

MANAGEMENT ACTION PLAN UPDATE

FOR THE

LUMBER HERITAGE REGION

PREPARED FOR THE:

LUMBER HERITAGE REGION OF
PENNSYLVANIA, INC.

FINAL: JULY 17, 2016



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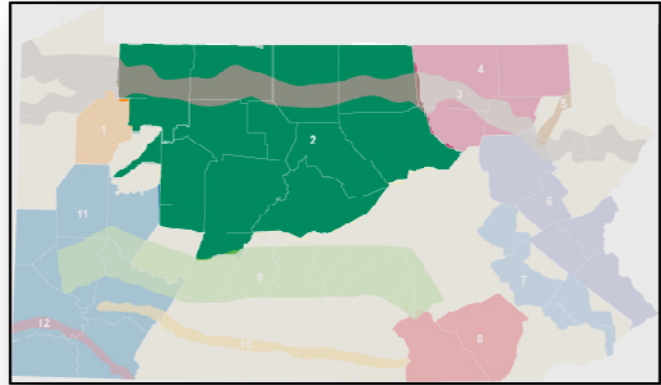
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This project was financed in part by a grant from the Community Conservation Partnerships Program, using the Environmental Stewardship Fund, under the administration of the Pennsylvania Department of Conservation and Natural Resources, Bureau of Recreation and Conservation.

BACKGROUND

Starting in the late-1700s and extending over one hundred and fifty years, lumber from North Central and Western Pennsylvania was used not only to build America, but to also build sections of Europe where their sources of lumber had been depleted. The region was the centerpiece of America's lumber production from the 1880s through the 1920s. Designated in 2001, the Lumber Heritage Region (LHR) is one of twelve state designated heritage areas in the Department of Conservation and Natural Resources' (DCNR's) Pennsylvania Heritage Area Program (PHAP).



The LHR is highlighted above in dark green.
Map source: Pennsylvania DCNR / PHAP

Since its inception, the LHR has delivered \$1.3+ million in grant funding to partners in the region that has been leveraged into more than \$3 million worth of investments. The LHR Management Action Plan (MAP) update is being undertaken because there have been significant changes and new opportunities have emerged within the Region since the original MAP was completed in 2001. A new plan that will reflect these changes and LHR's role in the Region for the next five years is imperative and required by the DCNR Heritage Area Program.

Vision Statement – 2001 MAP

The Lumber Heritage Region is an internationally recognized forest community with a sense of pride in our people, our quality of life, and the traditions of our rural heritage. Our sustainable forest is a destination that continues to provide unique opportunities for forest products manufacturing, education, research, and recreation. Linking forests, parks, historic resources, and communities allows residents and visitors to explore our vibrant culture and contribute to a vital economy.

This plan was prepared by a consultant team and its preparation featured the following five steps:

- Task 1.0: Project Start-Up & Research
- Task 2.0: Stakeholder Input
- Task 3.0: Workshop of Ideas
- Task 4.0: Draft Plan Update Preparation
- Task 5.0: Draft Plan Update Presentations & Revisions

In addition to thorough background research, a key foundation of this plan update was extensive public input opportunities throughout the process. The full plan document can be reviewed for background findings, but the following pages of this summary highlight the plan's primary recommendations.

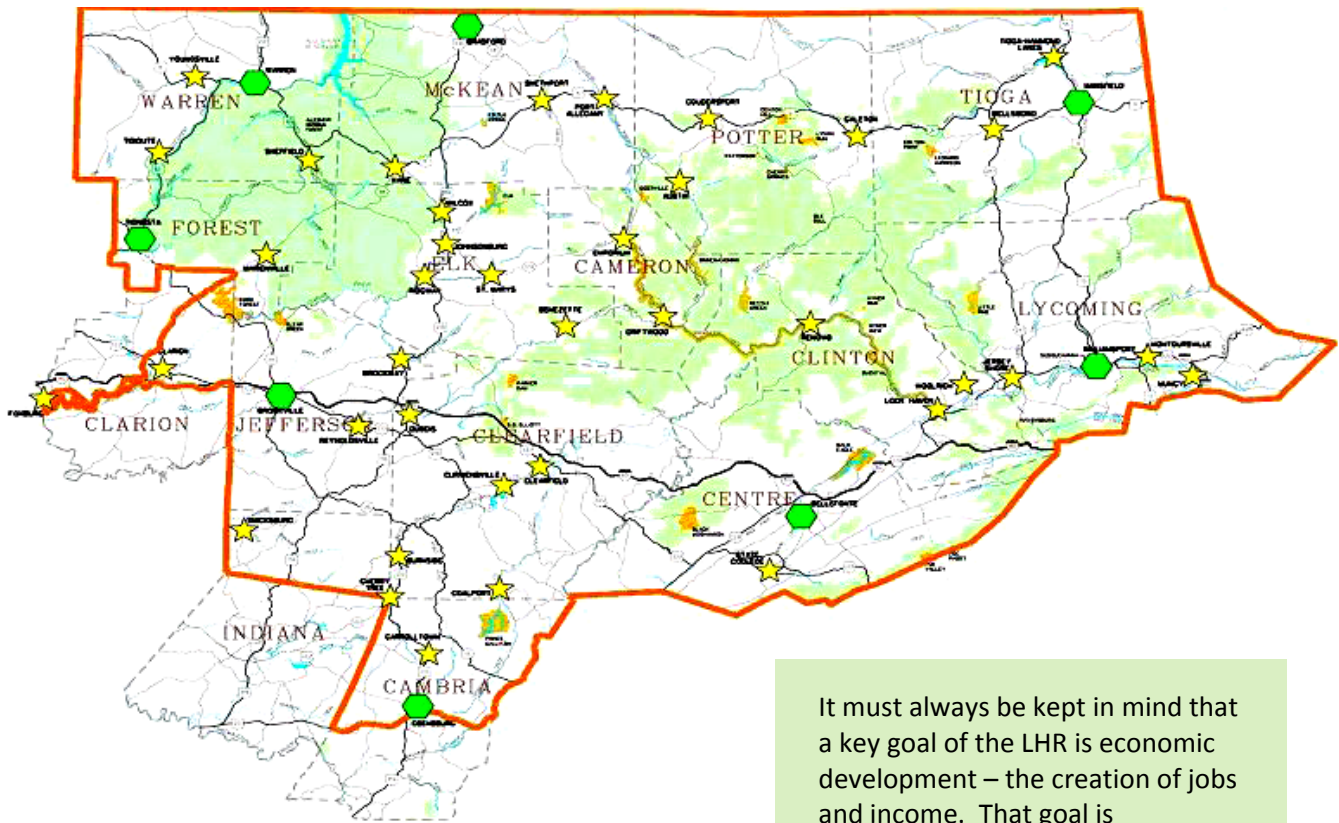


The Workshop of Ideas featured a series of exercises, including topic-based focus group sessions, to solicit input.

SUMMARY OF RECOMMENDED STRATEGIES

Heritage Area Boundaries

One of the key tasks in updating the LHR's Management Action Plan (MAP) is to reexamine the current geographic boundaries and consider any adjustments as determined appropriate (see map below for existing boundaries). It was ultimately determined that no significant advantages would be gained by altering the current boundaries. Therefore, **it is recommended that no changes occur.**



Organizational Structure

This section of the MAP update addresses board and organizational development, board responsibilities and duties, and board composition and oversight, including how these functions relate to the LHR staff. Key recommendations include:

- Begin the process of board restructuring.
- Look to the private sector for board membership and diversification of talents and skills.
- Re-examine bylaws to determine what needs to be rewritten for board composition.
- Establish agendas with clear “action items” to be voted on at each board meeting.
- Explore the use of current technology to allow board members to participate remotely.

Interpretation: Themes, Stories & Methods

It was decided to leave the interpretive themes and itineraries created in the 2005 Interpretive Plan intact, but to also create a series of five broader themes that tie more directly with a much broader national story. In short, the future interpretation should be linked more strongly to our nation's more general history that serves as an existing context for visitors. Below are the proposed new themes, which are tied to individual sites and attractions within the full plan:

Penn's Woods

The arrival of Europeans transformed North America's forests, including those in the Pennsylvania Colony.

Rivers and Timber

The natural river corridors, such as the North and West Branches of the Susquehanna, the Allegheny, the Tioga and the Cowanesque, were major avenues of transportation for both settlement and the burgeoning timber trade in the region.

Building America

The lumber industry in central Pennsylvania played a significant role in the building of America during the 19th century.

Boom and Bust

The lumber industry was a boom and bust economy in Pennsylvania as the landscape was stripped of timber resources.

Renewing America's Forests

The 19th century lumber industry's adverse affect on Pennsylvania's forests is being countered today by managed growth and sensitivity to the ecological concerns.

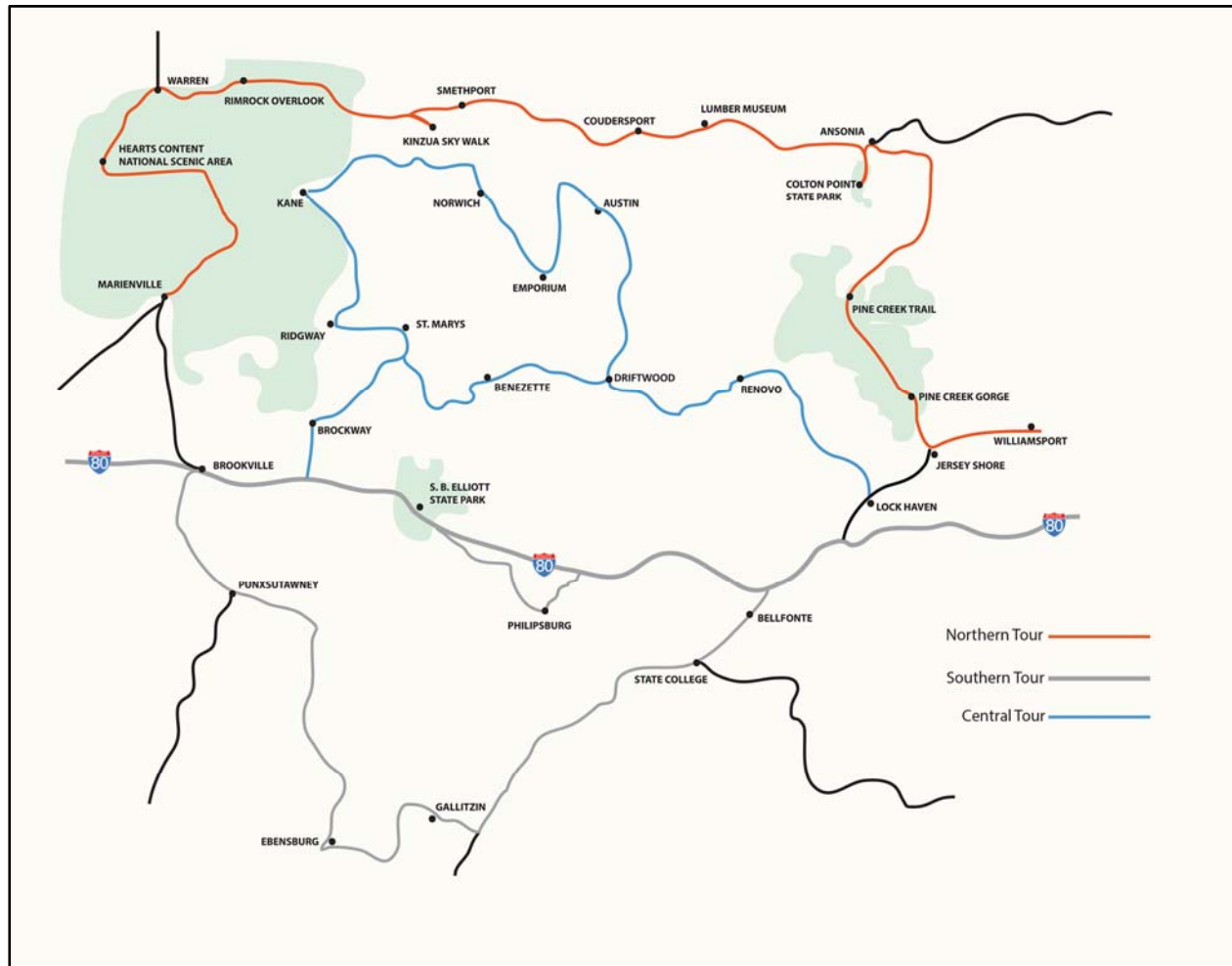


An example of the LHR's tie to the nation's broader history is FDR's "New Deal" CCC camps.

Key Recommendations Summary

- The LHR's primary themes should expand the context of the story and emphasize the LHR's national significance with the message: *Pennsylvania timber built America!* Expand to a broader set of six themes.
- To overcome the LHR's obstacles of a very large geographic size and limited staffing, follow this plan's related recommendations such as splitting the area into quadrants for determining board meetings, leveraging public history programs of area colleges and universities, and creating a series of "friends" groups.
- Implement a new set of interpretive initiatives as listed previously and including approaches such as a wayfinding system to guide visitors, new tour itineraries, wayside exhibits for gateway communities, and similar initiatives.
- Create a series of three driving tours (north, central and south) that each feature sites with a sampling of primary interpretive themes, but that are geographically sequenced in a manner that is relatively viable for travelers within the region.

Below is a map of the three proposed tour routes tied to the new broad themes.



Improvements to Sites & Attractions

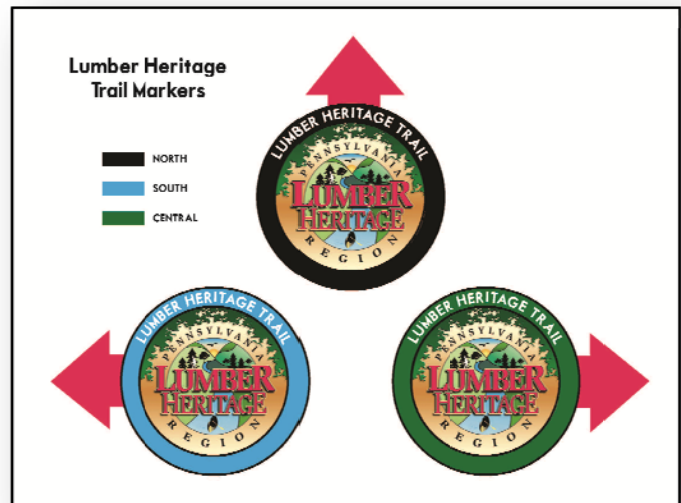
One goal for heritage areas is to preserve and enhance the area’s natural and cultural resources with a clear link to the heritage area’s primary themes. The following general recommendation is offered:

- The LHR should consider adopting a set of minimum standards of quality to insure “tourism readiness” for partner sites and attractions, as well as for an incentive to “emerging” sites and attractions.

Wayfinding

Wayfinding is an important component of navigating heritage areas. The system of linking cultural resources, attractions, programs and events together through a combination of gateways, historic characters, site histories, interpretive themes, and other navigational elements gives visitors a blueprint to explore the stories, people and places associated with the LHR’s past. Key recommendations include:

- Install a system of wayfinding signage based upon the seven principles listed in this plan section.
- Utilize the design illustrated at right for the creation of highly-identifiable wayfinding signage.
- Create and provide on the LHR website a driving brochure to highlight key sites and tour routes. The brochure can be used digitally on the LHR website, downloaded as a digital version, and/or printed as a hard copy version.
- It is recommended that the LHR first create a web app for tech savvy visitors. However, a mobile app should also be considered to combat the lack of cell service in parts of the LHR.



The proposed wayfinding signage design uses color coding to distinguish between the three primary routes.

Marketing & Promotion

This section reflects key findings from stakeholder meetings, interviews, workshops and reconnaissance. These following recommendation summaries relate to the role of the LHR in marketing and promoting the lumber industry and tourism to support the economic development of the region:

- *Inventory:* Update the 2001 MAP's inventory of sites, attractions and events.
- *Prioritization:* Categorize the inventory of sites, attractions and events into "Tourist Ready" and "Emerging" based upon the criteria provided in this MAP update.
- *Maps and Itineraries:* The prioritized "Tourist Ready" sites should be mapped and integrated into tourist itineraries.
- *Projects:* "Emerging" sites, events and activities should be channeled into a Project Priority List for funding, planning, and development, and action plans would be created for each.
- *Content:* Developing content (brochures, maps, itineraries, etc.) should be an important objective of the LHR so the LHR and TPAs can use them to promote the region's assets.
- *Relationships:* The LHR should strengthen its relationships with the various organizations representing today's lumber industry and demonstrate how they can help to promote the industry.
- *Lumber Industry Projects:* The LHR should pursue the projects for the lumber industry described on the previous pages, including: Lumber Industry Sustainability Promotion Content, Best Practices Showcase, Media Development, Interpretive Wayside Exhibits & Walking Tours, Kiosk Development, and Educational Materials.
- *Makers and Manufacturers:* The LHR should play a more active role in promoting the region's makers and manufactures.
- *LHR Website:* The LHR should implement a complete overhaul of the current website to better advance its mission as it relates to both tourism and promoting the lumber industry.

Funding

Long-term funding for the LHR is one of the most immediate and critical issues to address, particularly in light of the lack of predictability for future State funding. Key recommendations include the following:

- *Sustainability*: The LRH must raise funds beyond those from DCNR sources.
- *Charitable Status*: If not already completed, immediately file with the Pennsylvania Bureau of Charitable Organizations.
- *Public & Private Funding*: Pursue funding from corporations, foundations and other public sources, and pursue a three-pronged funding approach.
- *Donations*: Begin to solicit individual donations.
- *Membership*: Create a membership program for the LHR.
- *Board Giving*: Develop a program so that Board Members donate annually at a meaningful level.

Partnerships & Responsibilities

The benefits of a broad partnership base are crucial for all heritage areas. The LHR enjoys strong partnerships that have been developed and nurtured over the past 15 years. New partnerships will continue to be established as the updated Management Action Plan (MAP) is implemented. Key recommendations are as follows:

- *Partnerships*: It is critical that the LHR continue and strengthen its key existing partnerships, particularly those that provide financial support. It should also continue to seek out new partnerships that can advance the LHR's mission.
- *Responsibilities*: It is important that the board of directors and the staff have a clear understanding of their distinct roles and how they should interact in an optimal way. Those responsibilities should be revisited periodically as a constant reminder.
- *Volunteers*: The LHR needs to develop a volunteer program to maximize its productivity. A set of guidelines should be prepared and followed.

Implementation: Performance Goals, Priorities & Phasing

This plan section goes into detail regarding implementation of the updated MAP. Key priorities include:

1. *Restructure the Organization, focusing on board composition and board/staff roles.*
2. *Diversify the Funding Mix away from a reliance on DCNR.*
3. *Produce Interpretive Content for various media used by tourism agencies and the lumber industry.*
4. *Establish Linkages through thematic maps and wayfinding to help guide visitors and tell the story.*
5. *Focus Project Priorities for upgrading "emerging" heritage sites that are not quite tourist ready.*

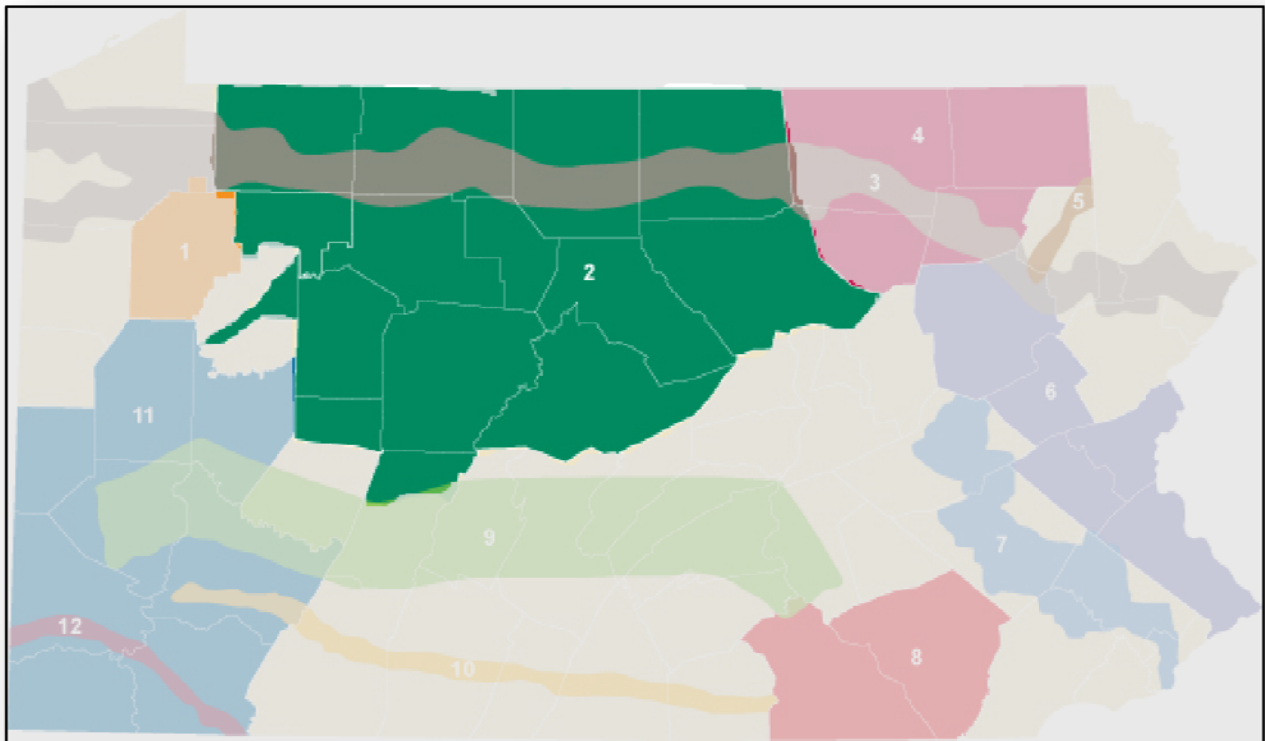
This section also includes an implementation matrix summarizing key recommendations, providing page number references, citing responsible parties, and establishing time frames.

