts	Education and Interpretation Cultural Conservation	975221-OGA - Folk Arts Specialist support salary	Allegh, Beaver, Fayette	Hmstd, Ailquippa, Brnsvlle	Program development for community organizations
1997	Pennsylvania Council of the Arts	Education and Interpretation Cultural Conservation	975202-OGA - Folk Masters Living Treasure	Allegheny	Homestead, Pittsburgh	Folk Arts Showcase Event

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
1997	Pennsylvania Council of the Arts	Education and Interpretation Recreational Usage	975103-OGA - Alle-Kiski Folk Music Project	Allegheny, Westmoreland	Pgh, New Kens, Avonmore	Video Documentary
1997	<u>Private: Heinz Endowment</u>	Education and Interpretation Recreational Usage	Mon River Conservation	Allgh, Wstmrlnd, Fayette, Greene	Homestead to Point Marion	Study of river development
1996	<u>Private: R. K. Mellon Foundation</u>	Marketing/Advertising/ Outreach	Steel Heritage Trail Brochure: Kennywood	Allegheny	Homestead to McKeesport	Trail Brochure
1996	<u>Private: R. K. Mellon Foundation</u>	Marketing/Advertising/ Outreach	Steel Heritage Trail Brochure: Steel Valley Enterprise Zone	Allegheny	Homestead to McKeesport	Trail Brochure
1997	Pennsylvania Heritage Parks Program	Marketing/Advertising/ Outreach	.001-Rivers of Steel Internet Project	Allegheny	Homestead	Create web site on internet
1997	Pennsylvania Heritage Parks Program	Marketing/Advertising/ Outreach	.004-SIHC Promotional Brochure	Allegheny	Homestead	Create tourism brochure and ethnographic publication
1997	Pennsylvania Heritage Parks Program	Marketing/Advertising/ Outreach	.005-Bost Building Visitor's Center	Allegheny	Homestead	Create tourism attraction
1998	Pennsylvania Heritage Parks Program	Marketing/Advertising/ Outreach	.004-Omnimax Film - Pittsburgh: Forge Of A Nation	Allegheny	Pittsburgh	Produce a signature tourism film
1998	Pennsylvania Historic Museum Commission	Marketing/Advertising/ Outreach	ME#710562 Alle-Kiski/Sewell	Allegheny, Westmoreland	Alle-Kiski Valley	Video Documentary
1998	<u>Private: The Grable Foundation</u>	Marketing/Advertising/ Outreach	- Alle-Kiski/Sewell	Allegheny, Westmoreland	Alle-Kiski Valley	Afro-American Music and Culture video documentary
1999	Pennsylvania Heritage Parks Program	Marketing/Advertising/ Outreach	.006-Rivers of Steel Tour Development Program - Phase I	Allegheny	Homestead	Analyze and develop strategic tourism information
1999	Pennsylvania Heritage Parks Program	Marketing/Advertising/ Outreach	.002-Coal and Coke Heritage Center Expansion Study - funds transferred to Omax film project	Allegheny	Pittsburgh	Produce a signature tourism film
1999	<u>Private: The Pittsburg Foundation</u>	Marketing/Advertising/ Outreach	U1998-0498-"A Charge To Keep"	Allegheny, Westmoreland	Alle-Kiski Valley	Afro-American Music and Culture video documentary

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
1999	Pennsylvania Council of the Arts	Marketing/Advertising/Outreach	991911-ENT- San Rocco Festival	Beaver	Aliquippa	Operations Support
2000	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.004 - Heritage Tours Promotion Package	Allegheny	Communities along Rivers	Enhance web site to promote tours and tourism
2000	Private	Marketing/Advertising/Outreach	Target Store	Allegheny	Homestead	Tour Promotion
2001	Department of Community and Economic Development	Marketing/Advertising/Outreach	#21-907-0015 - 2002 Regional Marketing Initiative	All Journey Areas	All Journey Areas	Regional marketing plan for heritage area
2002	Department of Community and Economic Development	Marketing/Advertising/Outreach	#C000000959 - 2003 Regional Marketing Initiative	All Journey Areas	All Journey Areas	Regional marketing plan for heritage area
2002	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.012 - ANHA - hosting 6th International Heritage Development Conference	Allegheny	Pittsburgh	For use in operating the 2003 IHDC
2003	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.004 - Rivers of Steel National Heritage Area Public Awareness Campaign	7 Counties in service area	Homestead	Broaden and enhance the RSNHA public image as a regional resource
2003	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.008 - Design, Production and Implementation of Traveling Trunk, Interactive CD, and Interactive Kiosk Program	7 Counties in service area	Homestead	Design, produce and implement various media for the Traveling Trunk
2003	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.005 - Archival Preservation Request for Duquesne Works of United States Steel Corporation, Photographic Material and Films	Allegheny	Homestead	Preserve visual images of the Duquesne Works
2003	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.006 - Archival Preservation, Cataloging and Digitization for Franko, Schofer, and Homestead Borough Collection	Allegheny	Homestead	Preserve visual images of the Homestead Works
2003	Pennsylvania Historic	Marketing/Advertising/	ME 330368 - Digital Walking Tour	RSNHA Service	Selected	Create media for

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
	Museum Commission	Outreach		Area	towns in each county	walking tour on the Steel Valley Trail
2003	Pennsylvania Humanities Council	Marketing/Advertising/Outreach	PCAA-03-30 - Tradition Bearers radio program	RSNHA Service Area	Selected towns in each county	4 radio broadcasts of ethnic backgrounds and cultures
2004	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.003 - RSHC archival, exhibit, programming and marketing support to partner heritage visitor sites	7 Counties in service area	Homestead	Archival, exhibit, programming & marketing support
2004	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.004 - Catalog Josh Gibson artifacts and prepare traveling trunk	7 Counties in service area	Homestead	Preserve & display memorabilia of Josh Gibson
2004	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.005 - Rivers of Steel website enhancement	7 Counties in service area	Homestead	Enhance website and storefront
2004	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.009 - Marketing and Promotional and interactive materials	7 Counties in service area	Homestead	Design & production of marketing, promotional & interactive materials
2004	<u>Private: The Pittsburg Foundation</u>	Marketing/Advertising/Outreach	U2004-0423 - "Recrudescence" - a photography exhibition	Allegheny	Homestead	Produce a catalogue for Recrudescence
2004	Pennsylvania Humanities Council	Marketing/Advertising/Outreach	PCAO-04-17 - Tradition Bearers radio program	RSNHA Service Area	Selected towns in each county	8 radio broadcasts of ethnic backgrounds and cultures
2005	<u>Private: Henry John Simonds Foundation</u>	Marketing/Advertising/Outreach	GRANT102718 - "Recrudescence" - a photography exhibition	Allegheny	Homestead	Produce a catalogue for Recrudescence
2005	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.005 - Catalog for Rivers of Steel Ethnographic Studies	7 Counties in service area	Homestead	Create digitized database and to transcribe audiotapes
2005	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.002 - Public Programming Development and Marketing	7 Counties in service area	Homestead	Develop and market current and future public programming
2005	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.005 - Gift Shop Analysis and Product Development	7 Counties in service area	Homestead	Develop and market RSNHA products online and at the Gift Shop
2005	<u>Private: The Pittsburg Foundation</u>	Marketing/Advertising/Outreach	A2005-0125 - "Recrudescence" project	Allegheny	Homestead	Funding for the assembly and presentation of the

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
						exhibit
2005	Pennsylvania Historic Museum Commission	Marketing/Advertising/Outreach	ME 40326 - Little Steel Interpretive Exhibit	RSNHA Service Area	Homestead	Create interpretive exhibit of small steel manufacturers
2005	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.006 - 2007 ANHA Conference	7 Counties in service area	Homestead	Conference Sponsorship at the Patron Level for 5 Heritage Areas in state
2006	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.006 - Create an exhibit "The Working Glass" of industrial & commercial glass in western PA at the Pump House	Allegheny	Munhall	Create an exhibit "The Working Glass"
2006	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.007 - Develop interpretive guidebook and signage program for the Montour and Panhandle Trails	Allegheny	Montour Trail	Interpretive guidebook and signage program
2006	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.011 - Rivers of Steel Tour: develop promotional, interpretive and marketing program and products	Allegheny	Homestead	Develop promotional, interpretive and marketing program and products
2006	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.012 - Rivers of Steel website: Develop a media on demand component to access archival materials	Allegheny	Homestead	Develop a media on demand component for the riversofsteel.com website for Archives
2006	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.008 - BARC - expansion of Flatiron Building Gift Shop and Visitor's Center	Fayette	Brownsville	Expansion of the Heritage Center Museum, Gift Shop and Visitor's Center
2006	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.009 - Coal and Coke Heritage Center - redesign interpretive space and media	Fayette	Uniontown	Redesign interpretive space and Media for Coal and Coke Heritage Center
2006	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.001 - Mon Valley Art Billboards - art for public display	Mon Valley	Towns in the Mon Valley	Create and display public art on billboards throughout the Mon

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
						Valley
2006	Pennsylvania Humanities Council	Marketing/Advertising/Outreach	PCAA-06-02 - Tradition Bearers radio program	RSNHA Service Area	Selected towns in each county	3 radio broadcasts of ethnic backgrounds and cultures
2006	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.004 - Revise and enhance the Routes to Roots driving guide and web page	7 Counties in service area	Homestead	Update Routes to Roots guide and web page
2007	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.4 - Carrie Furnace Archival Drawings	8 Counties in service area	Communities along the River	Produce printed materials and website for cell phone and MP3 tours
2007	Allegheny (County, PA) Regional Asset District	Marketing/Advertising/Outreach	2007 - Seeing Pittsburgh - Photojournalism and Oral Histories	Allegheny	Pittsburgh	Pictures and oral histories
2007	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.2 -BARC - The Faces of Brownsville and If These Walls Could Talk educational museum displays	Allegheny	Homestead	Develop the second installment of the DVD series
2007	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.5 - History to Go DVD: The Carrie Furnace	Allegheny	Homestead	Research, design, develop, produce and market the Treasures Box
2007	<u>Private</u>	Marketing/Advertising/Outreach	The Cookie Table Cookbook	Allegheny	Homestead	Assemble recipes from the RSNHA area
2008	Multicultural Arts Initiative	Marketing/Advertising/Outreach	U2008-0166 - Steel Genesis project	Allegheny	Steel Valley Communities	For photo-memoir exhibition - Project Cancelled
2008	<u>Private: The Sprout Fund</u>	Marketing/Advertising/Outreach	Community Connections - Southside Works Sculpture Project	Allegheny	Pittsburgh - South Side	Large scale, public sculpture commemorating steel heritage in Southwestern PA
2008	<u>Private: The Pittsburg Foundation</u>	Marketing/Advertising/Outreach	U2007-0697 Vullo Labyrinth Project	Allegheny	Homestead	Mount and present an exhibit of Lorraine Vullo's works
2008	<u>Private: The Pittsburg Foundation</u>	Marketing/Advertising/Outreach	A2008-0650 - Wish Book - Audio/Video Equipment	Allegheny	Homestead	Purchase A/V equipment for Archives