BACKGROUND

Starting in the late-1700s and extending over one hundred and fifty years, lumber from North Central and Western Pennsylvania was used to build America, as well as sections of Europe where their lumber had been depleted. The region was the centerpiece of America's lumber production from the 1880s through the 1920s. By the early-1900s, this resource had been exhausted and it took more than three decades of natural regeneration and dedicated conservation work to bring Pennsylvania's forests back to the point where they could once again be harvested. Today, the forests are managed with conservation ethics and sustainable practices that ensure this internationally-recognized resource will be a destination that continues to provide unique opportunities for forest products manufacturing, education, research, and recreation for generations to come.

A.1: The LHR's Establishment

Designated in 2001, the Lumber Heritage Region (LHR) is one of twelve state designated heritage areas in the Department of Conservation and Natural Resources' (DCNR's) Pennsylvania Heritage Area Program (PHAP). Five of them are also National Heritage Areas, but the LHR is not among those five. The LHR utilizes a DCNR line item for funding and C2P2 state grants. The organization also provides grants to other non-profit partners within the heritage region. Since its inception, the LHR has delivered \$1.3+ million in grant funding to partners in the region that has been leveraged into more than \$3 million worth of investments.



Highlighted above in dark green, the LHR is one of twelve state-designated heritage areas in Pennsylvania. Map source: Pennsylvania DCNR / PHAP

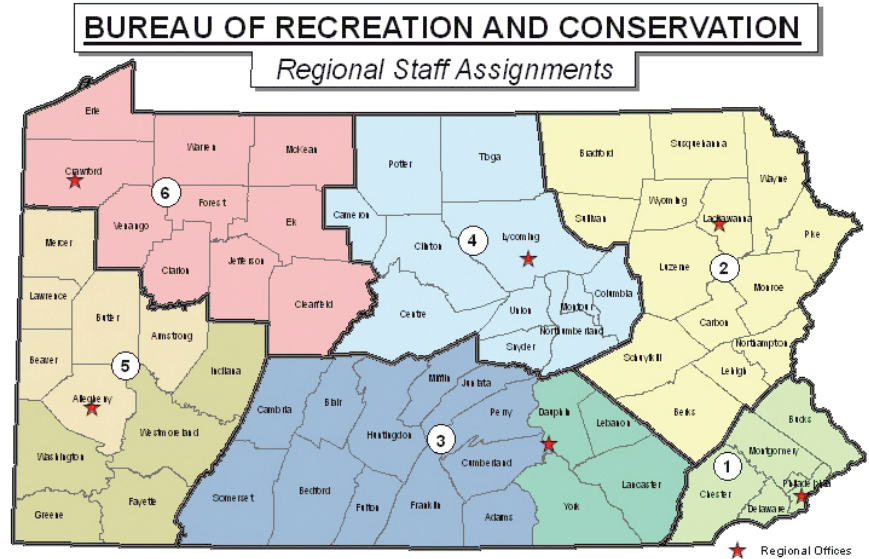
As part of the DCNR Heritage Area Program, the LHR follows the five goals of the program:

- Education and Interpretation
- Economic Development
- Cultural Conservation
- Intergovernmental and Interagency Cooperation
- Recreation and Conservation of Natural Resources

A.2: Relevant Public Policies

DCNR's Pennsylvania Heritage Area Program (PHAP) was established in 1989 and it oversees all twelve of Pennsylvania's heritage areas. DCNR's Bureau of Recreation and Conservation (BRC) serves as a coordinating entity through its six BRC regions (see map at right). The LHR's 15 counties are located within four of the regions, including:

- Region 3: South Central
- Region 4: North Central
- Region 5: Southwest
- Region 6: Northwest



Compared to the National Heritage Area (NHA) program that is administered by the National Park Service, Pennsylvania's heritage regions program is not as heavily rooted in legislation. Each NHA is created through an Act of Congress. The NHA program has served as somewhat of a model for Pennsylvania's heritage regions program, and several of those designated regions are also NHAs. However, with the exception of a broad act creation the overall state program, Pennsylvania's program is not based upon a series of acts via the state legislature.

A.3: Goals & Objectives of the LHR

The five overall goals of the State's Heritage Area Program were summarized previously. According to the 2001 plan, the LHR's vision statement is as follows:

Vision Statement

The Lumber Heritage Region is an internationally recognized forest community with a sense of pride in our people, our quality of life, and the traditions of our rural heritage. Our sustainable forest is a destination that continues to provide unique opportunities for forest products manufacturing, education, research, and recreation. Linking forests, parks, historic resources, and communities allows residents and visitors to explore our vibrant culture and contribute to a vital economy.

The LHR's **mission statement**, as described in the 2001 plan, is as follows:

The Lumber Heritage Region is a 501(c)(3) corporation, with a Central Board housed within a host organization. The Lumber Heritage Region is divided into three subregions - Allegheny, Pine Creek, West Branch - and functions as a partnership of local, regional, state, and federal entities dedicated to promoting the heritage of Pennsylvania's internationally recognized sustainable forest region.

The Lumber Heritage Region:

- *provides technical, educational, and financial assistance to communities, local governments, businesses, institutions, and the general public.*
- *coordinates programs which interpret the region's unique lumber history, celebrate its living heritage, and foster a greater understanding of the contemporary lumber and forest products industry and rural life.*
- *works to enhance the region's economy by providing forest management education; conserving and interpreting historic, natural, and recreational resources; and enhancing tourism in cooperation with local communities to make the region a better place to live, work and visit.*

Purpose of the Plan Update

The LHR Management Action Plan (MAP) update is being undertaken because there have been significant changes and new opportunities have emerged within the Region since the original MAP was completed in 2001. Key changes and opportunities include:

- Formation of HeritagePA
- The creation of the Pennsylvania Wilds
- Reduction of financial support for promoting Pennsylvania Tourism
- The current State Administration's focus on job creation
- The impact of the Marcellus gas drilling
- The need for sustainable funding sources
- Many projects contained in the 2001 MAP have either been completed, are underway, or changing conditions have rendered them no longer feasible
- Strategies for meeting visitor expectations for heritage tourism have changed with the popularity of social media and the current economy
- The 2010 Census reports indicate that the demographics and economic condition in the Region's communities have changed significantly since 2000

A new plan that will reflect these changes and LHR's role in the Region for the next five years is imperative and required by the DCNR Heritage Area Program. One component of this plan is to explore the best organizational structure for the LHR to give the LHR the most opportunities for sustainable funding in the future. Another focus of this plan is to address opportunities for the Lumber Heritage Region to become a more visible and active asset to the destination - the Pennsylvania Wilds. Specific to the lumber industry, there are opportunities for new strategic partnerships and a paradigm shift in how the industry is perceived. There is now a unique

There is now a unique opportunity for forging a common vision of how to use local sustainably harvested, designed, processed, and marketed forest products to meet the growing demand for green and natural products throughout the world.

opportunity for forging a common vision of how to use local sustainably harvested, designed, processed, and marketed forest products to meet the growing demand for green and natural products throughout the world. A growing number of new partnerships in the Region have helped implement and develop many of the objectives in the original MAP, which now allows the LHR to expand its role in the Region.

A.4: Project Methodology

The preparation of this plan featured the following five steps for the Scope of Work:

Task 1.0: Project Start-Up & Research

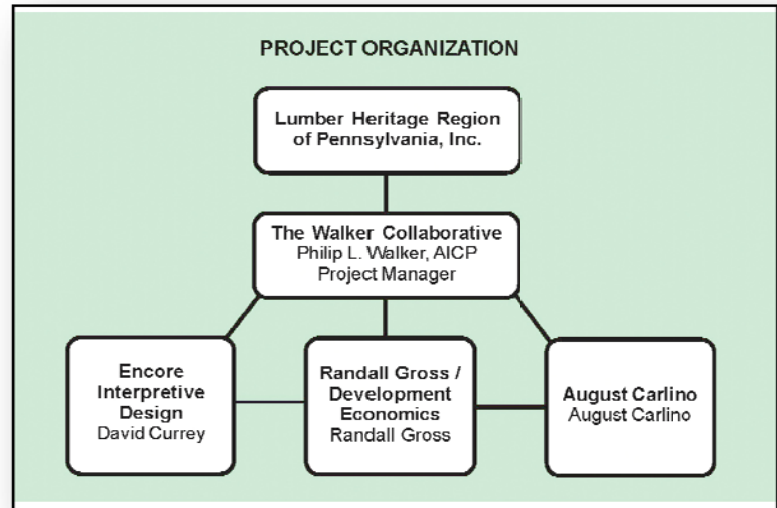
Task 2.0: Stakeholder Input

Task 3.0: Workshop of Ideas

Task 4.0: Draft Plan Update Preparation

Task 5.0: Draft Plan Update Presentations & Revisions

Below is a detailed description of each step:



Task 1.0: Project Start-Up & Research

This initial step included work done by the Project Team before, during and after the team's first trip to the LHR. That three-day trip featured the following tasks:

Task 1.1 Assembly & Review of Background Materials

Prior to the Task 1.0 trip to the LHR, the Project Team coordinated with LHR staff to gather all key background information needed for the project, including the 2001 plan, existing programs information, and the organization's budget. The team reviewed such information prior to the trip to have a basic understanding of the key issues ahead of time, and conducted more detailed research after the initial trip.

Task 1.2 Meeting with LHR

This meeting occurred on December 8, 2014, between the Project Team and LHR representatives - including the Study Committee. The group reviewed issues such as the project schedule, needed data, and the public participation process that was a central focus for Task 2.0. It was also the first opportunity for the team to begin to scope the key project issues.

Task 1.3 Heritage Region Tour

The Heritage Region tour was led by LHR staff to orient the Project Team to the area, including the many individual sites and projects. The tour occurred from December 8th to the 10th, 2014. Additional follow-up field work was performed by Project Team members as part of Task 2.0.

Task 2.0: Stakeholder Input

The LHR staff and Project Team collaborated to identify key stakeholders who could provide useful information and perspectives on the various issues relevant to the Lumber Heritage Region. Two key

members of the Project Team performed the sub-tasks described below during a four-day trip to the Heritage Region, as well as through work conducted following that trip. Two days were spent in Ridgway to meet with stakeholders representing the west half of the LHR, and another two days were spent in Lock Haven to meet with stakeholders representing the east half of the LHR. Those meetings occurred as follows:

Task 2.1 Focus Group Meetings & Public Forums

Focus Group Meetings

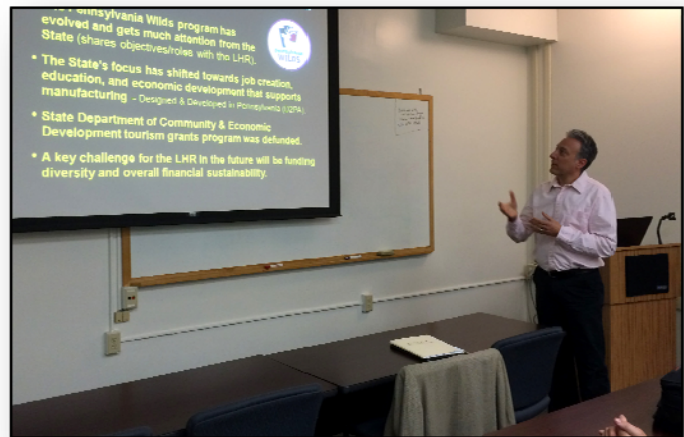
Five meetings with various stakeholder groups were conducted by key members of the Project Team in each of the two LHR halves (east and west), and stakeholder groups included the following:

- Attraction/site operators, Chamber of Commerce, and Tourism Promotion Agency (TPA) reps
- Tourism-related business owners/operators and economic development reps
- Public officials and institutional reps (including Allegheny Nat'l Forest, State officials, universities)
- Environmentalists, historic preservationists and historians
- Lumber industry reps

Sessions included individuals having a common interest in the Heritage Area, and each meeting lasted approximately one (1) hour.

Public Forums

One public forum was held in Ridgway and one was held in Lock Haven. Each included an overview of the project purpose, a summary of key findings, and an open discussion with meeting participants regarding their aspirations for the LHR.



Task 2.2 Individual Interviews

Key Project Team members interviewed up to thirty individuals for additional information and opinions to supplement the Task 2.1 focus group meetings. Up to half of those interviews were in person, with the balance being conducted by phone. The types of people interviewed were consistent with those listed under Task 2.1.

Task 2.3 Write-Up of Task 2.0 Input

The results of Task 2.0 were documented by the Project Team. That documentation was included in the appendices section of the plan and summarized within the main body of the plan.

Task 3.0: Workshop of Ideas

The full Project Team converged on the LHR as part of a two-day trip to carry out this important task. Although the project Scope of Work was designed to encourage strong stakeholder input throughout the life of this project, Task 3.0 offered the single greatest opportunity for meaningful “hands-on” involvement of key stakeholders, including LHR and DCNR representatives. The workshop occurred on August 25, 2015, at the Pennsylvania Lumber Museum in Ulysses and was attended by more than 50 participants.

Workshop Objective

The objective of the workshop was to provide a forum for the stakeholders to achieve a consensus on the various issues for the future of the Lumber Heritage Region. Examples of such issues included:

- Potential boundary adjustments to the Heritage Region's
- Potential to concentrate the program's geographic focus
- Organizational structure and legal status for the LHR
- Future funding strategies for the LHR
- Revisions to interpretive approaches and tourist itineraries
- Priorities and implementation steps for key projects
- Approaches to coordinating the efforts of local, regional, state and federal programs
- Other primary issues as identified during the course of the project

The most tangible outcome of the workshop was the key concepts that were subsequently expanded on to create the plan update.

Workshop Format

The workshop started with a meeting of the entire group of participants in which the consultants presented their background findings, as well as the results of the Task 2.0 Stakeholder Input. Following that session, the group was split into three (3) break-out groups organized by issues, and each group was led through a set of questions and a detailed discussion led by one of the four consultants. After nearly two hours of these concurrent break-out sessions, the participants were brought back to form a single group and they shared their ideas.

Workshop Follow-Up

After the workshop, the consultants spent the balance of the day and the first part of the following day developing their key concepts for the plan. They then met with LHR staff and the Chair to discuss their ideas and achieve a consensus.



Task 4.0: Draft Plan Update Preparation

The intent of this project was not to create a “full-blown” new plan. Instead, the intent was to update the existing plan with a supplemental document that updates information and tackles the many issues that have surfaced since 2001. Many of those issues are listed above under Task 3.0. Also, the plan update reflected that many of the projects contained in the 2001 plan have since been completed. Moreover, some ideas in the previous plan warranted revisiting, which resulted in them either being abandoned because they are no longer feasible, or adjusted to remain viable.

Task 5.0: Draft Plan Update Presentation & Revisions

This final task of the project featured the following three steps:

Task 5.1 Draft Plan Update Presentation

Key members of the Project Team made a public presentation of the draft plan update. The presentation was designed to encourage an open dialogue with the public to solicit their views on the draft plan update. Components of the meeting included the following:

- Opening Comments
- Project Purpose & Methodology
- Overview of Stakeholder Input & Findings
- Proposed LHR Strategies

The majority of time was dedicated to the proposed strategies, as opposed to the background information. Because of the importance of public interaction, a generous amount of time was also provided for an open discussion.

Task 5.2 Draft Plan Update Review

In addition to the LHR and DCNR, a variety of other entities and individuals needed to thoroughly review the plan document and provide feedback for revisions. Each reviewing party was asked to submit a single “red lined” mark-up to serve as a composite for all comments from individuals within their respective entities. This approach was the most efficient one for the Project Team and the LHR, and it allowed each party to resolve any conflicting perspectives within their own group.

Task 5.3 Final Plan Update Revisions

Based upon the feedback provided by the LHR, the DCNR, and other entities and individuals, the final plan was revised and submitted to the LHR in both hard copy and digital formats.

OVERVIEW OF THE 2001 PLAN

Because this current plan is intended as an update of the existing plan prepared in 2001, an understanding of that original plan is clearly needed. Below is a summary of the process used to create that plan, key concepts of the plan, and the status of plan implementation up until this point.

B.1: Summary of the Planning Process

The LHR's original management plan was prepared by a consultant team led by the Mackin Engineering Company. Sub-consultants on that team included Archaeological and Historical Consultants, Inc., August Carlino, and James Nelson. It is noteworthy that August Carlino is also a team member of the group preparing this plan update, providing some additional continuity between the two plans. Funding and technical assistance we provided to the team by the North Central Pennsylvania Regional Planning & Development Commission, the Pennsylvania Heritage Parks Program of the State's Department of Conservation & Natural Resources (DCNR), and the fifteen counties (or parts thereof) comprising the LHR. This initial planning effort also benefited from the 1998 preparation of a feasibility study for the LHR that provided a great deal of background information to build upon.

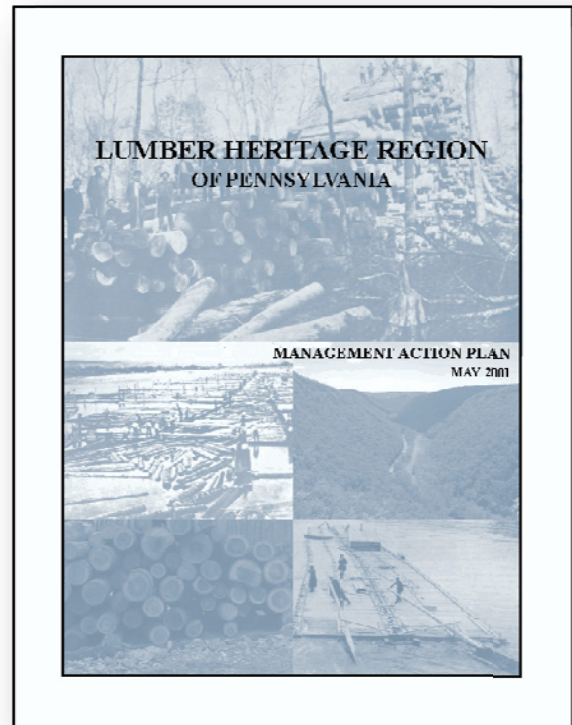
The initial planning process occurred over a two-year period and it featured a great deal of public input, particularly from key stakeholder groups. The official public involvement phase began with an LHR Advisory Committee kick-off meeting in April of 1999.

LHR Advisory Committee

The Advisory Committee, a group open to anyone interested in the LHR, grew into a strong entity throughout the planning process. It assisted the Core Steering Committee, which was the primary decision-making body. The Advisory Committee met monthly from April of 1999 through October of 2000. It discussed key issues, such as the LHR boundaries, the entity's organizational structure, and implementation strategies related to the various interpretive themes. The Advisory Committee also prepared a vision statement.

Core Steering Committee

The Core Steering Committee served as the other public involvement group during the planning process. It featured at least one representative from each county within the region, including representatives from tourist promotion agencies, Local Development Districts, the timber industry, governmental agencies, historical societies, and similar stakeholders. Unlike the Advisory Committee, which met monthly, the Core Steering Committee met only on an as-needed basis. However, it was responsible for approving the Management Action Plan before its submission to the Pennsylvania State Heritage Park Interagency Review Task Force for designation.



Planning Retreat

In addition to the numerous meetings of the Advisory and Core Steering committees, an intensive two-day retreat was held in August of 2000. It was intended as an in-depth review of pivotal implementation projects for the LHR, which were revised during this retreat as needed. They now comprise the key implementation projects within the 2001 Management Action Plan.