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
2008	<u>Private: Highmark</u>	Marketing/Advertising/ Outreach	The Southside Works Sculpture Project	Allegheny	Pittsburgh	Large scale, public sculpture commemorating steel heritage in Southwestern PA
2008	<u>Private: Heinz Endowment</u>	Marketing/Advertising/ Outreach	Steel Genesis project - B9320	Allegheny	Steel Valley Communities	For photo-memoir exhibition - Project Cancelled
2008	<u>Private: The Fine Foundation</u>	Marketing/Advertising/ Outreach	083R18-SM - Southside Works Sculpture project	Allegheny	Pittsburgh - South Side	Large scale, public sculpture commemorating steel heritage in Southwestern PA
2008	Department of Community and Economic Development	Marketing/Advertising/ Outreach	#200803278277 - W A Young Machine Shop (Match to NPS Savings America's Treasures)	Greene	Rices Landing	Rehabilitation of Interior and Exterior; Visitor Orientation Area
2008	National Park Service	Marketing/Advertising/ Outreach	NPS - Saving America's Treasures - W A Young Machine Shop	Greene	Rices Landing	Rehabilitation of Interior and Exterior; Visitor Orientation Area
2008	Department of Community and Economic Development	Marketing/Advertising/ Outreach	#200803036840 - General Operating Support for heritage tourism	All Journey Areas	All Journey Areas	Support for heritage tourism planning and implementation
2008	Department of Community and Economic Development	Marketing/Advertising/ Outreach	#200803177415 - General Operating Support for heritage tourism	All Journey Areas	All Journey Areas	Support for heritage tourism planning and implementation
2009	Pennsylvania Council of the Arts	Marketing/Advertising/ Outreach	2009 PCA-CAP Pennsylvania Picture Exhibition fee	RSNHA Service Area	Selected towns in each county	Support to display traveling picture exhibit
2009	<u>Private: The Pittsburg Foundation</u>	Marketing/Advertising/ Outreach	U2008-0300 - Southside Works Sculpture project	Allegheny	Pittsburgh	Large scale, public sculpture commemorating steel heritage in

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
						Southwestern PA
2010	Department of Conservation and Natural Resources	Marketing/Advertising/Outreach	BRC-SR-16-113 RSNHA Tour Program OPS & Market Support	Allegheny	Homestead	Develop & market tour packages to increase tourism
2010	Department of Conservation and Natural Resources	Marketing/Advertising/Outreach	BRC-SR-16-113 Receptive Services Market and Promotion	Allegheny	Homestead	Operate receptive services for visitors
2011	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach	.3 - Tour Product Development	Allegheny	Homestead	Create new itineraries and tour products and identify visitors clusters
2000	Mid Atlantic Arts Foundation	Marketing/Advertising/Outreach Cultural Conservation	Tricks of the Trade	SW PA, Ohio, W.Va.	Selected Schools	Develop traveling cultural exhibit
1997	Private: The Forbes Fund	Marketing/Advertising/Outreach Economic and Community Revitalization	The Forbes Fund - Visitor's Center	Allegheny	Homestead	To be used for Bost Building
2004	Pennsylvania Heritage Parks Program	Marketing/Advertising/Outreach Resource Conservation	.002 - Apollo Riverfront Development Project	Armstrong	Apollo Borough	Planning of a Visitor's Center / Industrial Museum
2000	Pennsylvania Historic Museum Commission	Marketing/Advertising/Outreach Resource Conservation	Keystone Historical Preservation Grant - Bost Building	Allegheny	Homestead	Recognize Bost Building significance
1996	Allegheny (County, PA) Regional Asset District	Recreational Usage	1996-Steel Valley Trail	Allegheny	Homestead to McKeesport	Trail construction
1997	Transportation Equity Act for the 21st Century	Recreational Usage	Enhancement	Allegheny	Homestead to McKeesport	Trail construction
1997	Transportation Equity Act for the 21st Century	Recreational Usage	Doyle-Earmark	Allegheny	Homestead to McKeesport	Trail construction
1998	Pennsylvania Heritage Parks Program	Recreational Usage	.001-North Shore Riverboat Landing (Passenger Pier Project)	Allegheny	Pittsburgh	Riverfront Study; Water Taxi



Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
1998	Pennsylvania Heritage Parks Program	Recreational Usage	.006-Rivers of Steel Tour Boat	Allegheny	Pittsburgh to Homestead	Purchase passenger boat for river tours
1998	Pennsylvania Heritage Parks Program	Recreational Usage	.001-Rivers of Steel - Trail Manager	Allegheny	Homestead	Supervision of Steel Valley Trail construction
1998	<u>Private: Allegheny Trail Alliance</u>	Recreational Usage	Allegheny Trail Alliance	Allegheny	Homestead to McKeesport	Trail Development Study
1999	Allegheny (County, PA) Regional Asset District	Recreational Usage	1999 - Steel Valley Trail	Allegheny	Homestead to McKeesport	Trail construction
1999	Pennsylvania Heritage Parks Program	Recreational Usage	.003-River Renaissance Project - City of Arnold, PA	Westmoreland	Arnold	Development and installation of river launch
2000	Allegheny (County, PA) Regional Asset District	Recreational Usage	2000 - Steel Valley Trail	Allegheny	Homestead to McKeesport	Trail construction
2000	Department of Conservation and Natural Resources	Recreational Usage	ME 986108 - BRC-HP-99-8 - Heritage Trails - Implementation Project	Allegheny	Homestead to McKeesport	Trail Construction
2000	Department of Conservation and Natural Resources	Recreational Usage	ME 984019 - BRC-RTD-6-19 Riverfront Heritage Trail	Allegheny	Homestead to McKeesport	Trail Construction
2000	Pennsylvania Heritage Parks Program	Recreational Usage	.008 - Rivers and Trails Technical Assistance Initiative	Allegheny	Communities along SV Trail	Provide technical assistance for Trail & River projects
2000	Pennsylvania Heritage Parks Program	Recreational Usage	.005 - Kittanning Riverfront Park Landing	Armstrong	Kittanning	Phase II - design, purchase and installation of docks
2000	Pennsylvania Heritage Parks Program	Recreational Usage	.007 - Rock Furnace Trail	Armstrong	Kiskiminetas River	Phase I - construction of trail bridge over Roaring Run
2000	Pennsylvania Heritage Parks Program	Recreational Usage	.001 - Aliquippa Cultural Center (Split grant) - funds transferred to Monessen	Beaver	Aliquippa	Phase III renovations - infrastructure upgrades
2000	Pennsylvania Heritage	Recreational Usage	.001 - Aliquippa Cultural Center	Beaver	Aliquippa	Architectural plans and

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
	Parks Program		(Split grant) - funds transferred to Monessen			specifications for Phase III
2000	Pennsylvania Heritage Parks Program	Recreational Usage	.006 - Redstone Knitting Mill	Fayette	Luzerne Township	Phase IV - Finish work on a visitor heritage attraction
2000	Federal Highway Administration	Recreational Usage	Mid-Mon River Landings	Fayette, Wshngton, Wstmrlnd	Belle Vernon to Brownsville	Construction of 6 River Landings
2001	Allegheny (County, PA) Regional Asset District	Recreational Usage	2001 - Steel Valley Trail	Allegheny	Homestead to McKeesport	Trail construction
2001	Department of Conservation and Natural Resources	Recreational Usage	ME 084016 - BRC-RTD-7-16 - Steel Valley Trail Phase II	Allegheny	Homestead to McKeesport	Trail Construction
2002	Allegheny (County, PA) Regional Asset District	Recreational Usage	2002 - Steel Valley Trail	Allegheny	Homestead to McKeesport	Trail construction
2004	<u>Private: Heinz Endowment</u>	Recreational Usage	Rivers Museum and Environmental Park Project - B4045	Allegheny	Steel Valley Communities	Charrette for River Museum and Park Project
2006	Pennsylvania Heritage Parks Program	Recreational Usage	.002 - Operate and promote the Pittsburgh Downtown water shuttle	Allegheny	Pittsburgh	Downtown water taxi
2006	Pennsylvania Heritage Parks Program	Recreational Usage	.015 - Three Rivers Water Trail System - develop river assess areas on the Monongahela, Allegheny and Ohio Rivers	Allegheny	Pittsburgh	Friends of the Riverfront - Three Rivers Water Trail Access areas
2007	Pennsylvania Heritage Parks Program	Recreational Usage	.1 - Borough of Greensboro (PA) develop drawings and specifications for canoe/kayak river landings	Greensboro	Greene	Develop construction drawings and specifications for 3 rivers landings
2004	<u>Private: Heinz Endowment</u>	Recreational Usage Economic and Community Revitalization	Rivers Museum and Environmental Park Project - B2953	Allegheny	Steel Valley Communities	Study for River Museum and Park Project
2001	Pennsylvania Heritage Parks Program	Recreational Usage Marketing/Advertising/	.002 - Interactive, Self-Guided Community Walking Tour, Phase I	Allegheny	Homestead	Design and development of digital

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
		Outreach				walking tour
1996	Pennsylvania Heritage Parks Program	Resource Conservation	.003-Elizabeth Glass Works / Transfer to Bost Building	Allegheny	Homestead	Transferred to Bost Building project
1996	Redevelopment Authority Of Allegheny County (PA)	Resource Conservation	Redevelopment Assistance Capital Program	Allegheny	Homestead	To be used for Bost Building
1996	Pennsylvania Heritage Parks Program	Resource Conservation	.001-B F Jones Library	Beaver	Aliquippa	Rehabilitation work on building
1996	Pennsylvania Heritage Parks Program	Resource Conservation	.002-Flatiron Building	Fayette	Brownsville	Rehabilitation work on building
1997	Pennsylvania Heritage Parks Program	Resource Conservation	.002-Braddock Carnegie Library	Allegheny	Braddock	Rehabilitation work on building
1997		Resource Conservation	BF Jones Library			
1997		Resource Conservation	Elizabeth Glass Works/Transfer to Bost Building			
1997		Resource Conservation	Flatiron Building			
1998	Pennsylvania Heritage Parks Program	Resource Conservation	.005-Mattess Factory Building Preservation Project	Allegheny	Pittsburgh	Renovate and repair building
1998	<u>Private: National Trust for Historic Preservation</u>	Resource Conservation		Allegheny	Homestead	To be used for Bost Building
1998	United States Department of Housing and Urban Development	Resource Conservation	Sanders Task Force / CDGB Funds - Bost Building Rehabilitation	Allegheny	Homestead	To be used for Bost Building
1998	Pennsylvania Heritage Parks Program	Resource Conservation	.002-Kittanning Riverfront Park	Armstrong	Kittanning	Design, purchase & install docks & moorings
1998	Pennsylvania Heritage Parks Program	Resource Conservation	.003-Brownsville Wharf	Fayette	Brownsville	Construct and develop a wharf
1998	Pennsylvania Heritage Parks Program	Resource Conservation	.001-Isaac Meason House-Long Term Reuse Feasibility Study	Fayette	Near Connellsville	Study to preserve historic building
1999	Pennsylvania Heritage Parks Program	Resource Conservation	.001-Allegheny-Kiski Valley Heritage Museum - Phase II	Allegheny	Tarentum	Phase II of renovations
1999	Pennsylvania Heritage Parks Program	Resource Conservation	.002-The Homestead Works Pump House Interpretation Project	Allegheny	Homestead	Design, fabricate and install interpretive

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
						artifacts
1999	Pennsylvania Heritage Parks Program	Resource Conservation	.005-Duquesne Incline Enhancement 2000	Allegheny	Pittsburgh	Overall improvements to working museum
1999	Pennsylvania Heritage Parks Program	Resource Conservation	.007-Archive Catalogue and Database Development-Phase II	Allegheny	Homestead	Phase II of developing an archive system
1999	Pennsylvania Heritage Parks Program	Resource Conservation	.004-State Theater Improvements - City of Uniontown	Fayette	Uniontown	Renovations to historic building
2000	Pennsylvania Heritage Parks Program	Resource Conservation	.002 - U. S. Steel Duquesne Works Archive Preservation	Allegheny	Duquesne	Preserve records and artifacts at the mill site
2000	Pennsylvania Heritage Parks Program	Resource Conservation	.004 - Homestead Municipal Building Restoration Study	Allegheny	Homestead	Plans for restoration of municipal building and fire hall
2001	Department of Community and Economic Development	Resource Conservation	Bost Building Rehabilitation	Allegheny	Homestead	Rehabilitation of historic structure
2001	Pennsylvania Heritage Parks Program	Resource Conservation	.001 - Eighth Avenue Streetscape Project in Homestead	Allegheny	Homestead	Refurbishing the Steel Ingot buggy; Facade improvements
2001	Private: R. K. Mellon Foundation	Resource Conservation	Worker Housing Study	Allegheny	North Braddock	Study restoration of steel worker housing
2001		Resource Conservation	Renovation of Flatiron Building			
2001		Resource Conservation	Restoration of Ingot Buggy			
2001		Resource Conservation	Valley Machine Shop Archives Preservation			
2002	Department of Community and Economic Development	Resource Conservation	#22-192-1893 - Carrie Furnace Assessment	Allegheny	Rankin, Swissvale	Study the needs for site restoration
2002	Pennsylvania Heritage Parks Program	Resource Conservation	.004 - Duquesne Works Carpenter Shop	Allegheny	Duquesne	Preserve and catalog records and artifacts from the Duquesne Works
2002	Pennsylvania Heritage Parks Program	Resource Conservation	.005 - Homestead Works Blacksmith Shop	Allegheny	Homestead	Preserve and catalog records and artifacts from the Homestead