Other Meetings

Aside from the regular planning meetings of the formal committees, there were numerous meetings along the way with local, state, and federal agencies, as well as with various other organizations, businesses, and stakeholders. In particular, the State agencies and timber industry representatives were linked into the LHR planning process. Meetings were held with groups such as the State's DCNR, state park managers, the Hardwoods Development Council (HDC), Hardwood Lumber Manufacturer's Association (HLMA), and Allegheny Hardwoods Utilization Group (AHUG).

In summary, the process utilized to create the 2001 plan was relatively typical of most such plans for both national and state-level heritage areas. It was prepared by a multi-disciplinary consultant team through a framework of stakeholder committees and it included a substantial amount of public input. Those same characteristics apply to the creation of this current plan update.

B.2: Key Concepts of the 2001 Plan

The following key concepts are contained in the 2001 management plan:

Interpretive Themes

Five themes of lumber heritage in Pennsylvania, sequenced by historic era, were identified and are summarized below:

- Pioneers of Logging
- Spars and Sticks: Timber Rafting and Log Booms
- Bark Peelers and Lumber Barons: Railroad Logging Arrives
- Forest Conservation and the Recovery of a Resource
- A Second Forest and a Sustainable Approach: Modern Forest Management

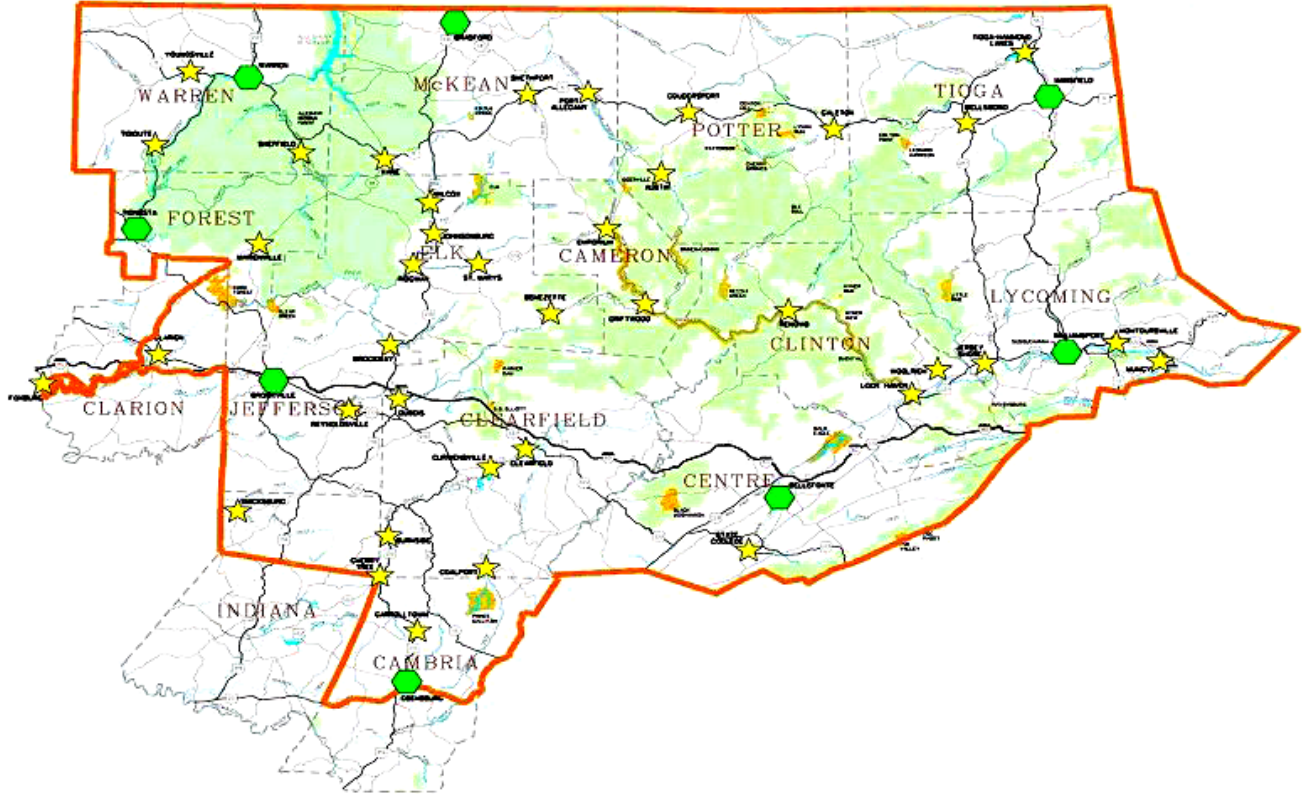
Each theme provides a view into the lives, practices, and techniques of the time, and each is vital in telling the story of the LHR.

Regional Resources

Two types of regional resources were identified: Gateways and Key Destinations. While each regional resource was considered to serve a distinct purpose, they are all intended to link the natural, historic, cultural, and recreational resources of the region for a holistic LHR experience. Each selected town, city, or site had to meet specific criteria to be designated as a Gateway or Key Destination. Below is a definition for each of the two categories, and they are mapped on the following page.

- Gateways are located at the boundaries of the LHR and act as a springboard for the traveler to begin their journey (green hexagons on map)
- Key Destinations are located toward the interior of the region. The plan intended that other sites and towns would be connected through hiking trails, water trails, and auto tours (yellow stars on map).

Regional Resources Map



Implementation Strategies

As defined by the State’s PHPP, the primary goals of the program are as follows:

- Education/interpretation
- Outdoor recreation
- Historic preservation/cultural conservation
- Economic development
- Partnerships

Consistent with those goals, the 2001 plans implementation strategies were organized accordingly. Below is a summary of the key strategies for each of these five goals:

Education/Interpretation

The LHR encompasses: nine universities, colleges, and campus extensions; 34 State Parks; eight county visitor centers; the Allegheny Hardwoods Utilization Group; and the Pennsylvania Lumber Museum. Each of these venues and/or groups serves as potential partners for LHR educational and interpretation programs. Projects of this category include:

- Partnering with existing educational programs within the LHR
- Creating educational and interpretive materials for the existing resources within LHR
- Increasing public awareness of the LHR

Outdoor Recreation

Existing outdoor recreational resources in the LHR include: 34 State Parks; 1.4 million acres of State Forest; 450,000 acres of State Game Lands; and the 513,000-acre Allegheny National Forest. Recreational forest use and the current timber industry have evolved within the LHR side-by-side. This strategy category includes developing plans for designated natural areas, landmarks, and sanctuaries, high quality angling streams, trails, State Forests, State Parks, the Allegheny National Forest, and State Game Lands.

Historic Preservation/Cultural Conservation

Five project types were identified to implement this facet of the LHR. They include:

- Identifying, documenting, and maintaining a database of key regional historical areas and structures;
- Providing planning/technical assistance to partners for preserving and restoring historic sites, and promoting the adaptive reuse of historically significant buildings;
- Documenting the oral history of the region's residents;
- Conveying the story of the five eras/themes of lumber history, including the customs, arts, ethnicities, and lifestyles of the region's residents at various times; and
- Producing historic and cultural interpretive materials in partnership with other organizations and agencies. Such materials include videos, an interactive website, and historical educational packages for sites within the region, as well as tailoring educational programs for significant historic sites.

Economic Development

The primary goals of this strategy include:

- Encouraging tourism throughout the LHR; and
- Partner with the forest products industry to improve the marketing of timber products.

Essential partners for this strategy include tourism promotion agencies, county planning departments, the Allegheny Hardwoods Utilization Group, the Hardwoods Development Council, and the Hardwood Lumber Manufacturer's Association.

Partnerships

The partnership strategy is based on the LHR having active partners dedicated to promoting the LHR's heritage and recognizing its value as a sustainable asset. This strategy envisions the partners working with the LHR to strengthen the region's economy by providing educational opportunities, conserving important resources, and enhancing tourism.

Phase II Strategies

In addition to the five key strategies summarized above, the LHR also identified four additional issues to be investigated. These "Phase II" projects included the following:

- Develop strategies to interpret the modern forest products, or contemporary timber industry, within Pennsylvania;
- Develop strategies/models for developing nature tourism markets;
- Analyze the feasibility and potential of an Elk Watching and Other Nature Tourism Plan for North Central Pennsylvania; and
- Explore alternatives to strengthen support of the Pennsylvania Lumber Museum.

Action Plan & Implementation Projects

An action plan was developed that lays out the suggested priority projects for two-year, five-year and ten-year increments. It includes descriptions, cost estimates and potential partners for priority projects. Examples of priority projects to be implemented during the LHR’s first two years include:

- Developing a Comprehensive Interpretive Plan and Way-Finding Signage Plan
- Developing a Marketing Plan
- Establishing a Lumber Heritage Conference
- Creating an LHR Newsletter
- Becoming partners for an Annual Elk Festival, and
- Publishing a LHR Historic Context book

The section below provides an overview of the extent to which these and other proposed projects were achieved.

B.3: Status of Plan Implementation

The chart comprising the next few pages was provided by the LHR staff and provides an excellent summary of the status of their various grant-based achievements since 2001 (when the 2001 management plan was being created). The grant periods are highlighted in the columns on the far left end, the geographic category of the grant recipient is indicated in the middle column, and a summary of the funded project is provided at right. Unlike many heritage areas, both national and state level, the LHR did not wait until they had completed their management plan to become proactive and begin implementing their program. See page 17 for a summary of this list.



This logo was created during the 2001 grant cycle.

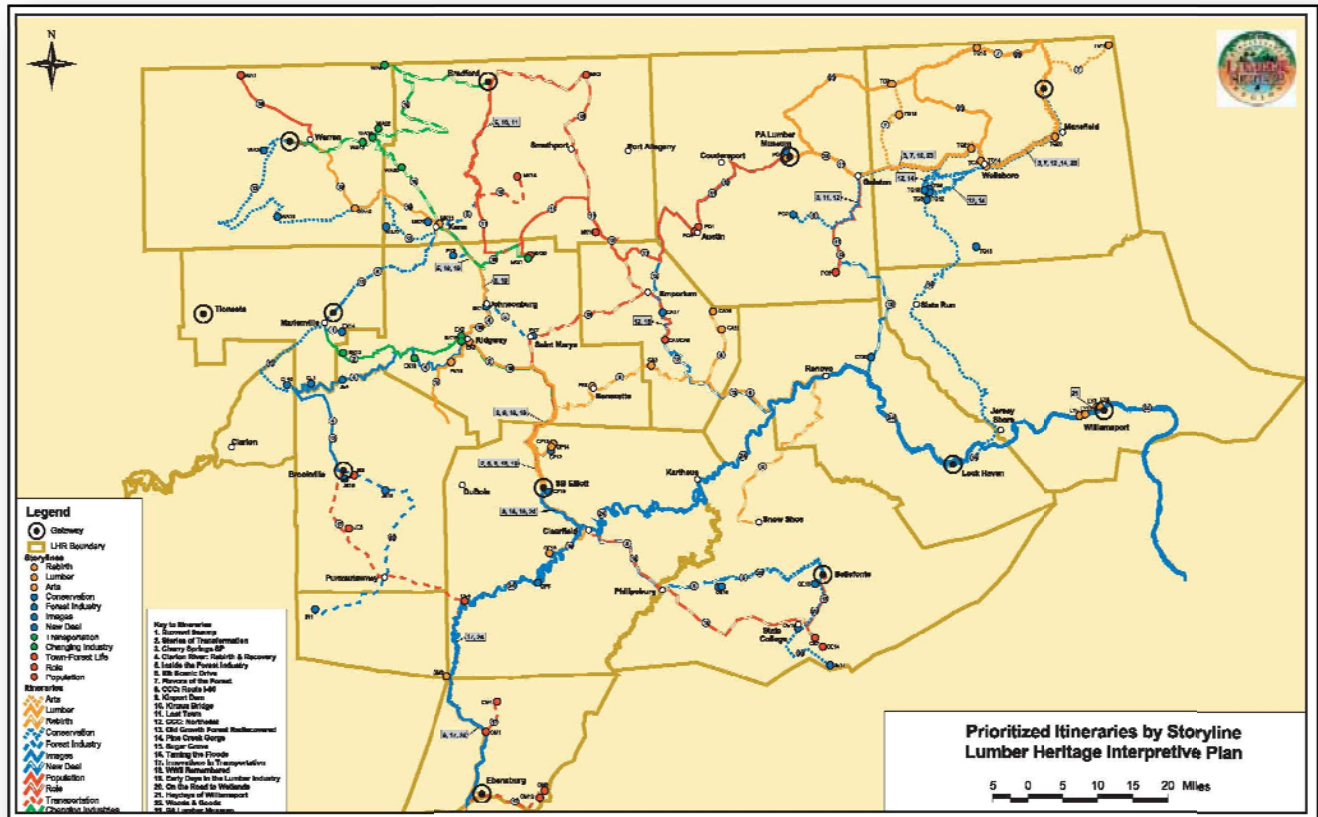
2000-2001 Grants		
BRC-HP-00-26	Regional	Interpretative Display Phase I – PA Lumber Museum signs received and displayed. Designs developed for other Gateway Visitor Center Displays
BRC-HP-00-26	Regional	West Branch Susquehanna Trail Phase I – Early implementation grant
BRC-HP-00-26	Regional	Elk and Nature Tourism – Recommendation of plan and installation of signs at specific areas
BRC-HP-00-26	Regional	LHR Logo development and graphics for traveling display
BRC-HP-00-26	Regional	LHR Web Development Page
2001-2002 Grants		
BRC-HP-01-28	Regional	West Branch Susquehanna Trail Phase II - formatting of the trail guide and maps and printing of 3,000 copies
BRC-HP-01-29	Regional	Interpretative/Way-Finding & Recreational Linkage Plan – signage
2002-2003 Grants		
BRC-HP-02-17	Potter	Switch Engine Restoration – Restoration of train for PA Lumber Museum
BRC-HP-02-17	Cameron, Potter	Elk Interpretative Kiosk at Sinnemahoning State Park – Developed text and installed on 5/1/2003
BRC-HP-02-17	Potter	PA Lumber Industry Video – produced by Penn State Media

		Services in coordination with the Hardwoods Development Council
BRC-HP-02-17	Jefferson	Living on the Land – Restoration of N.G. Edelblute Building in Brookville and development of lumber heritage exhibits
BRC-HP-02-18	Regional	CCC Camp in the Lumber Heritage Region 1933-1942 Phase I – Mike Schultz data gathering and compiling narrative histories
BRC-HP-02-18	Regional	Woodworking Technical Center – Feasibility of developing a woodworking center in the Lumber Heritage Region
BRC-HP-02-18	Cameron, Potter, Regional	Elk and Nature Tourism Incubator – Prepare a study to determine the feasibility of stabling a nature tourism business incubator to serve Sinnemahoning State Park and surrounding areas
2003-2004 Grants		
BRC-HP-03-19	McKean	Mt. Jewett Heritage Mural Project completed Labor Day 2004
BRC-HP-03-19	Potter	PA Lumber Museum - Bark Peelers Convention 2004 lumbering history of Pennsylvania
2004-2005 Grants		
BRC-HP-04-19	Potter	PA Lumber Museum - Acquire, transport, and restore 1917 Model T Ford Runabout
BRC-HP-04-19	Elk	Ridgway Lumbering History Interpretative Signs – Design, fabricate and install interpretative signage and related improvements in Ridgway
BRC-HP-04-20	McKean	Master Plan for design, planning and development of “Pennsylvania’s First Scenic Byway”
2005-2006 Grants		
BRC-HP-05-24	Potter	PA Lumber Museum Visitors Center
2006-2007 Grants		
BRC-HP-06-1	Regional	Network of wood related Artisans
BRC-HP-06-1	McKean	Allegheny Hardwoods Utilization Group (AHUG) -fund the assessment of the wood industries workforce capacity, development and educational needs including career ladders and skill sets.
BRC-HP-06-24	Elk	Allegheny National Forest (ANF) –fund the archaeological field survey to record Arroyo Historic Tannery Site.
2007-2008 Grants		
BRC-HP-07-22	Lycoming	Muncy Historical Society & Museum – Muncy Canal Heritage Park for historical research and archeological investigations of old canal site including the creation of a trail that will circulate throughout the 11 acre property and install interpretative signage and displays.
BRC-HP-07-22	Warren	Wild Woods Animal Park – upgrades to include construction of a pavilion, children’s outdoor activity area, interpretative signage and fencing
BRC-HP-07-22	Jefferson	Jefferson County History Center – Living on the Land – large permanent exhibit to include design, construction, and installation.
BRC-HP-07-22	Clinton	Clinton County Historical Society Phase I – restoration and enhancements to the 1884 Beech Creek Railroad Station including interpretation, education, and recreation railroad water tank as a visitor’s center, the placement of rail cars and interpretative

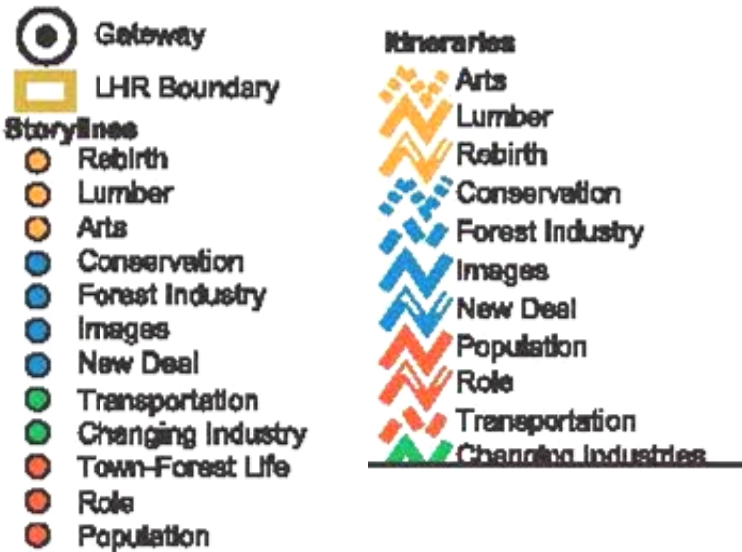
		signage.
BRC-HP-07-22	McKean	Art in the Wilds – Second annual juried fine arts show in June 2008.
BRC-HP-07-22	Warren	Penn Soil Resource Conservation – to construct Big Bend Bird Viewing Area and Nature Trail to include 0.4 mile trail and bird-viewing observation platform along the Allegheny River.
BRC-HP-07-22	Tioga	Tioga County Visitor’s Bureau – new Tioga County Visitor’s Center to install a multi-media system for showing informational and historical films
BRC-HP-07-22	Centre	Created an interpretive conservation park at the Boogersville School location
BRC-HP-07-22	Regional	Elk County Council on the Arts – “Enchanted Woodlins” – to create, promote and place ten six feet tall chain saw carved sculptures in public spaces throughout the Pennsylvania WILDS region.
2008-2011 Grants		
BRC-HP-08-23	ANF	ANF Visitors Bureau -To design and construct a traveling educational forest display for use throughout the region and a handcrafted informational gateway kiosk that will highlight trees, leaves and sites to visit within the Lumber Region. The kiosk will be located in the Allegheny National Forest Vacation Bureau’s visitor’s center in the city of Bradford, McKean County.
BRC-HP-08-23	Muncy	To design and construct the Educational Pavilion at the Muncy Heritage Park and Nature Trail in Muncy Creek Township, Lycoming County.
BRC-HP-08-23	Mckean	To design, create and install interpretative signage at key locations to educate the public about the historical significance of sites along the walking tour in Smethport Borough, McKean County.
BRC-HP-08-23	Clearfield	1000 reprints of “My Partner the River”, Clearfield County.
BRC-HP-08-23	Lycoming	To purchase and install benches, garbage receptacles and a life-size bronze woodhick statue along the Timber Trail in Williamsport, Lycoming County.
BRC-HP-08-23	Lumber Museum	Purchase of life-size bronze CCC Legacy Statue to be erected at the Pennsylvania Lumber Museum in Potter County
2012 Grants		
BRC-SR-16-96	Forest	The Forest County Historical Society will conduct the research of Forest County history (Native American presence; European Settlement; Natural Resources & Industry; Emergence of Tourism) and the development of two displays and interpretive signage at several locations of historic interest throughout Forest County that will be accompanied by a self-guided tour brochure. Displays with brochure distribution will be located at visitor centers in Tionesta and Marienville.
BRC-SR-16-96	Jefferson	The Jefferson County Historical Society will design, fabricate and install ten (10) interpretative panels at key locations along Main Street of Brookville. Using late 19th and early 20th Century photographs and other historical information, these signs will provide the observer a distinct then-and-now view of the downtown Brookville Historic District and serve as the centerpiece of an interpretative self-guided walking tour that will be of educational

		and historical interest to both residents and visitors by showing how the community developed and changed through time.
BRC-SR-16-96	Jefferson/Clarion	The Redbank Valley Trails Association plans to put approximately 10 – 15 historic and interpretive markers at locations of historic significance on the rail trail which is now being improved. The trail follows Redbank Creek which was used to float logs to the Andrews Lumber Mill and the Allegheny River. The trail connects New Bethlehem and Brookville, and other communities, located on and near Routes 28/66, 322 and I-80, as gateways to the PA Wilds and Lumber Heritage Regions.
BRC-SR-16-96	Potter	The PA Lumber Museum Associates will restore and preserve two significant artifacts in the Museum's collection and prepare them for exhibition - a 1917 Model T Roadster Pick-up and a Civilian Conservation Corps fire alarm ring/bell. Both of these pieces will become part of the new permanent exhibit in the soon-to-be expanded museum.
BRC-SR-16-96	West Branch	The Susquehanna Greenway Partnership will plan, develop, and implement a geocaching trail along the West Branch Water Trail that will guide visitors to 24 different interpretive caches. Self-paced, and self-guided, this low-impact form of healthy outdoor recreation will encourage exploration of this National Recreation Trail as well as interpretation of the unique cultural, historic, and natural features of the Susquehanna Greenway within the Lumber Heritage Region.
BRC-SR-16-96	Mckean	The Tuna Valley Trail Association will design and construct a new kiosk with interpretive information and mapping at the new Pine Creek Bridge trailhead located within the City of Bradford, to access the new Bradford Community Trail. To design and install mapping and interpretive panels onto existing trailhead kiosks at eight (8) locations.
BRC-SR-16-96	Multiple	Business sign project. Designed purchased and installed 25 Business signs in the region.
2014 Grants		
BRC-SR-18-114	Potter	Create video about partnership to show at 2014 PA Wilds annual dinner.
BRC-SR-18-114	Clarion	Part 2 of signage project to welcome travels to the Fryburg and Marble Communities.
BRC-SR-18-114	Clarion	Printing of 25,000 trail maps for Clarion County.