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
						Works
2002	Pennsylvania Heritage Parks Program	Resource Conservation	.006 - Historic Pumphouse/Water Tower Site - Phase I	Allegheny	Munhall	General rehabilitation of the Pumphouse site and grounds
2002	Pennsylvania Heritage Parks Program	Resource Conservation	.008 - Steelworker Oral History recording and archive	Allegheny	Homestead	Recording, transcribing & archiving steelworker oral histories
2002	Pennsylvania Heritage Parks Program	Resource Conservation	.011 - Pittsburgh "Scout" houseboat and docking improvements	Allegheny	Pittsburgh	Addition and renovation of 2nd boat to fleet
2002	Pennsylvania Heritage Parks Program	Resource Conservation	.001 - Alle-Kiski Revitalization Corp.- The Chapman Building - Pass Thru	Allegheny	Tarentum	Acquire and rehabilitate the historic Chapman Building
2002	Pennsylvania Heritage Parks Program	Resource Conservation	.002 - Bulgarian Cultural Center renovation and restoration - Pass Thru	Allegheny	West Homestead	Complete the renovation, restoration and preservation of the building
2002	Pennsylvania Historic Museum Commission	Resource Conservation	ME 230364 - Collection and Archiving of Steelworkers Oral Histories	RSNHA Service Area	Selected towns in each county	Conduct, record and archive oral histories of former steelworkers
2002	Pennsylvania Heritage Parks Program	Resource Conservation	.002 - Donora Visitor's Centers/Museum	Washington	Donora	Acquire historic buildings in Donora
2002	Pennsylvania Heritage Parks Program	Resource Conservation	.009 - West Overton Village Restoration Project - Phase I - Pass Thru	Westmoreland	West Overton	Rehabilitation work to the historic John W. Frick house
2003	Pennsylvania Heritage Parks Program	Resource Conservation	.007 - Rivers of Steel P&LE Oral History Project	7 Counties in service area	Homestead	Record, transcribe and archive oral histories of P & LE workers
2003	Pennsylvania Heritage Parks Program	Resource Conservation	.003 - Archival & Museum Support for Bost Building Interpretation	Allegheny	Homestead	Create primary catalogue and database for the artifacts collection
2003	Pennsylvania Heritage Parks Program	Resource Conservation	.002 - Ford City Heritage & Technology Park (Museum)	Armstrong	Ford City Borough	Construction of heritage museum are PPG factory
2004	Allegheny (County, PA) Regional Asset	Resource Conservation	2004 - Steel Valley Trail	Allegheny	Homestead to McKeesport	Trail construction

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
	District					
2004	Pennsylvania Heritage Parks Program	Resource Conservation	.001 - Stabilization and Restoration of the Pumphouse, Phase I	Allegheny	Munhall	Stabilize and make improvements to the Pumphouse
2004	Pennsylvania Heritage Parks Program	Resource Conservation	.004 - Design and Development of Bost Building Interpretive Area	Allegheny	Homestead	Design, fabrication and installation of exhibits in the Bost Building
2004	Pennsylvania Heritage Parks Program	Resource Conservation	.007 - Mill Rehabilitation at the Freeport Area Historical Society	Armstrong	Freeport	Restore old mill structural integrity
2005	Pennsylvania Heritage Parks Program	Resource Conservation	.004 - Archival Preservation of the Ploritz, Metzger and HK Porter Collections	7 Counties in service area	Homestead	Preserve, catalog and digitize three large railway collections
2005	Department of Conservation and Natural Resources	Resource Conservation	ME 486116 - Carrie Furnace Stabilization: Park Rehabilitation and Development Project - BRC-OPD-11-116	Allegheny	Swissvale, Rankin, Braddock	Carrie Furnace Re-use engineering and cost study
2005	Institute of Cultural Partnerships	Resource Conservation	2005 RSHC Regional Folklife Center	Allegheny	Homestead	Program development for community organizations
2005	Pennsylvania Heritage Parks Program	Resource Conservation	.003 - BMNECC, Inc.: Bulgarian Cultural Center	Allegheny	West Homestead	Continue renovation, restoration and preservation of the physical plant
2005	Pennsylvania Heritage Parks Program	Resource Conservation	.005 - B. J. Jones Memorial Library Restoration	Beaver	Aliquippa	Phase II of restoration of the BF Jones Library
2005	Pennsylvania Heritage Parks Program	Resource Conservation	.001 - Beaver Initiative for Growth	Beaver	Communities along the River	Feasibility and planning to create landing sites within the confluence area
2005	Pennsylvania Heritage Parks Program	Resource Conservation	.001 - Connellsville Historical Society: Historic Gibson House Renovation	Fayette	Connellsville	Rehabilitate the first and second floors of the Historic Gibson House
2005	Private: Henry L. Hillman Foundation	Resource Conservation	Lake Erie and Ohio River Ship Canal Association collection	RSNHA Service Area	All Journey Areas	Purchase and interpretation of archive

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
						and related materials
2005	Pennsylvania Heritage Parks Program	Resource Conservation	.002 - Smock Community Recreation and Heritage Center	Westmoreland	Smock	Update and renovate local Community Center
2006	Pennsylvania Heritage Parks Program	Resource Conservation	.001 - Repair and Develop the Pump House/Water Tower trail site and Bost Building	Allegheny	Munhall	Stabilize and make improvements to the Pumphouse and Bost Building
2006	Pennsylvania Heritage Parks Program	Resource Conservation	.010 - Carnegie Library of Homestead - renovate front steps	Allegheny	Munhall	Renovate front steps of CLOH
2006	Pennsylvania Heritage Parks Program	Resource Conservation	.005 - Renovate the former PPG Pattern Shop into the Ford City Heritage Museum	Armstrong	Ford City Borough	Stabilize and make improvements to the Ford City PPG Museum complex
2006	Pennsylvania Heritage Parks Program	Resource Conservation	.006 - Renovation of the Flatiron Building	Fayette	Brownsville	Renovation of the northern portion of the Flatiron Building
2007	Pennsylvania Heritage Parks Program	Resource Conservation	.1 - Friends of the Riverfront - New interpretive signage on the region's waterfront	Allegheny	Homestead	Conserve and digitize 3235 archival drawings of Carrie Furnace
2007	Pennsylvania Heritage Parks Program	Resource Conservation	.3 - Braddock Carnegie Library - restore of structural stability and appearance of the Library's entryway	Allegheny	Homestead	Repair and improve facilities owned and operated by ROS
2007	Pennsylvania Heritage Parks Program	Resource Conservation	.8 - 1892 Battle of Homestead Historical Treasures Box	Allegheny	Braddock	Restore/stabilize the entryway and tunnel entrance to the basement bath house
2008	Pennsylvania Heritage Parks Program	Resource Conservation	.1 -Facility Repairs and Improvements	Allegheny	Homestead	Initiate repairs and improvements to all RSHC facilities
2009	National Park Service	Resource Conservation	NPS - Saving America's Treasures - Pittsburgh Courier	Allegheny	Pittsburgh	Preserve the Pittsburgh Courier Archives
2010	Private: The Pittsburgh Foundation	Resource Conservation	A2010-7324 - Wish Book Project	Allegheny	Homestead	Purchase portable generator and to 500

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
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1997		Resource Conservation Cultural Conservation	Pittsburgh Voyager II			
2002	Pennsylvania Heritage Parks Program	Resource Conservation Economic and Community Revitalization	.013 - Western Pennsylvania River Museum and Park Project charrette	Allegheny	Pittsburgh	Charrette for River Museum and Park Project
2007	Pennsylvania Heritage Parks Program	Resource Conservation Marketing/Advertising/ Outreach	.007 - Valley Machine Shop Archives Preservation	Allegheny	Homestead	Cataloging and preservation of the records from the Valley Machine Shop
1996	National Park Service	All Activity Areas	NPS - Modification #9 - FY 1997	Allegheny	Homestead	RSNHA and Program support
1996	Pennsylvania Heritage Parks Program	All Activity Areas	.002-Capital Campaign - Phase I	Allegheny	Homestead	Study to create list of private corporate donors
1997	National Park Service	All Activity Areas	NPS - Modification #10 - FY1998	Allegheny	Homestead	RSNHA and Program support
1998	National Park Service	All Activity Areas	NPS - Modification #11 - FY1999	Allegheny	Homestead	RSNHA and Program support
1998	National Park Service	All Activity Areas	NPS - Modification #12 - FY1999	Allegheny	Homestead	Program support for communication projects
1999	National Park Service	All Activity Areas	NPS - Modification #1 - FY2000	Allegheny	Homestead	RSNHA and Program support
2000	Pennsylvania Heritage Parks Program	All Activity Areas	.001 - Rivers of Steel Heritage Area	7 Counties in service area	Homestead	Manage and administer RSNHA
2000	National Park Service	All Activity Areas	NPS - Modification #3 - FY 2001	Allegheny	Homestead	RSNHA and Program support
2001	Pennsylvania Heritage Parks Program	All Activity Areas	.001 - Rivers of Steel Heritage Area	7 Counties in service area	Homestead	Manage and administer RSNHA
2001	National Park Service	All Activity Areas	NPS - Modification #5 - FY 2002	Allegheny	Homestead	RSNHA and Program support
2002	Pennsylvania Heritage Parks Program	All Activity Areas	.001 - Rivers of Steel Heritage Area	7 Counties in service area	Homestead	Manage and administer RSNHA
2002	National Park Service	All Activity Areas	NPS - Modification #7 - FY 2003	Allegheny	Homestead	RSRSNHA and Program support



Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
2003	Pennsylvania Heritage Parks Program	All Activity Areas	Rivers of Steel Heritage Area	7 Counties in service area	Homestead	Manage and administer RSNHA
2003	National Park Service	All Activity Areas	NPS - Modification #8 - FY2004	Allegheny	Homestead	RSNHA and Program support
2003	Pennsylvania Heritage Parks Program	Education/ Interpretation	.003 - A Rumor of Blue Skies	Allegheny	Pittsburgh	Documentary of the 1948 Donora smog disaster
2004	Pennsylvania Heritage Parks Program	All Activity Areas	.010 - 2005 IHDC Conference Patron Sponsorship	5 Heritage Areas in Pennsylvania	5 Heritage Areas in Pennsylvania	Conference Sponsorship at the Patron Level for 5 Heritage Areas in state
2004	Pennsylvania Heritage Parks Program	All Activity Areas	Rivers of Steel Heritage Area	7 Counties in service area	Homestead	Manage and administer RSNHA
2004	Department of Community and Economic Development	All Activity Areas	#200404301433 - Computer Acquisition	Allegheny	Homestead	Acquire additional computer equipment
2004	Department of Community and Economic Development	All Activity Areas	#C000008926 - Computer Acquisition	Allegheny	Homestead	Acquire additional computer equipment
2004	National Park Service	All Activity Areas	NPS - Modification #10 - FY2005	Allegheny	Homestead	RSNHA and Program support
2005	National Park Service	All Activity Areas	NPS - 2006 Task Agreement #1	Allegheny	Homestead	RSNHA and Program support
2005	<u>Private: The McCune Foundation</u>	Resource Conservation	Stabilization of Carrie Blast Furnace site	Allegheny	Rankin, Swissvale & Braddock	For use in stabilization and security work at the Carrie Furnaces
2005	<u>Private: The Pittsburg Foundation</u>	Education/ Interpretation	Wish Book Project	Allegheny	Homestead	Computer equipment for exhibit area
2005	Pennsylvania Heritage Parks Program	Resource Conservation	.004 - West Overton Museum: Coke Ovens Study	Westmoreland	West Overton	Study excavating and restoring coke ovens at the West Overton site
2006	Pennsylvania Heritage Parks Program	All Activity Areas	<u>2006 PHPP Heritage Park Manager (BRC-HP-06-14)</u>	7 Counties in service area	Homestead	Manage and administer RSNHA
2006	Institute of Cultural	Cultural Conservation	2006 RSHC Regional Folklife Center	Allegheny	Homestead	Program development