Itineraries Map – 2005 Interpretive Plan



Legend



The map above is from the LHR's 2005 interpretive plan. The map's legend has been enlarged at left for better legibility. The storylines contained in that plan deviate from the five interpretive themes, sequenced by historic era, contained in the 2001 management plan (see page 9 for a list of those themes/eras). This LHR achievement illustrates the fact that a management plan can include only so much detail and more specific plans pertaining to particular issues are often a necessary recommendation of a management plan.

Conclusions Regarding Achievements

As the previous few pages confirm, the LHR has done a good job of attaining many accomplishments since its inception in 2000. For example, they wasted no time in starting to achieve visibility and an identity with the creation of a logo and website. The first few years featured projects that were primarily regional in scope, which makes sense for a new heritage area. On the other hand, subsequent years have tended to be more location-specific and are spread fairly evenly across the region.

Examples of project types include:

- Issue-specific research, plans and feasibility studies
- Brochures, maps, trail guides and similar marketing/informational materials
- Signage, interpretive waysides and kiosks
- Websites and videos
- Acquisition and/or restoration of key artifacts for the lumber museum
- Physical enhancements to interpretive facilities
- Public art

The LRH's 2012 and 2014 mini-grant programs were joint programs working with the PA Wilds Planning Team to encourage program synergies and strategic regional opportunities that support the missions of both organizations. Some of the LHR's projects to date do not translate into highly-visible results, regardless of how necessary. This situation is keenly recognized by the LHR and is an important issue for this management plan update to address.

NEW ISSUES FOR THE LHR

This plan section addresses changing economic and market conditions since the 2001 MAP, changes related to other entities and programs, and newly identified opportunities, as follows.

C.1: Changing Economic & Market Conditions

Since the completion of the Lumber Heritage Region Management Action Plan (MAP) in 2001, there have been a number of changes in local conditions, funding structures, and the regional economy that can suggest revisions to the original plan and its implementation. This section provides a summary of economic, technological, and structural changes that can impact on the recommendations of the updated plan and how it is implemented. Information in this section was gathered primarily from Census data, economic studies, and interviews and focus group meetings in the region.

Organization & Structural Change

Due in large measure to evolving political priorities at the State government level, there have been several structural and organizational changes that have impacted on the operation of the Lumber Heritage Region (LHR) or can influence how the LHR operates in the future.

Establishment of PA Wilds Program

PA Wilds is a regional initiative launched by the Rendell Administration in 2003, so it did not exist at the time the original LHR Management Action Plan was written. The PA Wilds Conservation Landscape program aligns closely with the geographic boundaries of the LHR. PA Wilds covers 12½ counties of the 15-county LHR area. The effort focuses on creating and branding a regional destination for outdoor recreation and heritage tourism akin to the Adirondacks and Outer Banks, and has the following primary goals:

- Ensure stewardship of the public lands and character of the region's communities;
- Support and grow private businesses such as accommodations, services, and locally made products;
- Promote the renewal of the region's communities and appropriate community planning; and,
- Invest in public infrastructure to enhance the visitor experience.

Like other DCNR Conservation Landscapes, the PA Wilds also has established a significant partner base to support collaboration among regional stakeholders and to address regional planning issues.

Historically, the PA Wilds concept came out of the Elk Watching and Nature Tourism study conducted for the LHR in 2002. The PA Wilds, the Elk Country Visitor Center, the Sinnemahoning Nature Center, the Elk Scenic Drive, and the Bald Eagle Nature Inn were all concepts in this study. For information, see http://www.dcnr.state.pa.us/cs/groups/public/documents/document/dcnr_001704.pdf. The Executive Director participated in regional public meetings hosted by then U. S. Congressman John Peterson and DCNR before he was hired by the LHR in 2003. He understood the significance of this program for the region and has been very supportive ever since.

The LHR has been a core member of the PA Wilds Planning team since its inception by the signage of the Inter-governmental Cooperative Agreement by the Commissioners of the 12 Counties of the PA Wilds. In addition, the Executive Director has served on the Steering and Finance Committees for more than ten years and has attended over 95% of the meetings. In 2009, the LHR became the fiscal agents for the first



of several grants and donations, from several sources, for the PA Wilds Planning Team. This role required extensive fiscal management, collecting closeout data, and filing reports. The LHR relinquished that role in 2014.



The LHR staff organized and produced the first couple of annual PA Wilds meetings. In 2008, the LHR hired a shared administrative assistant who became the “face” and primary contact person for the Planning Team – a role she played for six or more years. In addition, she supported the planning team in disseminating and collecting information, planned and organized regular and committee meetings and reports, coordinated collecting annual funds from the counties, and produced financial reports, among her other similar tasks.

The Pennsylvania Wilds Artisan Trail came out of a concept proposed by the LHR Executive Director in 2005. He conducted a fact finding mission that included significant outreach to the North Carolina Hand Made in America facility and a road trip to West Virginia’s Tamerak. A DCNR grant was awarded to the LHR in 2005 to organize a network of wood related artisans. In 2006, DCNR requested that the funds be used to create the Pennsylvania Wilds Artisan network. The LHR hosted the organizational meetings and participated on the committee for several years. Two of the recent past Mini-Grant Programs have been joint programs with the PA Wilds Planning Team. This synergy allows for a greater variety of community projects to be funded and completed. More than 30 projects were added to the region.

Over the years, the LHR’s role has evolved partially into one of creating heritage tourism assets, and the PA Wilds has become the State-designated destination. For the future, the LHR plans to continue its support of the PA Wilds, and it will continue to focus its energies into developing the Lumber Heritage Region as a key asset to the destination – the Pennsylvania Wilds.

Shift in State Focus

State government priorities have also shifted somewhat since 2001 to a greater emphasis on job creation, education and economic development, with a specific focus in support of manufacturing. The current Governor has promoted the Jobs1st PA initiative to promote job creation and retention as a high priority. DCED has been tasked with the Discovered in Pennsylvania, Developed in Pennsylvania (D2PA) program,

which was created to “seed innovative ideas that promote entrepreneurship, technology transfer, business outreach, and increased capacity.” Pennsylvania State University has received a \$550,000 grant through D2PA to foster relationships between the university’s College of Engineering and private industry. The Community Foundation for the Alleghenies has received a \$200,000 grant to develop the Entrepreneurial Alchemy Network to “encourage and develop both young and mid-career entrepreneurs.”

Emerging Opportunities for Funding Diversity

The shift away from tourism and towards manufacturing and economic development funding may, on the surface, appear to create challenges for the Lumber Heritage Region. However, there are opportunities for the LHR to “plug” into such funding to promote the lumber industry and associated “downstream” manufacturing jobs, if grant applications are targeted appropriately to DCED. Financing support from other government agencies and industry, as well as from self-generated revenues (including contributory income, fundraising, and sales of merchandise) can all help diversify the LHR’s funding mix. Overall, diversifying funding sources away from a 100% dependence on DCNR can only benefit the financial sustainability of the LHR in the long run.

LHR Internal Changes & Activities Undertaken

The LHR has altered its management structure since its early years, replacing a part-time administrative position (“Project Coordinator”) with an Outreach Coordinator in late-2014. By establishing the position of Outreach Coordinator, the LHR is better positioned to build partnerships not only with existing stakeholders, but also with potential new partners, in implementing the objectives and vision of the organization.

Since 2001, the LHR has developed a brand (including a promotional logo) and undertaken a number of activities consistent with its mission to preserve and promote the region’s lumber heritage. The types of projects undertaken by the LHR are varied, but generally fit into six primary categories:

1. Issue-specific research, plans and feasibility studies
2. Brochures, maps, trail guides and similar marketing/informational materials
3. Signage, interpretive waysides and kiosks
4. Websites and videos
5. Acquisition and/or restoration of key artifacts for the Pennsylvania Lumber Museum
6. Physical enhancements to interpretive facilities

Many of the LHR’s early grants were oriented to marketing and promotion: logo, website development, and similar efforts. Over time, the LHR has tilted more toward capital grants oriented to the development of specific assets for heritage development. Perhaps the most prominent of these assets is the Pennsylvania Lumber Museum in Ulysses (Potter County). This approximately 13,000 square foot facility tells the story of the region’s lumber heritage through a series of exhibits and programs, and provides a conference and meeting venue as a regional amenity. The LHR was instrumental in accessing several of the capital grants necessary for the creation of exhibits and other critical components of the museum.

The LHR’s grants have resulted in projects in every county within the 15-county region. Potter County has logically received the largest number of projects, mainly because it is the location of the Pennsylvania Lumber Museum. McKean and Jefferson counties have also received a larger number of grants. But again, the LHR has brought heritage-related grant-funded activities to all of the 15 counties in the region

since 2001. It is also important to note that the LHR has served as a conduit for grant funding for the PA Wilds program, so there are also a number of the region’s recreation-oriented tourism projects that were funded through the LHR as the grant recipient.

Economic & Market Change

The Lumber Heritage Region and the nation as a whole have experienced shifts in economic and market conditions since 2001 that can impact on the future positioning of the LHR as a tool for tourism and economic development. During the 14-year period since 2001, the nation and LHR have experienced two economic recessions, the last one (2010) precipitated by a major global financial crisis. But perhaps the most important change over time has been the accelerated shift from a goods-producing to services-based economy. There were more than 17 million manufacturing jobs in the U.S. in 2001. By 2012, there were less than 12 million people employed in manufacturing, a drop of nearly 30%. Manufacturing accounted for 14% of all jobs in 2001, but just ten years later, manufacturing accounted for only 9% of all non-farm employment in the U.S.

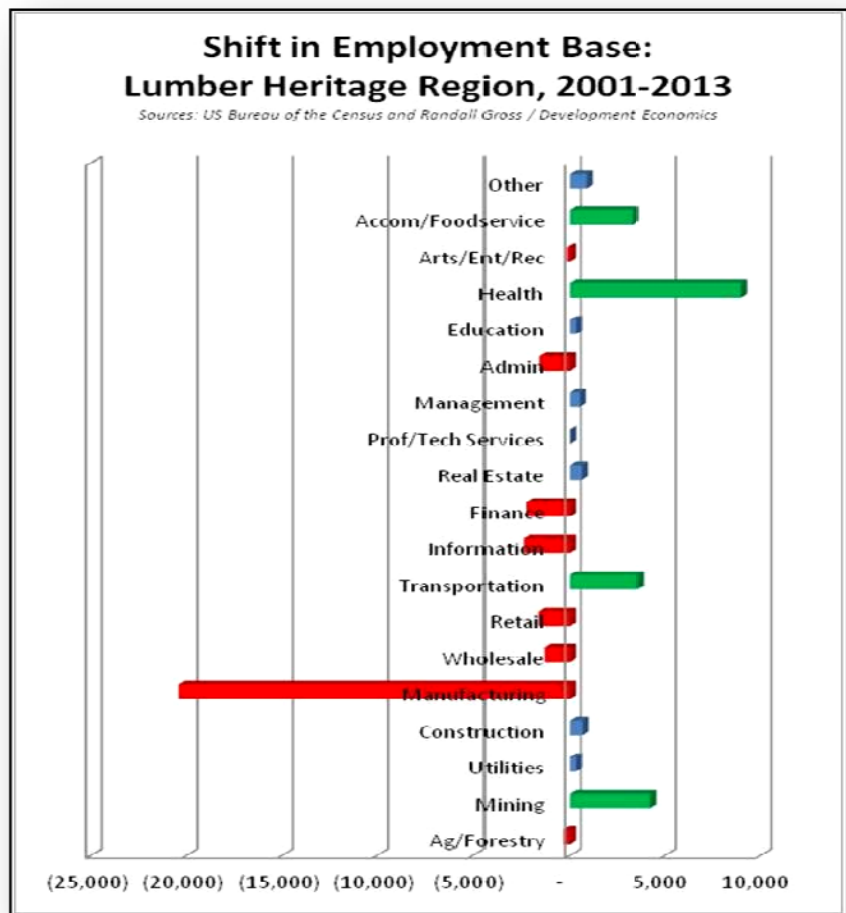
This shift, underway for at least 50 years, has accelerated due, in part, to foreign competition (lower labor and regulatory costs, especially in China), but mainly because of increased productivity caused by a revolution in information technologies. The world has truly moved from the “Industrial Age” to the “Information Age” within our lifetimes. A challenge for the LHR is that, while the nation and Pennsylvania as a whole have generally replaced these lost production jobs, the LHR has seen a continued decrease in overall employment.

LHR Employment Trends

The LHR saw a loss of 6,800 jobs between 2001 and 2013, representing a 2.3% decrease in total employment base. This decrease occurred at the same time that Pennsylvania, as a whole, saw a 2.2% increase in total employment.

Employment within the LHR has shifted away from manufacturing, with the loss of 20,400 production jobs, and towards health care, oil and gas drilling, and tourism (represented by growth in both the transportation and accomodation and foodservice industries), which together added 20,100 jobs.

While the loss in manufacturing was somewhat replaced by jobs in the



aforementioned sectors, the region still lost some employment in retail and wholesale trade, finance, and other business sectors. A loss in population (see below) has resulted in a decrease in demand for retail goods and services, since many households in the region were dependent on those high-paying manufacturing jobs. Since data were not available after 2013, they may not represent some continued gains that the region has experienced through 2015.

Table 1.		AT-PLACE EMPLOYMENT TRENDS BY INDUSTRY, LUMBER HERITAGE REGION, 2001-2013			
Industry	2001	2013	2001-2013 Change Number	Percent	
Agriculture, Forestry	808	457	(352)	-43.5%	
Mining (e.g., Oil & Gas Drilling)	3,640	7,865	4,226	116.1%	
Utilities	2,558	2,881	323	12.6%	
Construction	11,089	11,753	664	6.0%	
Manufacturing	66,869	46,442	(20,427)	-30.5%	
Wholesale Trade	9,996	8,679	(1,316)	-13.2%	
Retail Trade	47,957	46,316	(1,641)	-3.4%	
Transportation	8,808	12,384	3,576	40.6%	
Information	7,352	4,945	(2,406)	-32.7%	
Finance and Insurance	11,458	9,191	(2,267)	-19.8%	
Real Estate	2,824	3,450	625	22.1%	
Professional/Tech Services	11,123	11,136	13	0.1%	
Management	2,189	2,707	518	23.7%	
Administrative Services	11,547	9,942	(1,604)	-13.9%	
Educational Services	6,001	6,315	314	5.2%	
Health Care/Social Services	47,028	56,006	8,978	19.1%	
Arts, Entertainment, & Recreation	2,821	2,677	(144)	-5.1%	
Accommodation & Foodservice	25,100	28,398	3,298	13.1%	
Other Services	14,164	15,043	879	6.2%	
TOTAL	293,331	286,586	(6,745)	-2.3%	
Note:	Some data estimated based on Census ranges.				
Sources:	U.S. Bureau of the Census and Randall Gross / Development Economics				

Many of the job losses in the LHR are in manufacturing or in business sectors dependent on local demand, but tourism draws its market base from a much broader region and is, therefore, more insulated from shocks to the local economy. As noted above, accommodation and foodservice industries have expanded in the region and added nearly 3,300 jobs. Certainly the LHR can take some credit for this growth, either in its role in developing the heritage tourism asset base or as a conduit for capital grants in support of PA Wilds tourism initiatives. Regardless, tourism is a growth industry regionally, nationally and internationally, and the LHR can benefit from that growth.

A closer look at forest-related industries shows a somewhat more complex picture of the economic changes underway in the region. While it is true that the LHR's employment in forestry, as in much of the agricultural sector, has fallen in recent years (by nearly two-thirds), employment in certain forest-related manufacturing sectors appears to have stabilized and is increasing.

Table 2. EMPLOYMENT TRENDS IN FOREST-RELATED INDUSTRIES, LHR, 2005-2013				
Industry	2005	2013	2005-2013 Change	
			Number	Percent
Forestry	374	136	(238)	-63.7%
Wood Products Mfg	409	583	175	42.7%
Paper Products Mfg	2,546	2,671	125	4.9%
Furniture Mfg	1,995	2,254	259	13.0%
TOTAL	5,323	5,643	320	6.0%
Note:	Data for specific industries in some counties estimated based on Census ranges.			
Sources:	U. S. Bureau of the Census and Randall Gross / Development Economics.			

In the Lumber Heritage Region, there has been some job growth in the manufacture of wood products, paper, and furniture since 2005. Overall, the region gained about 320 jobs in these industries or 6.0% between 2005 and 2013, for an average of **40 jobs (0.8%) per year**. While this increase does not in any way represent a boom in forest product manufacturing, it does suggest that these industries are bucking the overall downward manufacturing trends in the region by remaining stable and even gaining some jobs.

Paper manufacturing represents the largest of these industries, with about 2,700 jobs, but it has been growing at the slowest pace, adding just 16 jobs per year. Still, the industry is *adding* jobs. The fastest growth has been in the manufacture of wood products, which grew by 42.7% over the eight-year period. However, this industry only employs a total of 580 jobs in the 15-county region. Furniture manufacturing added the largest number of jobs, nearly 260 (about 32 per year), and may represent the biggest opportunity for growth in the Lumber Heritage Region's forest products cluster.

LHR Population Base

The LHR had a total population base of about 891,000 in 2014. Partly due to the declining employment base, the Lumber Heritage Region experienced a 1.2% population loss (or 11,000 people) since 2000. The LHR's share of state population fell from 7.4% in 2000 to 6.9% by 2014.

Table 3. POPULATION TRENDS, LUMBER HERITAGE REGION, 2000-14					
County	2000	2010	2014	Change/Yr 2000-10	Change/Yr 2010-14
<i>Statewide</i>	12,281,054	12,702,379	12,787,209	0.3%	0.2%
Cameron	5,974	5,085	4,805	-1.5%	-1.4%
Centre	135,758	153,990	158,742	1.3%	0.8%
Clearfield	83,382	81,642	81,191	-0.2%	-0.1%
Clinton	37,914	39,238	39,745	0.3%	0.3%
Elk	35,112	31,946	31,194	-0.9%	-0.6%
Forest	4,946	7,716	7,518	5.6%	-0.6%
Jefferson	45,932	45,200	44,638	-0.2%	-0.3%
Lycoming	120,044	116,111	116,508	-0.3%	0.1%
McKean	45,936	43,450	42,554	-0.5%	-0.5%
Potter	18,080	17,457	17,206	-0.3%	-0.4%
Tioga	41,373	41,981	42,274	0.1%	0.2%
Warren	43,863	41,815	40,703	-0.5%	-0.7%
Cambria	152,598	143,679	137,732	-0.6%	-1.0%
Clarion	41,765	39,988	38,831	-0.4%	-0.7%
Indiana	89,605	88,880	87,706	-0.1%	-0.3%
TOTAL	902,282	898,178	891,347	0.0%	-0.2%
Share	7.4%	7.1%	6.9%		
Core	618,314	625,631	627,078	0.1%	0.1%
	5.03%	4.93%	4.90%		
Sources:	US Bureau of the Census and Randall Gross / Development Economics.				

Despite an overall population decrease, each county has experienced a different demographic transition since 2000. The most populous county in the region is Centre County, with nearly 160,000 people or 18% of the total for the region. Centre, home to State College, has (like many large college communities) remained fairly insulated from broader economic dislocations. The university has provided a large and stable employment base, and an increasing focus on innovation and entrepreneurship. Also, State College provides significant urban amenity value that helps to retain young graduates. This compares with other parts of the region and the nation where a lack of opportunity (employment, education, amenities) result in a “brain drain” to larger or more vibrant places.

Cambria County is the second most-populous of the region’s counties. Home to Johnstown (located in the southern half of the county not included within the LHR), Cambria provides a different demographic experience, where the employment and population base have fallen since 2000 and opportunities are less abundant. While Centre County gained 23,000 residents (17%) since 2000, Cambria has lost nearly 15,000 (about 10%). Lycoming County, third-largest in population, did see a decrease in population of about 4,000 between 2000 and 2010, but the county has actually gained about 400 residents since then. Lycoming is home to Williamsport, which is an attractive city with a “brand” (relating to Little League

Baseball) and tourism appeal. The city's amenity value, transportation access, and educational opportunities have helped stabilize its economy and reverse demographic decline.

Ultimately, the LHR should focus its capital projects, promotional programs, and outreach efforts in those parts of the region that are experiencing the most economic and demographic dislocation. By doing so, the LHR can better attune its grant applications to the economic development motivations that are driving much of the State's funding.

Changes in Technology

In addition to economic, demographic and structural changes since the LHR's 2001 MAP, evolving technologies also play an important impact on how the LHR reaches its audience and promotes heritage preservation and tourism development in the region. Visitor expectations for heritage tourism have changed. No longer is it sufficient to provide tours for visitors to see historic homes or sites, which they can now access very easily through the Internet and web-based services. Visitation at historic homes and some other types of heritage sites is declining nationally, despite an overall increase in tourism. Now it is important to integrate technology into interpretation in a way that makes heritage sites more accessible and interesting to a new generation of tech-savvy travelers.

There is also a need for visitors to be able to navigate through the region and self-guide for heritage tourism. Navigation tools (smart phones, QR codes, iBeacon, Web/Mobile Apps) are critical for exposing a new generation of tech-savvy travelers to heritage trails and corridors, providing them with links and portals to related information. In 2001 – when the initial MAP was prepared, social media did not truly exist. Today, social media is an essential promotional tool, with heritage sites and areas capitalizing on Facebook, Twitter, Instagram, Flickr, and other media.



Relative to 2015, high technology interpretation and social media did not exist in 2001 when the first MAP was prepared.



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C.2: Changes Related to Other Entities & Programs

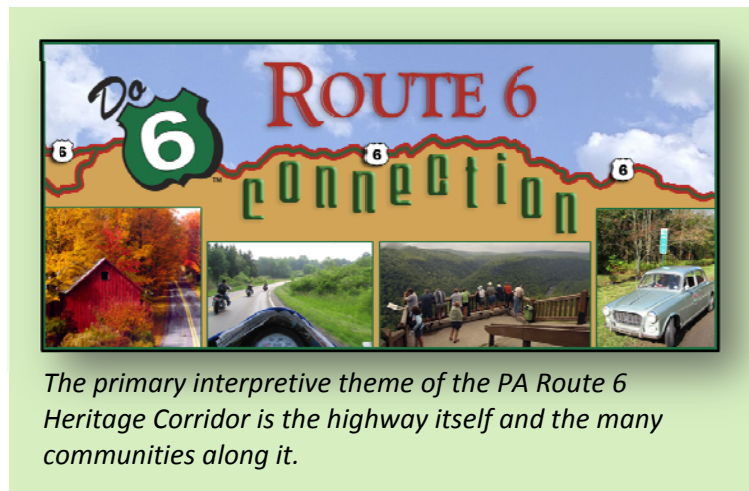
Much has changed in the heritage area and non-profit arenas since the Lumber Heritage Region published its Management Action Plan (MAP) and launched its programs and operations in 2000. Since then, the U.S. economy has gone through two recessions. The Commonwealth of Pennsylvania has experienced serious budget cutbacks, and political stalemate in Harrisburg has paralyzed its budget process, placing many nonprofits, schools and local governments in serious economic straits. Further, in some regions of the state and nation, philanthropic support has not totally recovered from the 2008 recession, compounding the problems for many nonprofits.

Decreased State Funding

For the LHR, a good amount of what had been envisioned for the heritage area was able to be completed, but like many of Pennsylvania's heritage areas, a fair amount remains incomplete. When the Lumber Heritage Region was designated, the State funding in the Department of Conservation and Natural Resources (DCNR) for heritage areas was at near an all-time high. DCNR also appeared to be more committed to heritage area support, and other state agencies actively participated in the heritage areas through an informal task force of agencies that coordinated programming and, to a certain degree, funding.

Competition from Other Heritage Areas

The LHR, like some other heritage areas, witnessed the dilution of its influence in the region with overlapping CLIs in the 15-county region. Additionally, this heritage area saw the creation of other heritage areas that shared some of the LHR counties, duplicating programming and further limiting funding. In particular, the PA Route 6 Heritage Corridor traverses the entire length of the LHR's northern section.



Future Options

Given these factors, it is quite a testament to the LHR and its leadership that it has been able to survive and succeed. However, for the LHR to advance beyond where it is today, it must be able and willing to adapt to changes that affect it as a heritage area and as a nonprofit competing for funding and donations in Pennsylvania. Despite the perceived competition, the LHR has forged strong partnerships with its neighboring heritage areas. These partners work to support each other's programming and projects, sometimes sharing costs and other expenses. Similarly, the LHR and the PA Wilds program have come together to accommodate each organization's mission, with the LHR greatly benefitting from some joint marketing and promotions.

Continue Strengthening Partnerships

These partnerships can be further forged with opportunities between the heritage areas (and possibly the PA Wilds) for shared services, shared employees, shared office or other capital equipment, and continued shared marketing and promotions. Other opportunities may exist. In the end, any possibility for sharing costs will help stretch the budget for the LHR, saving critical dollars to be used in other places.

Coping with the LHR's Geographic Scale

Another consideration for the LHR is the possible restructuring of the boundaries of the heritage area. Many stakeholders interviewed have questioned the vast geographic size of the region and wondered if the footprint, covering most of the state above Interstate 80, was too large to adequately service. This issue was debated extensively during the meetings and interview for this management plan update, as it was when the heritage area was first conceived in the late-1990s. Some consideration has recently even been given to possibly using the exact same boundaries as PA Wilds or even merging programs with PA Wilds. In the end, however, the majority of those interviewed believed that the Lumber Heritage Region should remain intact and the original boundaries should remain in place.

That conclusion did result in many interviewees strongly stating that the LHR and its staff must be more pro-active in community outreach. With only two staff members and 15 counties to cover, it is difficult for the staff to be seen across the region. Nevertheless, the LHR staff and its board members must play a strengthened role as ambassadors in the region, attending more community meetings, county commission meetings, festivals, fairs, and other public gatherings and meetings. This activity is even more critical for the LHR if it is going to become more aggressive in developing a membership program and recruiting private donors (as explained later in Chapter D).

Preliminary Objectives

In advance of the specific plan recommendations in Chapter D, the following objectives are an outgrowth of this examination of changes related to other entities and programs:

- Work with other heritage area partners to share costs and services
- Further strengthen the relationship with PA Wilds to the benefit of both organizations
- Keep the LHR boundaries the same as originally designed
- Become more visible in the communities, with active outreach and participation at public meetings, events and gatherings
- Work to parlay LHR outreach to increase donors and members

C.3: Newly Identified Opportunities

This section provides a summary of opportunities that have emerged since the completion of the MAP in 2001 for interpretation and development in the Lumber Heritage Region. These opportunities relate to changes in the overall operating context for lumber and other industries in the region since 2001, as well as new concepts for further heritage tourism development within the region. Refined themes and products for heritage tourism are discussed separately in Section D.3 (Interpretation: Themes, Stories & Methods) of this plan update.

Forest Sustainability

One change in the environmental context since 2001 is at least a somewhat heightened awareness of (and emphasis on) sustainability. Extraction industries that are prominent in the Lumber Heritage Region, including lumber, as well as the rapidly-growing gas drilling industry, are increasingly exposed to questions about their environmental impacts and the sustainability (both environmental and economic) of their operations. Leaders in the lumber industry have enhanced their efforts towards sustainable harvesting and production, and lumber is being shown to be a more sustainable product for construction and furniture than petroleum-based products and most other alternatives.

Meanwhile, the gas extraction industry is coming under increasing pressure to reduce its environmental footprint, and progress is being made in some areas. Ultimately, both lumber and energy are boom-bust industries and there is a need to reduce volatility such as through diversification. There are opportunities for the LHR to be more engaged in promoting sustainability through various partnerships with industry, researchers, and the State.

Lumber Industry

The lumber industry itself has been transformed and now represents a model for forest stewardship and environmentally sustainability.



Graphic Source: ForestsAndFish.com

There is the opportunity for promoting locally-harvested, designed and processed lumber for its sustainable characteristics. Products of local origin sold within the region are sustainable in that they require less energy for packaging and transport to far-away lands. Even then, the lumber industry has shown that transporting lumber across the globe is still more sustainable than comparable building and furniture inputs like plastics and other petroleum- and fossil fuel-based products. The LHR can play an

important role in showcasing and promoting the sustainability of the Pennsylvania lumber industry, especially by placing it in the historical and comparative context.

Tourism related to showcasing the environmental sustainability of the lumber industry is also a key opportunity. One of the best ways to educate Pennsylvanians and visitors about the sustainability of the lumber industry is to tell the story of how that industry has evolved and the best practices of how they operate today. The audience for that story includes local students and potential workers, as well as visitors from within Pennsylvania and elsewhere. Certainly, educating visitors about the environmental sustainability of the industry also helps to promote Pennsylvania-sourced building materials, furniture and other “downstream” wood products.

Builder’s / Rehabber’s Showcase

There is also the opportunity to “showcase” the region’s and the state’s lumber, as well as wood and building products, as a way of promoting the industry. There are groups already working on promoting the region’s “makers” – art and fine wood craft products. An artisan trail has been established through the region, initially with the help of grants through the Lumber Heritage Region. But there are also other ways of promoting the region’s and state’s products, such as through sponsoring special exhibitions, establishing a public showcase for lumber product, and creating heritage-related industry displays for regional or national trade shows.

Another concept that has been suggested is the idea of sponsoring an annual competition for design of sustainable civic buildings using local inputs including lumber, stone and other locally-sourced product. This concept could be expanded to include industry sponsorship of rehabilitation or new construction of sample affordable housing units. Parts of the region suffer from aging and debilitated (or otherwise low-quality) housing stock. There is the opportunity for the lumber industry, working with the LHR and State or federal agencies, to create a showcase of cutting-edge techniques for the rehabilitation or construction of affordable and sustainable housing product. Partnerships can be developed with regional housing and planning agencies. Such efforts, whether for civic buildings or affordable housing, can be showcased state-wide and nationally to raise the profile of the state’s lumber industry and the LHR, while also providing a service to local residents. Yet another suggested idea to showcase is the construction of a wood-frame public building that is five stories in height or larger.



Graphic Source: Michelle Kaufmann Designs - Sunset Breeze House - Menlo Park, CA

Gas Drilling & Extraction Industry

Gas drilling has emerged as a booming industry in north-west and north-central Pennsylvania during the last few years thanks to improved techniques for extracting gas from the region’s Marcellus Shale deposits, coupled with the comparatively high price (until recently) of petroleum. Certainly the region can benefit from this activity economically when oil prices again escalate and if jobs are created in gas drilling at the local level. Experienced drill operators often commute to the region from Texas and Oklahoma, but there are opportunities for local businesses that supply the industry with goods and services (e.g., construction and transportation equipment, lodging, groceries, fuel, hardware, power supply, etc).

An important objective is to ensure that extraction activities (or “fracking”) do not harm the region’s natural assets, including basic water supply and forest land, as well as view sheds and other natural tourism assets. According to research conducted for National Public Radio (NPR), Pennsylvania has a total of 7,788 gas wells. Of this number, 2,025 or 26.0% are located within the 15 counties of the Lumber Heritage Region (LHR). Many of those wells are concentrated in Lycoming and Tioga counties, but there are wells and fracking activity now in all 15 counties in the LHR.

While it accounts for 26.0% of Pennsylvania’s gas wells, *the LHR accounts for nearly 42% (1,664) of the total number of citations (4,006) issued for violations of State environmental regulations.* Thus, gas drilling in the LHR has resulted in a higher propensity to damage the environment. Given that the region’s natural assets and forest land are important resources for the lumber industry, heritage conservation, and tourism, it is critical that efforts be made to ensure the region’s gas drilling operations are safe, clean and environmentally sustainable.

Energy industries, and gas drilling in particular (because of its reliance on comparatively high oil prices), tend to experience boom and bust cycles. Such cycles can cause dislocation and can be hurtful to local economies. It is important to examine opportunities to capture the longer-term benefits and spin-off of this activity in a way that is more sustainable. Working with Penn State on approaches for enhancing economic sustainability in extraction industries (both lumber and gas drilling) should be a high priority and an opportunity for the LHR.

Research & Development

There are opportunities for the LHR to collaborate with and facilitate partnerships between the lumber industry, the area’s universities and colleges with related programs, and other key stakeholders to illustrate the evolution of the lumber industry, learn lessons from past practices, and promote its environmental sustainability. Working with researchers to respond to issues in the region such as the Emerald Ash Borer, Spotted Lantern Fly, and Walnut Twig Beetle could also be beneficial. Some of the area’s universities and colleges offer various funding drivers and opportunities for linkages with funding sources that can benefit the LHR and its constituent communities.

There are examples from other lumber and forestry heritage sites and areas engaging in research programs that benefit the region. The following summarizes a research and monitoring project undertaken by the Forest Heritage Museum and Research Center located in Long Leaf, Louisiana:

“...i-Tree is a state-of-the-art, peer-reviewed software suite from the USDA Forest Service that provides urban forestry analysis and benefits assessment tools. The i-Tree Tools programs help communities strengthen their urban forest management and advocacy efforts by quantifying the structure of community trees and the environmental services those trees provide...”

Early in 2013, a grant was obtained from the Louisiana Department of Agriculture and Forestry Urban/Community Forestry Program to use the (Forest Heritage) Museum’s forest as a demonstration area to host a regional training workshop on the use and value of i-Tree Eco, one of the i-Tree suite of tools. The grant also provided resources to implement an i-Tree Eco analysis of the Museum’s forest and to incorporate the results of the i-Tree Eco analysis into teacher lesson plans for visiting school groups and to develop additional signage along the Interpretive Trail that will convey the environmental value of the forest. Under a cooperative arrangement, Eric Kuehler, Technology Transfer Specialist with the USDA Forest Service’s Urban Forestry South located in Athens, GA, conducted the workshop (20 participants registered) and trained Museum personnel and volunteers on plot measurements needed to support the i-Tree Eco analysis.”

Ultimately, the LHR has a role to play in spurring innovation and promoting not only lumber heritage, but the present and future of the lumber industry. This theme is consistent among other lumber and forestry heritage sites and regions. In fact, the mission of the British Columbia Forestry Discovery Centre is to be “the foremost interpreter and presenter of the forest community – past, present and future.”

Hands-On Lumber Heritage Tourism Activities

There is a need to expand the array of heritage tourism activities that appeal to younger, tech-savvy generations, including the “Millennials” who can otherwise easily find information on Pennsylvania’s lumber heritage without having to actually visit (or spend money in) the region. Hands-on activities that cannot be replicated on the internet or in social media are an important way of reaching this audience. Certainly festivals and events provide one way to attract and engage with these visitors.



Festivals and Events

Existing events like the annual Bark Peeler’s Festival or the Woodmen’s Show seem to attract visitors from outside of the area and have modest attendance (1,500 for the Bark Peeler’s Festival and 7,000 to 8,000 for the Woodmen’s Show). There are opportunities to expand these events to appeal to a broader and larger audience. There are also opportunities to spin-off activities associated with non-lumber events, such as the Little League Baseball World Series held each year in Williamsport. With 450,000 people attending the 10-day, 32-game event, the entire region could benefit economically by extending the average stay of out-of-town visitors to include heritage or related tours and activities. Tie-ins such as a tour of the BWP Bat Factory in Brookville, along with other lumber-related activities, could bring more exposure to the Lumber Heritage Region while promoting the region’s lumber and wood product industries. There are also opportunities to expand the LHR’s involvement in the region’s various maple syrup festivals.

LHR “Family Reunion”

Many of the region’s visitors are attracted by opportunities to explore their family genealogy. Clearly, there are opportunities to establish annual “family reunion” events or other tie-ins sponsored by the LHR since this family research is often tied to the region’s lumber heritage. LHR could, for example, pursue partnerships with area history programs to conduct oral history interviews in conjunction with family reunions, genealogical research, or annual events in the region. These approaches may help strengthen family ties to the region and lengthen visitor stays.

River and Rail Excursion Adventures

Activities such as steam-engine train excursions and river log raft trips (or combinations of both) can help bring attention specifically to the region’s lumber industry heritage, since the industry depended on trains to bring workers to the area and depended on rivers to transport their product to the market. *These activities also help to promote linkages* between the region’s various heritage sites in a way that can help to tell the story of the region’s lumber heritage (by visiting lumber ghost towns, mill sites or CCC camps along rail lines, for example), as well as the existing and future operations of lumber companies. There are also other heritage site linkages – Renovo Borough (Clinton County) served as the home of a major rail repair facility for the Pennsylvania Railroad.

The specific opportunity for a heritage railway tour could be explored by working with CEDA-COG (regional planning agency). The joint rail authority owns rail tracks in nine counties, with a passenger excursion train operator using the Northshore Railroad freight line for fall foliage tours between Jersey Shore, Williamsport, and Muncy. This operator is a potential partner for LHR in marketing lumber heritage tours and tie-ins to existing programs.



The Strasburg Railroad is a Pennsylvania excursion train.

Programmed and guided tours associated with these “adventures” can help bring the region’s history to life and proactively engage visitors in lumber heritage in a way that independent site visits cannot. The content, as well as the tour concepts, capital infrastructure program, and operating plans for these excursions, can be developed and funded with the assistance of the Lumber Heritage Region. The planning committee, tourism agencies, and State staff involved with PA Wilds can work with the LHR on infrastructure planning and ultimately promotion.

Heritage Trails and Tours

As discussed in more detail in Section D.3 of this plan update, there are multiple opportunities for heritage tours and trails that entice the visitor to bike, hike, walk, and self-drive their way through the region while learning about lumber heritage, present sustainable industry practices, and the future of the lumber industry. Areas like Pine Creek Valley, which offer the full spectrum of disparate but related heritage sites, are primed for heritage trail development. PennDOT can access federal TAP funds for bike trails in the region. These self-guided trails and tours, much like guided train or river-based tours, *help create linkages* between the various heritage (and industry) sites to convey a specific heritage theme or story and establish a route for travel. Lumber heritage tie-ins to the Pennsylvania Route 6 Heritage Area are also essential, especially if that heritage area is able to get National Byway designation.

Such trails and tours are an essential part of interpretation and travel in most heritage areas, many of which began as heritage travel “corridors” as a way of linking communities together. Individual heritage sites provide interpretation, but the strength of linking these sites together lies in the broader story, and in the synergies for tourism and economic development that can be created through the “agglomeration effect” of multiple heritage sites clustered along specific routes. Ultimately, the whole is greater than the sum of its parts when it comes to marketing heritage sites in a broad and isolated geographic region for tourists. While the LHR’s 2005 Interpretation Plan established theme-based driving tours, there are recommendations for refining and redirecting these themes for trails and tours throughout the region provided in Section D.3 of this plan.

LHR STRATEGY

D.1: Heritage Area Boundaries

One of the key tasks in updating the LHR's Management Action Plan (MAP) is to reexamine the current geographic boundaries and consider any adjustments as determined appropriate (see map below for existing boundaries). The following is a summary of the factors considered, as well the recommendation.

Original Boundary Considerations

According to those who were involved with the original boundary delineation, the primary consideration was the location of where the lumber industry historically occurred most intensively in Pennsylvania. Those areas included not only where the harvesting of timber occurred, but also the streams used to transport them. For example, the portions of Clarion, Cambria and Indiana Counties that are within the LHR are part of the region because of important streams that transported timber.