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
	Partnerships					for community organizations
2006	National Park Service	All Activity Areas	NPS - 2007 Task Agreement #2	Allegheny	Homestead	RSNHA and Program support
2006	Pennsylvania Council of the Arts	Cultural Conservation	260114-AOP - Folk Art Operations Support	RSNHA Service Area	Selected towns in each county	Operations Support
2006	Pennsylvania Council of the Arts	Cultural Conservation	2006 American Folklore Society Annual Meeting	RSNHA Service Area	Selected towns in each county	Offset costs to attend annual conference
2007	Pennsylvania Heritage Parks Program	All Activity Areas	<u>2007 PHPP Heritage Park Manager (BRC-HP-07-11)</u>	7 Counties in service area	Homestead	Manage and administer RSNHA
2007	Institute of Cultural Partnerships	Cultural Conservation	2007 RSHC Regional Folklife Center	Allegheny	Homestead	Program development for community organizations
2007	National Park Service	All Activity Areas	NPS - 2008 Task Agreement #3	Allegheny	Homestead	RSNHA and Program support
2007	Pennsylvania Historic Museum Commission	Resource Conservation	ME 610710 - General Operating Support	RSNHA Service Area	Homestead	Operating support for Assistant Curator
2007	Pennsylvania Historic Museum Commission	Resource Conservation	ME 71037 - General Operating Support	RSNHA Service Area	Homestead	Operating support for Assistant Curator
2008	Pennsylvania Heritage Parks Program	All Activity Areas	<u>2008 PHPP Heritage Park Manager (BRC-HP-08-12)</u>	8 Counties in service area	Homestead	Manage and administer RSNHA
2008	Institute of Cultural Partnerships	Cultural Conservation	2008 RSHC Regional Folklife Center	Allegheny	Homestead	Program development for community organizations
2008	<u>Private: The Pittsburg Foundation</u>	All Activity Areas	A2008-0685 - General operating Support	Allegheny	Homestead	General Operating Support of ROS
2009	Pennsylvania Heritage Parks Program	All Activity Areas	<u>2009 PHPP - Heritage Partnership Grant (BRC-HP-09-12)</u>	8 Counties in Service area	Homestead	Manage and administer RSNHA
2009	Institute of Cultural Partnerships	Cultural Conservation	2009 RSHC Regional Folklife Center	Allegheny	Homestead	Program development for community organizations
2009	Mid Atlantic Arts Foundation	Cultural Conservation	Folk Arts Outreach Project: Traditions Shared	Allegheny	Homestead	German Sawdust Carpets & Guatemalan

Year	Source (1)	Strategy/Activity Area	Program Title	County	Municipality	Description of Project
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2009	National Park Service	All Activity Areas	NPS - 2009 Task Agreement #4	Allegheny	Homestead	RSNHA and Program support
2009	National Park Service	All Activity Areas	NPS - 2010 Task Agreement #5	Allegheny	Homestead	RSNHA and Program support
2009	Pennsylvania Historic Museum Commission	Resource Conservation	ME 810108 - General Operating Support	RSNHA Service Area	Homestead	Operating support for Assistant Curator
2009	National Park Service	All Activity Areas	NPS - CA H4507060504 - ANHA 2010 IHDC funding	South Carolina	Charleston	Funding assistance for 2010 IHDC in Charleston, SC
2010	Pennsylvania Heritage Parks Program	Marketing/Public Relations	<u>2010 PHPP - Operational and Marketing Support for the RSNHA Tour Program</u>	8 Counties in Service Area	Homestead	Manage and administer tour program
2010	Institute of Cultural Partnerships	Cultural Conservation	2010 RSHC Regional Folklife Center	Allegheny	Homestead	Program development for community organizations
2010	National Park Service	All Activity Areas	NPS - 2011 CA H4514110001 & 2	Allegheny	Homestead	RSNHA and Program support
2010	Pennsylvania Historic Museum Commission	Resource Conservation	ME 910109 - General Operating Support	RSNHA Service Area	Homestead	Operating support for Assistant Curator
2011	National Park Service	All Activity Areas	NPS H 4514 11 0002 - Modification 0003 - RSNHA Management Plan	Allegheny	Homestead	Assist in update of RSNHA Management Action Plan
2011	National Park Service	Resource Conservation	NPS H 4514 11 0002 - Modification 0002 - WA Young Machine Shop NHL Nomination preparation	Greene	Rices Landing	Prepare NHL nomination of Machine Shop