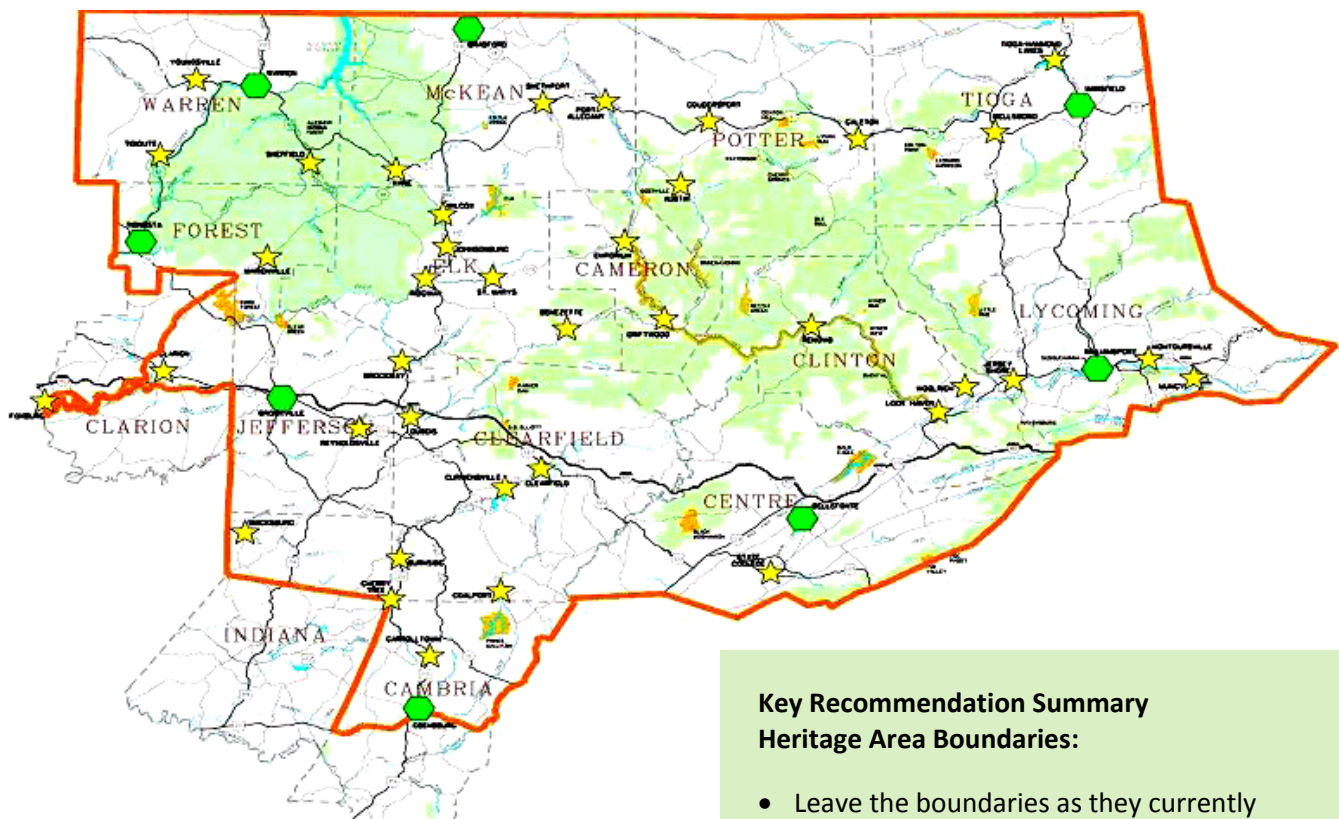
Considerations for Adjustments

Two potential adjustments were considered and tested with various stakeholders, as follows:

- Reducing the LHR territory to be more manageable for LHR staff and more easily traversed by visitors.
- Revising the boundaries to be consistent with those of the PA Wilds program by eliminating the portions of Cambria and Indiana Counties.

Recommendation

It was ultimately determined that no significant advantages would be gained by altering the current boundaries. Therefore, it is recommended that no changes occur.



D.2: Organizational Structure

This section of the MAP update addresses board and organizational development, board responsibilities and duties, and board composition and oversight, including how these functions relate to the LHR staff.

Board & Organizational Development

The board of directors of a nonprofit corporation is legally and financially responsible for the conduct of the organization. It is not a passive role, but rather one that must be active for the good of the organization and for reducing liability of the individual directors. It is not just for-profit corporations that are under ever-increasing scrutiny for ethical operations.

The varied talents and contacts of a board from diverse backgrounds can help an organization grow. A good board member is one that brings unique ability and perspective to a board and takes an active interest in the organization. Having a "well known" board member for the sake of their name can be more damaging than beneficial. Having board members who are connected in the community, are representative of your constituency, and who truly want to help the organization succeed are a better fit.

Board Responsibilities

The board governs the organization and has specific fiduciary responsibilities for which it must be accountable. These responsibilities are summarized in "How to Provide Good Nonprofit Leadership," a brief article on board duties (http://www.nonprofit.pro/nonprofit_leadership.htm). Additional responsibilities vary, but generally include: oversight of policy, budgeting, planning, fund raising, human resources, program evaluation, and board development. One of the most important roles of the board is to hire an executive director for the organization and to give that person room to lead. The board should provide oversight and not become involved in day-to-day operations.

Board Organizational Structure

The board is organized under officers and through committees. This is a practical and effective way to provide governance of most organizations and it helps to involve all board members. Traditionally, officers include a chair that presides at meetings and provides management of the board, a vice-chair who presides in the absence of the chair, a treasurer to deal with finances, and a secretary to record activities such as meetings. The treasurer and secretary positions may not be needed, as today these roles are often assigned to the organization's staff.

Committees of the board may include a finance committee, program committee, development (fund raising) committee, human resources committee, nominating committee (future board members), and other areas, depending on the needs of the organization. Often, smaller nonprofits may have just one or two committees or create temporary committees based on present needs. The best way to proceed is to develop committees as needed and make them standing or temporary depending on the time it will take to complete committee objectives.

Board Meetings

When boards meet, it is important to have an "active" agenda with clearly identified items that require board approval by a recorded vote. Minutes of these board actions and the corresponding board agenda should be maintained. These minutes are a legal record of activity and are helpful to board members in recalling the meeting results, particularly for members who were absent from a particular meeting. They do not need to be extensive, but they should adequately address matters of importance and show that discussions took place, including any resulting decisions. Attendance at the meeting should be recorded as well. In legal terms, absence from a meeting or pleading ignorance does not relieve a board member of

responsibility for actions of the board. The minutes should provide enough information that an absent member would be able to recognize important discussions that may require his or her additional review.

Board-Staff Relationship

The chair of the board should serve as the conduit for communicating goals and objectives of the board to the executive director of the organization. All members of the board should also interact with staff, volunteers, and those served by the nonprofit to gain insight into operations. This active interest also builds loyalty and enthusiasm, and it develops mutual respect between the board and those who fulfill the mission of the nonprofit every day.



LHR Board members – 2015.

LHR's Board Responsibilities & Duties

As part of the process to update the MAP for the Lumber Heritage Region, a series of meetings, stakeholder interviews, and internal discussions focusing on management of the heritage area – current and future – were held over several months. Among the many topics discussed, these meetings examined the roles of the LHR and its governing board, its relationship to the partners, and the heritage area's role within the Lumber Heritage Region communities.

The board is responsible for defining and guarding the mission of the LHR and adhering to the regulatory mandates of the Commonwealth of Pennsylvania's Department of Conservation and Natural Resources (DCNR). The board sets the direction for the organization and ensures that clearly defined values guide every decision. The LHR's mission statement serves as part of the support mechanism for assessing how the organizational goals have been met and defines the overall boundaries for the course of action.

Specific responsibilities of the board include:

1. Financial Resources – Financial resources are essential to the stability of the organization, and the board must ensure adequate resources to allow the organization to carry out its mandate. The board will determine how the organization creates the needed revenue, whether that happens through federal appropriations, state or other grants, fund raising, earned income, or other innovative methods that feed into a sustainable bottom-line for the LHR. The need for continued financial resources, particularly those monies that are raised outside of annual State budgets, was a factor that many members of the board, partners, and the public identified during this planning process as being critical to the long-term success of the LHR.
2. Staff – One of the most important functions of the board is to ensure the operations are in qualified hands. Currently, the organization is capably managed by an executive director who is known in the region. His work is supported by a program organizer responsible for outreach into the region. Continued oversight of the work of the staff, and continued confidence in the executive director, will enable the board to effectively delegate the management of the organization and free itself for the ever-growing governance and fund raising role needed for the LHR to succeed.

3. **The Board** – The board must also consider its own composition. Results of interviews conducted as a part of the management planning process highlighted the issues the LHR board felt were most important to its success in leading the LHR. This profile analysis (which should be conducted every few years) will help the board focus on effective recruitment efforts to ensure that all needed skills, expertise, resources, and perspectives are incorporated within the board’s membership.

Board Composition & Oversight

Bylaws Versus Current Needs

The current bylaws of the Lumber Heritage Region specifically provide for representation from county governmental agencies. Its membership consists of various county planners, State officials, and partnering visitors’ bureaus and agencies. This composition was determined to be important to the LHR at its infancy to help the organization and its partners establish itself and the programs within the 15 counties that make up the LHR.

Today, while still currently functioning, the board composition may not be meeting the needs of the LHR. The large number of public sector employees on the board limits the LHR in a number of crucial activities, including private fund-raising, advocacy, and access to other needed talents and industries. Moreover, the individual board representatives, while active and quite supportive of the LHR, do not necessarily carry the imprimatur of the agency or governmental body for whom they are employed. If the LHR is going to be successful and survive in the changing environment of heritage area management and non-profit management, it should redefine its bylaws and restructure its board to include a more representative cut of the LHR community. This includes people from the lumber and timber industries, as well as other businesses (banks, educational organizations, labor, etc.), and others from the private sector.

Currently, the LHR bylaws provide for a 21-member board, with representation from “government, tourism, industry and historical” groups. None of these representative fields, with the possible exception of the lumber industry, has much ability or knowledge of how to raise money. The LHR could keep these categories as goals for their board composition. However, specifying these fields in the bylaws locks the LHR into these categories. The LHR should consider rewriting its bylaws so they simply state the number of board members and the corresponding classes/groups. This revision would give the LHR greater flexibility to rebuild its board membership with more entrepreneurial/business minded representatives that have the ability to go out into the community and raise money. Section 3.2.1 of the bylaws reinforces this concept by specifically stating that the highest priority of the LHR board “is to assure the operational and fiscal integrity” of the organization.

Potential Ex-Officio Roles

Public sector representatives can and should maintain an active role with the organization. Some roles, particularly current board members, should be adapted to allow participation as ex-officio members (without a board vote or board position), participating in full board and board committee meetings and task forces. The LHR already utilizes ex officio roles, so continuing and expanding this approach would allow the State officials to remain on the board, but without a vote, with their role limited solely for advice and counsel. Many non-profits have established these roles for their funding partners on their boards, thus eliminating any conflict or potential voting questions or concern for the public employee and the organization. One alternative to using ex-officio members is the appointment of an “advisory board” that supplements the board with the same types of people who would otherwise be ex-officio members. However, such an option typically results in those members having a less direct and active role in the organization, thereby minimizing their value.

Other board members representing other organizations, such as other heritage areas, visitor bureaus, or the PA Wilds, should be considered only if a conflict of interest does not interfere with board appointment and membership to the LHR. A conflict of interest section is already included in the LHR bylaws, and the LHR should continue their current practice of having each board member sign a document stipulating adherence to the policy and what steps must happen to avoid a possible conflict of interest.

Board Member Term Limits

Term limits for board members should also be considered and adopted. While this topic can often be viewed as more problematic for the non-profit board in the loss of institutional knowledge or inability to recruit if located in a rural area (as with the LHR), the larger benefit is the ability to grow support for the LHR by the involvement over time of more members of the community and the varying talents they might bring to the organization. In addition, the rotation off the board when a term limit is met can help an organization politely shed itself of non-active members or those that has grown tired of service and do not fully participate.

Board Recruitment & Development

To achieve the objectives described above, the LHR must begin to restructure its board recruitment and development approach, which - according to some who were interviewed - does not currently happen. *The President of the board should appoint a nominating committee, granting the committee the responsibility to actively recruit candidates to the full board.* New board members will be considered based upon the needs and open positions of the LHR at that particular time. Once the committee vets the candidates, it can present its recommendations to the Executive Committee. With the approval of the Executive Committee, the new nominees should be presented to the full board to be voted on at a future board meeting.

Board Meetings

Based upon the many stakeholder meetings and interviews conducted as part of this planning project, many believe that Board meetings can be run more effectively and efficiently. Based on the detailed input, a few potential improvements should be explored. One such improvement is to establish meeting agendas with clear “action items” to be voted on at each board meeting. Another potential improvement that the board should explore is the use of telecommunications technology to allow board members to participate remotely when necessary.

Key Recommendations Summary

Organizational Structure:

- Begin the process of board restructuring.
- Look to the private sector for board membership and diversification of talents and skills.
- Re-examine the bylaws to restructure the board composition for greater diversity and fund-raising capabilities.
- Establish agendas with clear “action items” to be voted on at each board meeting.
- Explore the use of current technology to allow board members to participate remotely.

D.3: Interpretation: Themes, Stories & Methods

LHR Interpretation & Resource Preservation

The Lumber Heritage Region encompasses over 12,500 square miles. Within its boundaries is a vast array of historic and cultural resources associated with north central Pennsylvania's timber history. In the past decade, the LHR has worked unilaterally and in partnership with others to develop numerous interpretive resources that engage and inspire the public. These resources have taken many different forms. They include wayside exhibits, public programs, tour itineraries, a website, and the Pennsylvania Lumber Museum. Also included are a variety of historic sites and local museums that work to create an authentic experience for visitors to the area.

To capture new audiences and develop new partnerships, the LHR is in need of expanding the current scope of interpretive and preservation-related projects and programs. The first area of redevelopment is the heritage area's interpretive themes. Interpretation is a form of communication that attempts to provoke, relate, and reveal. It offers insight into what makes a place, person, object, or mood important. To tell the story of the Lumber Heritage Region in an effective way, the area's interpretive resources made available to the public must engage visitors on a personal level, offer a safe and inviting space to learn about and experience the LHR, and contribute to the authenticity of the surrounding environment. Visitors make a multiplicity of choices about whether to engage an interpretive resource or not. Those choices are influenced by time, perceived importance, resource type, availability, functionality, safety, environment, cost, and similar factors.

Interpretation is a form of communication that attempts to provoke, relate, and reveal. It offers insight into what makes a place, person, object, or mood important.

In the case of the Lumber Heritage Region, the primary interpretive themes currently focus on regional or local history. Though these are important to understanding the overall impact of the lumber industry, *the primary themes should expand the context of the story and emphasize the LHR's national significance.* Thus, the LHR will have a new set of tools to attract audiences who are not familiar with the role Pennsylvania has played in the country's economic, social and cultural development. In essence, *Pennsylvania timber built America!*



An example of the LHR's and whole state's tie to the nation's broader history is FDR's "New Deal" CCC camps.

Interpretive Themes

An interpretive theme is the central concept or key idea that supports any visitor experience, exhibit or presentation. Not only do interpretive themes provide organizational structure and clarity of purpose for understanding the entire resource, they also have a dramatic effect on all the individual parts of the visitor experience that make up the whole. Below is a set of primary and secondary themes that emphasize the national significance of the LHR. *These themes are meant to be used as a framework for expanding the scope and context of the LHR story.*

The Old Forest

Since the end of the last Ice Age more than 12,000 years ago, humans have interacted with the forested regions of Pennsylvania as a source of food, warmth and shelter.

1. Science gives us the opportunity to explore old growth forests through carbon dating of pollen grains and the fossilized remains of prehistoric animals.
2. As the climate warmed, predominant tree species were altered over the last 12,000 years as post-Ice Age spruce, hemlock, fir, birch, pine and alder were infused with oak, chestnut, hickory and beech that migrated north.
3. Human interaction with the forest has consisted of hunting, agriculture and the formation of towns and villages.
4. Because of impacts from damaging insects, only remnants of old growth hemlock-white pine forest remain in the eastern United States.

Penn's Woods

The arrival of Europeans transformed North America's forests, including those in the Pennsylvania Colony.

1. An English restoration colony, the title Pennsylvania combined the name of founder William Penn's father with "sylvania," meaning "forest land."
2. Westward Expansion in the 18th century encroached on Algonquian-speaking tribes in the area, such as the Delaware, Seneca and the Shawnee.
3. The French and Indian War and the American Revolution brought Native Americans into direct conflict with the English colonists / U. S. government in central and western Pennsylvania.
4. Significant treaties with the Seneca and Shawnee opened up lands in western Pennsylvania to American settlement in the 1780s and 90s.

Rivers and Timber

The natural river corridors, such as the North and West Branches of the Susquehanna, the Allegheny, the Tioga and the Cowanesque, were major avenues of transportation for both settlement and the burgeoning timber trade in the region.

1. River tributaries, mostly creeks, played a significant role in moving timber to mill and market.
2. Artificial corridors, like the West Branch Canal and the Bald Eagle Cross-Cut Canal, were developed in the region to support the lumber industry.
3. The expansion of sawmills along waterways fostered the penetration of the early lumber industry into remote areas of the region.

4. Spar timber, square timbering, dimension lumber and timber rafting were all key components of the early lumber industry that reached national markets on the east coast and New Orleans.
5. Local customs and traditions arose from the logging and lumber industry.
6. Pennsylvania spar timber supported maritime travel and trade, railroading and coal mining.

Building America

The lumber industry in central Pennsylvania played a significant role in the building of America during the 19th century.

1. The decline of the lumber industry in New England in the 1820s and 30s led directly to the expansion of industrial lumbering in central Pennsylvania.
2. East Coast investors saw opportunity in central Pennsylvania's virgin forests to supply the growing need for lumber products in cities on the east coast.
3. The industry attracted new immigrants to the region.
4. Water-based logging supported by logging camps, log slides, splash dams, log drives, log booms and sawmills was the dominant system for supplying the burgeoning logging industry.
5. Lumber operations were professionalized by the influx of skilled laborers and industrial production methods.
6. A dual economy developed during the mid-19th century that consisted of the lucrative lumber industry and byproducts, such as tanneries, and localized farming that supported timbering.
7. Trains eventually replaced water-borne transportation of logs to mill and market.

Boom and Bust

The lumber industry was a boom and bust economy in Pennsylvania as the landscape was stripped of timber resources.

1. The development of log booms played a significant role in the generation of wealth from the lumber industry in the region.
2. Williamsport emerged as the "Lumber Capital of the World" following the Civil War.
3. Lumber barons dominated towns and trade in the region.
4. The introduction of balloon-frame house construction and standardized lumber cuts in the mid-19th century increased the need for lumber on a national scale.
5. Competition in the lumber market arose from Chicago and the Midwest before the Civil War and the Deep South after the war.
6. Economic "panics" in 1873 and 1893 adversely affected the lumber industry in the region.
7. Ghost towns bear witness to the lumber industry.
8. Clearcutting of timber resources, especially along transportation corridors, severely damaged the lumber industry at the close of the 19th century.

Renewing America's Forests

The 19th century lumber industry's adverse affect on Pennsylvania's forests is being countered today by managed growth and sensitivity to the ecological concerns.

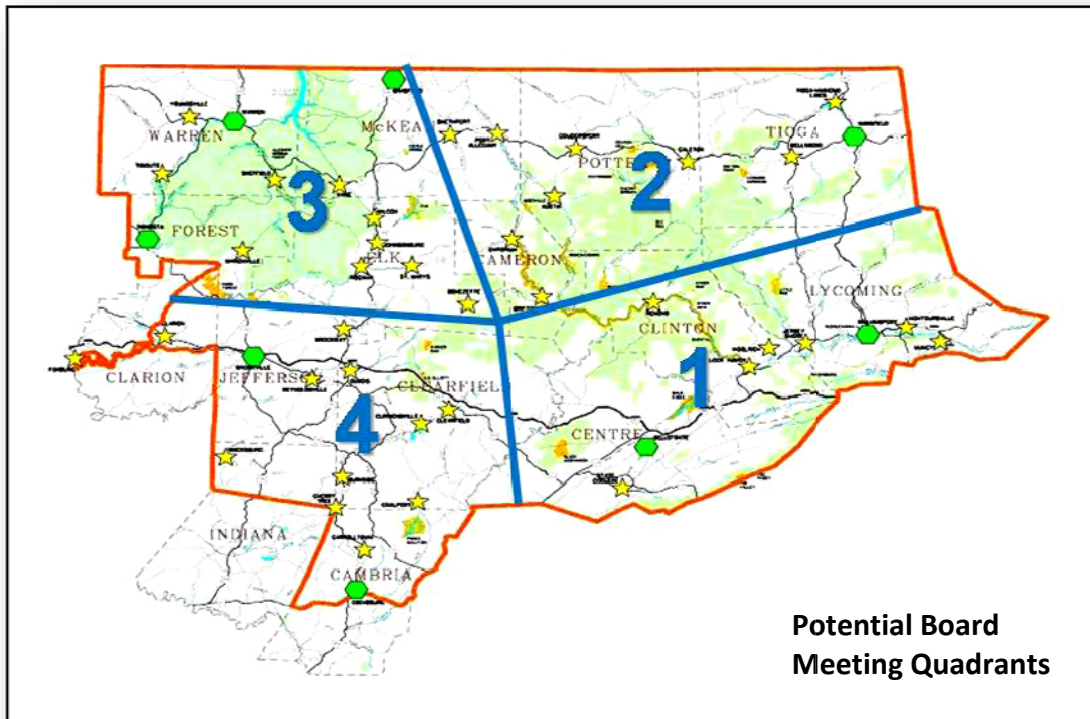
1. The State of Pennsylvania responded to the destruction of the forests by creating the Department of Agriculture in 1895.
2. Overcoming disease.
3. Gifford Pinchot and other reformers played significant roles in protecting the remaining forests and introducing firefighting policies.
4. The Civilian Conservation Corps (CCC), created by President Franklin D. Roosevelt as a cornerstone of his New Deal program, set up work camps in Pennsylvania to plant trees, build roads, fight white pine blister, erect fire towers, fight forest fires, and create new state parks.
5. The role of the National Forest Service.
6. The critical role of the lumbering industry itself in renewing the forests.

Organizing & Preserving Interpretive Resources

The LHR's historic and cultural resources are spread out over 15 counties in central Pennsylvania. These resources are the backbone for generating both a memorable and authentic visitor experience. Several are considered high profile, such as the Allegheny National Forest, the Pennsylvania Lumber Museum in Potter County, and the Taber Museum in Williamsport. Because these locations offer staffed facilities in a controlled environment, visitors have the opportunity to explore in depth LHR history on a number of levels. Not all of the resources in the heritage area, however, can function as an interpretive venue due to a host of barriers, such as location, owner concerns or state of preservation. This situation does not mean they lack intrinsic value, only that they may not be an active participant in conveying the story of the LHR.

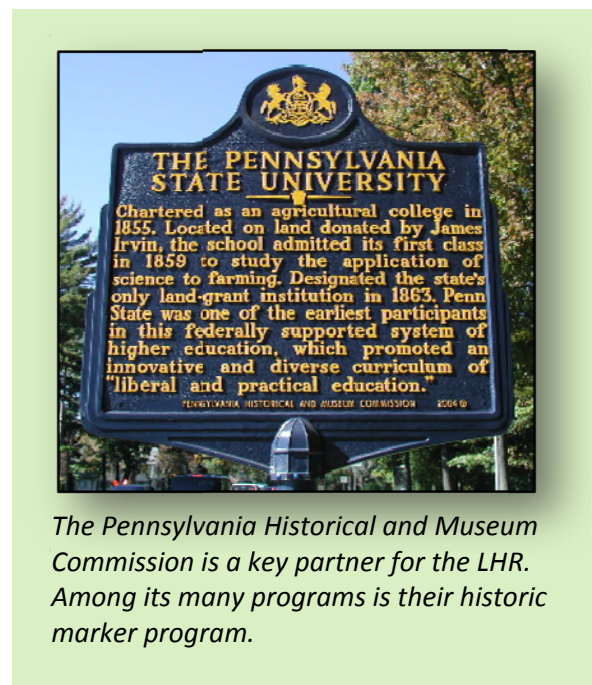
Two fundamental obstacles exist that must be addressed to create a cohesive interpretive infrastructure that offers visitors a unified experience: 1) *the size of the heritage area*, and 2) *the human resources available* to manage and maintain that experience. The logistics of organizing research, protecting and interpreting resources, executing programs, sustaining marketing materials, and identifying funding sources and partnerships can be challenging, especially when the LHR has only two staff members. Ideas to overcome these obstacles include:

- *Think in terms of geographic sub-areas for accomplishing some tasks.* The LHR is one of the largest heritage areas in the nation and has dozens of roads, towns, and historic resources in various locations throughout central Pennsylvania. The current staff has a difficult time maintaining lines of communication with the various groups and resources. One remedy is to identify an LHR "Ambassador" in each county to help get the word out regarding the LHR. Ambassadors could also help to identify local projects and issues relevant to the LHR, identify stakeholders and interested parties, and help the LHR representatives connect with local officials. Another way to cope with the LHR's size is to designate four permanent rotating meeting places for the Board, one in each quadrant of the region. The proposed quadrants are illustrated on the map on the following page.
- *Take advantage of opportunities with universities in the state that offer Public History programs.* The students in these programs are immersed in the practical application of the profession and the prospect



of contributing to the LHR can be a bonus for the program, the student, and the heritage area. On the front end they can provide help as volunteers for programming, and on the back end they can be a valuable research resource, especially for fulfilling National Register nominations, authoring micro-histories of the area's lumber heritage, or producing marketing materials.

- *Assist in creating new non-profit organizations* within the LHR that serve as "Friends" groups to protect or sustain existing historic resources and interpretive venues. Such organizations should focus on advocacy and rely on unpaid volunteers to avoid funding needs.
- *Foster a relationship with the Pennsylvania Historical and Museum Commission*, especially through area Certified Local Governments (CLGs). CLGs – local governments with a valid historic preservation program - are eligible for funding for assistance with National Register nominations, planning guidance for archaeological sites, and creating local historic districts, among other activities. In total, there are 211 National Register properties in the region. Not all of these properties are associated with the history of



lumber or the lumber industry. They are, however, recognized for their historic significance and are worthy of preservation.

- *Establish a relationship with the Taber Museum in Williamsport.* Supporters of other institutions gravitate to like organizations.
- *Collaborate closely with the Department of Conservation and Natural Resources (DCNR) staff at parks in the area on preservation and programming.*

Using Interpretive Resources & Assets

The LHR has implemented several interpretive recommendations made in both the 2001 Master Action Plan and the 2005 Interpretive Plan. Some of these include:

- Wayside exhibits exist at several locations within the heritage area
- Tour itineraries exist based on interpretive themes from the 2005 Interpretive Plan
- Interpretive materials have been provided at various visitor centers
- Assistance has been provided with the development of the Pennsylvania Lumber Museum
- An LHR newsletter is generated
- LHR partners are provided technical, educational and financial assistance
- Public programming assistance is provided

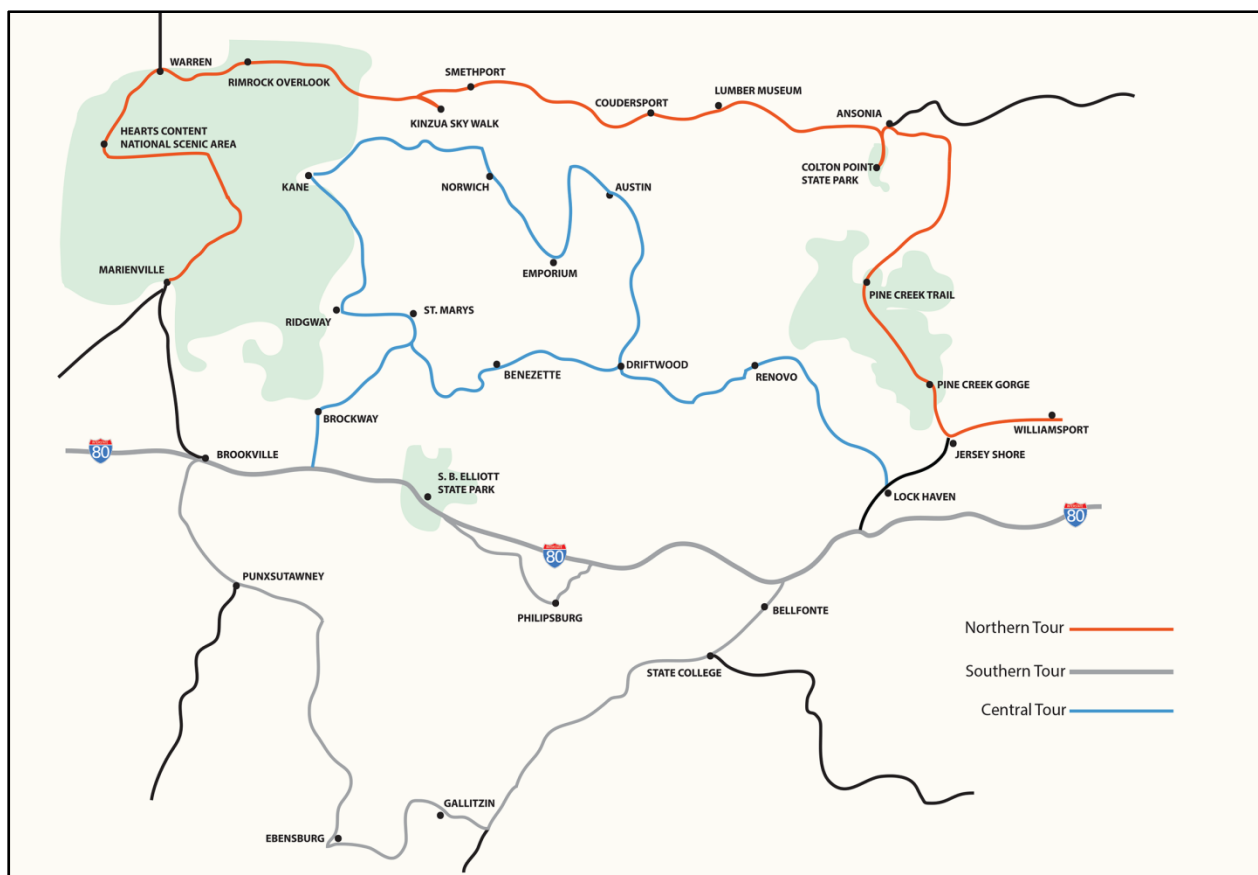
Aside from these accomplishments, the LHR could actively engage audiences and visitors through *a series of new interpretive initiatives* that will also enhance the LHR brand. These initiatives include:

- Create driving tour itineraries based on new broader interpretive themes suggested
- Complete wayside exhibits at each identified “gateway” community as designated in the 2001 plan (see map on page 10 of this plan)
- Establish a wayfinding system for the LHR (see more details on pages 52-53)
- Create an LHR designation for each participating site in the form of a plaque, logo (using the existing logo), wayside exhibit and/or certificate
- Establish more annual Public Programs that bring in speakers of national significance
- Establish an Annual Awards Program for partner sites, organizations and/or individuals
- Create a driving tour brochure for distribution at Visitor’s Centers and other sites across the state and in a downloadable digital version
- Generate a rack card for print widespread distribution
- Create a new responsive website and web app (not mobile because of cell service challenges in the area)
- Establish an Education Committee and work closely with the Lumber Heritage Museum (curriculum-based programs)
- Produce an Annual Report for the LHR for public distribution as has occurred in some past years
- Work with partner organizations to produce articles for the newsletter
- Work with collegiate Public History programs to create travelling exhibits on the LHR

Driving Tours

The driving tours in the 2005 Interpretive Plan are thorough and complete. They offer a variety of themes and give visitors an assortment of attractions associated with lumber history. They are, however, micro-tours of the region and do not provide a larger contextual expression of the region and its role in our national story as presented previously in the new primary interpretive themes. Each of the three driving tour itineraries illustrated below touch on all of the Primary Interpretive Themes of this MAP update, and they are divided into regions. Visitors can choose which sites to visit in each region. They are anchored by towns that offer overnight accommodations. Each site was independently chosen because it plays a significant role in telling the larger story of the Lumber Heritage Region - like a brick in a wall.

The tours are oriented along a north-south axis because of the interstate and Route 6. Although there is somewhat of an east-west split in the existing LHR tourism market, the key transportation routes have an east-west orientation. *Many comprising the LHR market either already live here or amount to "through traffic" traversing the region for other reasons.* The challenge is to get people off the interstate and onto the back roads and to keep them there. Concentric circles give visitors an opportunity to cross over on the back roads. The sites included in the various tours can be identified by wayfinding markers. It is recommended that a downloadable brochure be created and made available through the LHR website, as well as hard copies for area attractions and visitor's centers. The brochure would also give the LHR an opportunity for sponsorships via paid advertising. Below is a description of each of the three recommended tours, and relevant interpretive themes are noted in parenthesis.



NORTHERN TOUR

Williamsport (Rivers and Timber, Boom and Bust)

This community is the best place to learn about the wealth created by the boom and bust of the lumber industry. The *Taber Museum* and *Millionaire's Row – Rowley House Museum* give visitors the opportunity to experience some of the social and cultural remains of the industry.

Jersey Shore to Ansonia (Rivers and Timber, Boom and Bust, Renewing America's Forests)

Pine Creek Rail Trail is a roughly 62-mile trail starting at the Wellsboro Junction and ending in Jersey Shore. It includes the *Pine Creek Gorge* in *Colton Point State Park*. The trail is a hard-packed gravel surface available to hikers and bikers.

Ansonia to Coudersport (The Old Forest, Penn's Woods, Rivers and Timber, Boom and Bust, Renewing America's Forests) The *Pennsylvania Lumber Museum* provides the LHR's most comprehensive look at the region's lumber history.

Coudersport (Rivers and Timber, Boom and Bust)

The *Potter County Historical Society Museum* tells the history of Potter County and the community's relationship to the lumber industry.

Coudersport to Warren (The Old Forest, Rivers and Timber, Renewing America's Forests)

The *Kinzua Viaduct*, when first constructed in May 1882, was the highest and longest viaduct in the world, measuring 301 feet high and 2,053 feet long. General Thomas Kane, president of the New York, Lake Erie and Western Coal Company, proposed the viaduct. The associated *Kinzua Skywalk* gives great views of the viaduct and *Kinzua Creek Valley*.



The Potter County Historical Museum interprets many stories from the area, including lumber.

Rimrock Overlook / Kinzua Dam (The Old Forest, Rivers and Timber, Renewing America's Forests)

The *Rimrock Overlook* offers a scenic view of *Kinzua Bay*, which extends southwest from the main body of the Allegheny Reservoir. The *Kinzua Dam* on the Allegheny River is one of the largest dams in the United States east of the Mississippi River. The *Army Corps of Engineers Big Bend Interpretive Center* is just downstream from the dam.

Warren (The Old Forest, Rivers and Timber, Boom and Bust, Renewing America's Forests)

The early driving force behind the town's development was the lumber industry. The first sawmills were built in the late-18th century. Visit the *Warren County Historical Society*.

Hearts Content National Scenic Area (The Old Forest, Penn's Woods, Renewing America's Forests)

This important area represents the last remains of old growth forest.

Marienville (The Old Forest, Penn's Woods, Rivers and Timber, Boom and Bust, Renewing America's Forests) Visitors can learn about the forest environment and other outdoor opportunities at the *Allegheny National Forest Visitor's Center*.

CENTRAL TOUR

Lock Haven (Rivers and Timber, Boom and Bust, Renewing America's Forests)

Being at the confluence of the *Bald Eagle Creek Canal* and the West Branch, Lock Haven is an important boom and bust town in associated with lumber history in the area. Among the interpretive features are the *Clinton County Historical Society/Heisey Museum* and the *Memorial Park Site* (Native American).

Renovo (Rivers and Timber, Boom and Bust, Renewing America's Forests)

A sister town to Lock Haven, Renovo is on the *West Branch Water Trail*. Access to the river for recreation is available in Renovo.

Austin (Rivers and Timber, Boom and Bust)

The main site in Austin is the *Austin Dam Memorial Park* just north of town. The *Austin House Museum* in town gives visitors an opportunity to get a localized history of the lumber industry.

Sterling Run/Emporium (The Old Forest, Rivers and Timber, Boom and Bust, Renewing America's Forests)

At Sterling Run is the *Little Museum*, operated by the Cameron County Historical Society. It has plenty of tools and photos of the lumber heritage in the area. The home of the Lumber Heritage Region's office, Emporium is also the location of the *Cameron County Historical and Genealogy Center*. A research facility, visitors to the Center can look for local family histories in the archives. *Kiosks in Emporium* tell about the lumber heritage in central Pennsylvania.



The Little Museum in Sterling Run has a collection featuring lumbering tools and historic photographs.

Norwich (Rivers and Timber, Boom and Bust)

Expansion of the Goodyear Lumber Company in 1909 created the town of Norwich for logging and milling timber. By the early-1920s, the small community was virtually gone - a ghost town.

Kane (The Old Forest, Rivers and Timber, Boom and Bust, Renewing America's Forests)

This town is known for the Kane family, local lumber, oil, and short-line railroad developers in the region. It was also home to the famed Civil War Bucktail Regiment. Sustainable forest products, conservation practices and Civil War history are interpreted at *Holgate Toys*. A visit to Kane can also allow the visitor to co-join with Northern Tour trip to the *Kinzua Skywalk*.

Ridgway (The Old Forest, Rivers and Timber, Boom and Bust, Renewing America's Forests)

The lumber industry flourished in Ridgway during the latter half of the 19th century. At the start of the

20th century, the town claimed it had more millionaires per capita than any other town in the U.S. Visitors can walk in the *Ridgway Historic District* and see the *Robinson House*. There is also the *Chainsaw Carving Rendezvous*, the largest chainsaw carving gathering of its kind.

St. Mary's (Rivers and Timber, Boom and Bust)

Founded by German immigrants, this is another small town that turned to timber harvesting in the late-19th century. Visitors can visit the local *St. Mary's Historic District* and the *John E. Weidenboerner House*.

Brockway (Rivers and Timber, Boom and Bust, Renewing America's Forests)

In the latter half of the 19th century, Brockway was a center for the lumber industry, and in the 1890s it transformed into a hub for glass manufacturing. The *Taylor Memorial Museum* houses a vast display of glass from local industry, as well as many interesting artifacts from the lumbering, mining, and farming communities in the surrounding area.

Benezette

Learn about wildlife conservation in the LHR at the Elk Country Visitor Center.

SOUTHERN TOUR

Brookville (The Old Forest, Rivers and Timber, Boom and Bust) Two local inventions made growth in the lumber trade possible – the bracket dam system for creating artificial flooding on the shallow river systems and the logging railroad built in 1864. The *Jefferson County History Center* located in the *Brookville Historic District*. It contains eight galleries totaling 9,000 square feet of exhibit space, a research library, a gift shop, and staff offices. Visit the *BWP Bats* factory to learn about the turning hardwoods into high quality baseball bats.



The Jefferson County History Center offers a broad range of exhibits on local history.

Punxsutawney (Rivers and Timber, Boom and Bust)

The town is best known for its nationally-recognized *Groundhog Day* celebration, and visitors are attracted to the novelty of the occasion. Thus, an opportunity exists to inform them about the broader heritage region. The nearby forests of oak, chestnut, beech, pine, and hickory were cut and the timber was rafted down *Mahoning Creek* to Pittsburgh. The exhibits at the *Punxsutawney Area Historical and Genealogical Society* tell the story of the region's Native American past and the lumber industry.

Ebensburg (Rivers and Timber, Boom and Bust, Renewing America's Forests)

Designated as a "gateway" in the 2001 MAP, Ebensburg has an interpretive kiosk on the heritage region.

Gallitzin (Rivers and Timber, Boom and Bust, Renewing America's Forests)

Gallitzin is home to the *Tunnels Museum* and the *Allegheny Portage Railroad*, an NPS site for the first railroad to circumvent the Allegheny Mountains.

State College (The Old Forest, Rivers and Timber, Renewing America's Forests)

Millbrook Nature Center, a 62-acre site consisting of a 12-acre farmstead area and an adjacent 50-acre wetland area, offers visitors a natural and environmental history of the area.

Bellefonte (Rivers and Timber, Boom and Bust, Renewing America's Forests)

The Pennsylvania Match Factory was one of the leading producers of wooden matches during the first half of the 20th century. In 2002, the *American Philatelic Society* relocated from State College to one of the factory buildings in Bellefonte. Also, the Bald Eagle and Spring Creek Navigation Company was formed in 1834 to build a twenty five-mile canal between Bellefonte and Lock Haven. Unlike the "Pennsylvania Canal," which was paid for by the Commonwealth, appropriations were made only to cover certain expenses. In preparation for the building of the Bald Eagle and Spring Creek Canal, the *Bald Eagle Cut*, a four-mile waterway, was built from the West Branch Canal through Lock Haven to the Bald Eagle Creek and the foot of the new canal. It was completed in 1848.

Philipsburg (Rivers and Timber, Boom and Bust)

A small transportation hub, Philipsburg is representative of the mining and lumber industries in the area during the mid to late-19th century. The *Philipsburg Historic District* is significant as an important local commercial center for the historic lumber, bituminous coal, local railroad, refractory clay, mining, and other industries of the mid-19th to mid-20th centuries.

S. B. Elliott State Park (The Old Forest, Rivers and Timber, Boom and Bust, Renewing America's Forests)

Just north of Elliott State Park is *Parker Dam State Park* and the *Lou and Helen Adams Civilian Conservation Corps Museum*. There are also twelve different hiking trails, in addition to the 73-mile *Quehanna Trail*, a backpack wilderness trail that travels through the park.

Key Recommendations Summary**Interpretation - Themes, Stories & Methods:**

- The LHR's primary themes should expand the context of the story and emphasize the LHR's national significance with the message: *Pennsylvania timber built America!* Expand to a broader set of six themes.
- To overcome the LHR's obstacles of a very large geographic size and limited staffing, follow this plan's related recommendations such as designating LHR "ambassadors" in each county, splitting the area into quadrants for rotating board meetings, leveraging public history programs of area colleges and universities, and creating a series of "friends" groups.
- Implement a new set of interpretive initiatives as listed previously and including approaches such as a wayfinding system to guide visitors, new tour itineraries, wayside exhibits for gateway communities, and similar initiatives.
- Create a series of three driving tours (north, central and south) that each feature sites with a sampling of primary interpretive themes, but that are geographically sequenced in a manner that is relatively viable for travelers within the region.

D.4: Improvements to Sites & Attractions

One overarching goal for most heritage areas is to preserve and enhance the area's numerous natural and cultural resources, particularly those with a clear link to the heritage area's primary themes. While it is beyond the scope of this plan to provide detailed recommendations for individual sites and attractions, the following general recommendations are offered:

Minimum Standards of Quality

The LHR should consider adopting a set of minimum standards of quality to insure "tourism readiness" for partner sites and attractions, as well as for an incentive to "emerging" sites and attractions.

Best Practice Considerations

If adopted, tourism-ready standards should be based on the following "best practices" considerations:

- *Wayfinding* – The site should be relatively easy for visitors to find. Detailed wayfinding recommendations for the LHR have been provided elsewhere in this plan (please see pages 52-53).
- *Accessibility* – The site should be easy for pedestrians to travel both to and within the site, including meeting the Americans with Disabilities Act (ADA) requirements.
- *Parking* – Parking should be available in sufficient amounts based upon current/future visitation numbers to the site. It might include on-site or nearby off-site parking lots, as well as adjacent on-street parking. Bus parking may be needed for key attractions.
- *Visitor Comfort Amenities* – Bathrooms, water fountains, picnic tables, and similar amenities should be available for visitors to have a positive visitor experience.
- *Days and Hours of Operation* – The site should be open to the public within a reasonable range of days and times so that most visitors can enjoy it. While it is recognized that some site operators may have religious and/or personal reasons for closing on Sundays, that is also a key tourism day, so this consideration can sometimes be challenging to negotiate.
- *Interpretation* – The approach to interpretation should be effective and compelling, and the information should be accurate.

Because of the wide range of site types that these considerations might be applied to, a quantifiable scoring system will be difficult to craft. Instead, each site might be evaluated with the criteria above based on a range of 1 to 10, with 1 being the lowest score and 10 being the highest.

Committee to Apply Standards

If adopted by the LHR, tourism-ready standards might be applied by a special committee so as to not put that responsibility on the shoulders of the LHR staff, placing them in an awkward political position relative to their many constituent partners. Such a committee might be comprised of the following types of individuals:



The Taber Museum in Williamsport is an example of a site that would be designated as tourist-ready if such a ranking were established by the LHR.

- TPA/tourism representatives
- Local historians
- Preservationists
- LHR representatives

This group would provide a balanced mix of insights and expertise related directly to the standards listed previously. For example, the tourism representatives should be able to provide informed opinions regarding a site's effectiveness with wayfinding and visitor comfort amenities, while the local historians and preservationists would be able to provide the same regarding a site's interpretation. Between five and ten people could make up this committee.

Initial Round of Evaluations

The initial round of site evaluations might be performed by a small group of peers from beyond the LHR. Even with a sound set of standards and a qualified committee to apply the standards on an ongoing basis, it will be difficult to avoid "politics" and the likely circumstance of committee members from within the region to feel pressured into deeming certain sites as being tourist ready. Consequently, a small team of peers (three to five) from other geographic areas could be utilized for at least the initial round of site evaluations to confirm the determination of the committee. Potential team members might be staff from other nearby heritage areas. While using such a group would provide greater objectivity and some "political cover" for the LHR's decisions, it may not be practical to utilize such a group every time a new site is considered. Assuming that other heritage areas might be interesting in utilizing similar peer groups for various activities, it is hopeful that partnering staff from other heritage areas would be willing to offer their services in return for getting their expenses being compensated.

Benefits of Designations

The designation of "tourist ready" could be used to prioritize which sites within the LHR are most aggressively promoted, as well as which ones receive technical assistance and funding. Whether a site is designated as "tourist ready" or "emerging," there are benefits for either scenario, as explained below:

Tourist Ready Sites: The potential advantage to this designation is that these sites could be vigorously promoted as part of the broader LHR, as they would meet a minimum level of quality that reinforces the image and reputation of the heritage area rather than detracting from it.

Emerging Sites: While emerging sites may not yet have achieved a level that would warrant their strong promotion within the LHR, the positive aspect of such designation would be that emerging sites could receive the highest level of priority when competing with other sites for grants and technical assistance from the LHR.

While both tourist-ready and emerging sites could be eligible for LHR technical assistance and grants, the emerging sites would generally be considered to be in greater need. Thus, they might be given the top priority for assistance and grants.

Technical Assistance: Technical assistance is currently needed for various LHR sites for a variety of issues, including historic resources preservation, site enhancement, curatorial services, interpretation, and marketing.

Grants: In general, emerging sites would be given priority over the other partner sites that have already "arrived" with respect to tourist readiness. However, that general principle does not mean that meritorious projects of tourist-ready partners would not also be considered. The following criteria could be applied to grant applications by the LHR:

- **Extent of Need:** Funding should be limited to applicants who truly need it to achieve their missions.
- **Benefits to the LHR:** While funding might benefit a particular applicant, that does not mean it will be significantly beneficial to the heritage area. Projects that relate directly to the LHR's primary interpretive themes should be considered particularly beneficial. One litmus test for this consideration is "How does this project relate to the LHR mission?"
- **Amount of Match & Leveraging:** In general, applicants matching the sought funding with the highest percentage of match funding should be given a higher level of consideration. In fact, a minimum percentage match might even be adopted, and leveraging other funding sources should be viewed favorably. While cash should be at least part of the applicant's match, in-kind services should also be allowed.
- **Capability of the Grantee:** This consideration relates to the abilities of the entity seeking funding. Applicants with sufficient staffing to successfully implement the proposed project and with a positive track record on similar projects should be given the highest consideration.

It is recommended that grants not be given for operational costs of sites or the acquisition of property. Funding of physical improvements should be limited to signage, facade rehabilitations, restroom facilities, and similar activities. A formal grant program would require a very clear and systematic approach, including annual funding cycles, an application for those seeking funding, and the objective application of the criteria described previously. It would also require project monitoring, compliance, reporting, and similar activities, as well as familiarity with federal regulations (NEPA and Section 106, matching requirements, and reporting requirements).



As one of many potential models, the Rivers of Steel NHA's grant program provides a 50/50 match for grants of \$2,500 to \$15,000.

Key Recommendations Summary

Improvements to Sites & Attractions:

- The LHR should consider adopting a set of minimum standards of quality to insure "tourism readiness" for partner sites and attractions, as well as for an incentive to "emerging" sites and attractions.

D.5: Wayfinding

Wayfinding is an extremely important component of navigating heritage areas. The system of linking cultural resources, attractions, programs and events together through a combination of gateways, historic characters, site histories, interpretive themes, and other navigational elements (including maps, brochures, websites, mobile apps, and signage) gives visitors a blueprint to explore and engage the stories, people and places associated with the LHR's historic past. Effective wayfinding communicates the right information at the right time.

Past Wayfinding Approaches

In the past, the LHR has made use of the extreme network of roads and trails as avenues into and out of the heritage area. The vehicular tours created for this MAP update closely follow the previous interpretive themes. Gateways within the region were previously identified. Locations for interpretive waysides were addressed. Engaging sites and recruiting volunteers to enhance the visitor experience were also suggested.

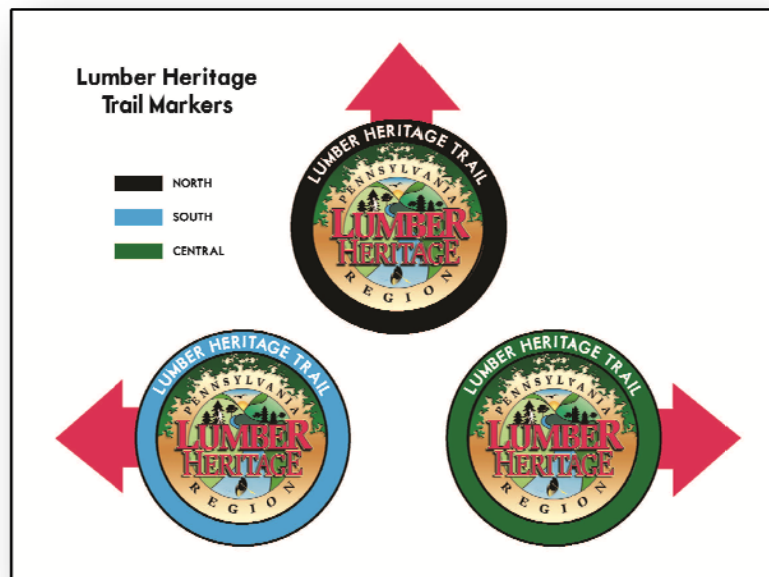
Additional Principles for Wayfinding

In addition to the approach described above, the LHR should apply several basic principles when implementing a wayfinding system:

- Each associated site should function as a landmark.
- Sites should be memorable as to act as an orientation cue.
- Create a tour path that confirms progress and destination.
- Create regions of differing visual character that assist with wayfinding.
- Keep decision making for visitors simple along the route to eliminate uncertainty.
- Always use visual guides or aids such as maps and signage that are consistent (including any logos).
- Give visitors a reason to move to the next site.

Wayfinding Signage

A major area of wayfinding that needs to be addressed for the LHR is wayfinding signage. The LHR should incorporate consistent signage for both navigational and orientation purposes. The signage should not only demarcate resources, but also give visitors accurate and engaging directional information. All signage should use a consistent color scheme, and the sign family needs to match in size and scope. At right is a suggested signage design that factors in the three different proposed routes.



Signage also helps with the branding of the heritage area and distinguishes the *region* and the LHR mission from other recreational and tourism resources. When combined with a driving brochure that can be made

available at each site, town, gateway community, and visitor's center, the LHR can deliver brand materials to visitors throughout the region and beyond.

Driving Brochure & Web App

The driving brochure and web app are two other important components of contemporary wayfinding systems. The driving brochure addresses the printed needs of visitors who lack the capability to make use of digital media. The web app is for those who are smartphone savvy. Both offer visitors complimentary experiences and the ability to successfully navigate the region.

Driving Brochure

The driving tour brochure is a main calling card for the LHR. It not only highlights sites and attractions, but it is a wayfinding resource for the area. The brochure gives the LHR an opportunity to solicit advertising dollars or to seek funding from local or state tourism agencies. Both a printed and downloadable brochure need to be provided for visitors. The printed brochure is distributed to the attractions, visitors' centers, local businesses, hotels/motels (there are tourism companies that offer this service), state welcome centers, and similar venues. The LHR can offer a scaled-down version of the brochure available for downloading on their website.

Web App

Increasingly, organizations like the LHR are turning to web and mobile apps as a way to offer wayfinding and integrated interpretation to visitors. Web apps are powerful tools that are easy to create, easy to maintain, and less expensive than building a mobile app. The web app can even be part of your current website. Used in coordination with a responsive website design, there is very little difference between web and mobile apps. However, one important feature of mobile apps is that, once they are downloaded, they can be used offline. A wifi or cell connection is not necessary in most cases, unless the app is tied to real-time mapping applications, such as Google or Bing. People will need to download a mobile app before they get to the LHR to avoid not having access in some areas. For most of the rural parts of the LHR (probably 50% at least), coverage is sketchy at best.

Key Recommendations Summary

Wayfinding:

- Install a system of wayfinding signage based upon the seven principles listed in this plan section.
- Utilize the design illustrated in this plan section for the creation of highly-identifiable wayfinding signage.
- Create and provide on the LHR website a driving brochure to highlight key sites and tour routes. The brochure can be used digitally on the LHR website, downloaded as a digital version, and/or printed as a hard copy version.
- It is recommended that the LHR first create a web app for tech savvy visitors. However, a mobile app should also be considered to provide an alternative and respond to the area's cell service and wifi circumstances.

D.6: Marketing & Promotion

This section provides a summary of key findings from stakeholder meetings, interviews, workshops and reconnaissance. These findings relate to the role of the Lumber Heritage Region in marketing and promoting the lumber industry and tourism to support the economic development of the region. Findings relate to marketing and promotion of tourism and the lumber industry, as follows.

Tourism

Role of LHR Versus PA Wilds

There has been some confusion regarding the appropriate roles of the Lumber Heritage Region and the PA Wilds program with respect to tourism marketing and development. Both entities are engaged in tourism. Each has used a different path and has achieved different results in pursuing what appear, on the surface, as similar purposes. Both have had significant impacts on the Region. They also have very similar geographic boundaries, as discussed previously on pages 18 and 33.

PA Wilds

Part of DCNR's Conservation Landscape Program, the PA Wilds is a collaborative effort funded with state grants from DCNR and DCED, as well as federal and private dollars. PA Wilds is one of seven different DCNR Conservation Landscapes across the state. In each, DCNR has designated an External Lead partner organization to coordinate partner work activities. In the PA Wilds, DCNR has designated the PA Wilds Center for Entrepreneurship to serve this role. The PA Wilds as designed has both resource planning and recreation amenity development objectives as well as those associated with tourism promotion and marketing. Early in the initiative, the DCED Tourism Office provided funding for promotional materials but today such state funding is no longer available. At present the local TPAs are working directly with the PA Wilds Center for Entrepreneurship to reinvigorate the regional marketing component of the PA Wilds program.

Lumber Heritage Region

Meanwhile, the LHR is focused primarily on developing assets that tell the story of the region's lumber heritage. While asset building is an important function of the LHR, there is a need for someone to market and promote these assets. That role again falls to the local and regional TPAs, who have the resources (generated by their lodging tax base) to help promote tourism attractions, events, and activities in their respective areas.

Tourism Strategies

The recommended tourism strategies include the following:

1. *Inventory:* The original management planning process developed an inventory of the heritage sites (as well as events and activities), but this needs to be updated and strengthened. The inventory should be divided into "Tourist Ready" and "Emerging" sites, events, and activities. Tourist Ready sites, events and activities are those that meet a standard of quality high enough to reflect positively on the image of the broader LHR in a manner that will encourage visitors to return and/or to recommend others to visit. Emerging sites, events and activities are those still needing help to reach the Tourist Ready level.
2. *Prioritization:* Working with the LHR Board and stakeholders, staff should prioritize the sites, events, and activities listed in both the "Tourist Ready" and "Emerging" inventories based on input provided by the technical team. Factors to consider for prioritization might include the following:

- a. Consistency with heritage themes established by interpretation specialists, working with TPAs, industry, and the LHR Board.
 - b. Historical significance to the LHR and to telling the story of lumber heritage, as well as the lumber industry in general.
 - c. Tourism potentials (potential for adding or diversifying the mix of tourist attractions to attract more tourists or extend the stay of existing visitors) based on sound assessment, along with input from tourism professionals, as well as the ease of incorporating the site or event into tourist itineraries. These itineraries do not always have to relate solely to lumber heritage. For example, the Little League Baseball World Series in Williamsport provides a superior opportunity for extending visitor stays with tie-in visits to area baseball bat manufacturing facilities, forests (where the trees are harvested for bats), and lumber heritage sites.
 - d. Educational significance for students, or for the general population, in promoting and understanding lumber heritage and today's state-of-the-art lumber industry.
 - e. Economic spin-off in terms of potential for job creation, business development or branding for the region.
3. *Maps and Itineraries:* "Tourist-Ready" sites, events and activities should be prioritized, and solid tourist itineraries should be developed and mapped, as recommended starting on page 49. Itinerary maps can be multi-layered, for example to illustrate how the present lumber industry relates to the past heritage, comparing and contrasting forestry management and lumber extraction techniques. Online maps can be interactive, rather than static, to appeal to a more technically-sophisticated younger generation.
4. *Projects:* Those "Emerging" sites, events and activities that are nonetheless a priority, should be channeled into a Project Priority List for funding, planning, and development. Action plans would be created for each of these projects to ensure that they are carried out in accordance with the priorities established by the LHR and its partners. See page 49 in section D.4 for more on projects to enhance existing sites and attractions.
5. *Content:* To market and promote the region's lumber heritage assets, the TPAs need *content* (e.g., information about the region's heritage written and illustrated to target tourists). The TPAs currently lack such content, yet it is critical as input to marketing and promoting the region's lumber heritage on behalf of the LHR. Based on the output from the prioritization process, with particular focus on itineraries that tell the story of lumber heritage in the region, the LHR should develop content for use by the various TPAs in the region. If necessary, the LHR should contract or work with contractors or partners who specialize in developing content for tourism materials, APPs, websites, and other media to be used by the LHR and the TPAs to promote heritage tourism in the region.

Lumber Industry

The LHR is inherently tied to the industry from which it derives its name. Stakeholders have consistently identified a need for the LHR to play an active role in assisting and *promoting* the lumber industry by focusing not only on telling the history, but also on communicating the present and future represented by this industry as a major employer and economic development driver in the region. Lumber industry representatives have suggested a role for the LHR as "cheerleader" or "chamber" for the industry. Ultimately, the more visible the LHR is to industry, the more influential and relevant the LHR will be to the industry in the Commonwealth of Pennsylvania. There is also a role for the LHR in promoting the industry for human resources recruitment, in highlighting the long history and importance of lumber to the state, and how the industry has changed and modernized to be at the forefront of sustainable agriculture.

Partners

The lumber industry itself is organized in various ways to assist, promote, develop and grow lumber production in Pennsylvania. Organizations include the Pennsylvania Forest Products Association (PFPA), the Keystone Wood Products Association (KWPA), the Northern Tier Hardwood Association (NTHA), the Allegheny Hardwood Utilization Group (AHUG), and the Hardwoods Development Council under the State's Department of Agriculture. The LHR should continue to work with them in promoting and supporting the industry.

Gaps & Needs

The lumber industry and stakeholders have identified a gap that the LHR could help fill relating to outreach, education, and *promotion* of the industry. Specifically, the LHR could help:

1. Promote the use of Pennsylvania wood products,
2. Educate and promote the environmental sustainability of the current and future forestry practices of the industry, and
3. Promote opportunities for skilled jobs here in Pennsylvania in this industry.



The LHR can play an important role in promoting the sustainability of today's lumber industry.

Strategies

As with the tourism industry, representatives of the lumber industry see an opportunity for the LHR to provide more *content* and information that can be used for the aforementioned purposes. The LHR needs to have strong partnerships with the various organizations and representatives of the lumber industry. Working closely with partners, the LHR can develop press kits, and information provided to the media can be one component of this strategy.

The industry also sees an opportunity for more interpretation, not only of lumber history, but also to help educate and tell the story of how the industry has changed in terms of what is actually happening today and to build excitement for the future. There is the concept of developing content and input to APPs, web sites (including LHR's and others'), and interpretive wayside exhibits that educate visitors and others who learn about the heritage area to understand that the industry is "green" and sustainable today. So, the concept is to integrate the modern story into the telling of lumber heritage in a more proactive way. Some have seen the LHR as providing a gateway for tourists to visit active lumber operations, where liability concerns would otherwise hinder companies from providing direct access. The Pennsylvania Lumber Museum tells a story of the past, but the industry sees a need to educate people about what is happening today. The LHR can work with the industry and sites like the Pennsylvania Lumber Museum to develop the appropriate interpretive content.

Prospective Projects

The specific lumber industry-related projects for which the LHR might apply for funding could include the following:

1. *Lumber Industry Sustainability Promotion Content.* The LHR would work closely with the lumber industry to research and draft text and materials to supply websites and media for promoting the past,

present and future of the Pennsylvania lumber industry, with a particular focus on the industry's environmental and economic sustainability.

2. *Best Practices Showcase.* It has been suggested that the LHR could contribute, through grant funding, to a “green” wood building project, such as the rehabilitation or construction of public and civic buildings in the region. Such a program might occur each year to showcase green building techniques and to attract people to the region to see a collection of LEED-certified green public and civic buildings. The concept might have some similarities to the efforts by Columbus, Indiana to brand itself as “the Mecca for Midwestern Architecture” by bringing world-class architects to design its civic buildings. Here, architects would compete to design green buildings for local government or for civic use (e.g., churches, community centers, etc).
3. *Media Development.* The LHR could create and develop apps, web sites, press releases, and social media projects that integrate material developed in Step 1 (above) to promote lumber heritage and the sustainability of the modern lumber industry in Pennsylvania. The LHR would work in partnership with lumber associations.

4. *Interpretive Wayside Exhibits & Walking Tours.* The LHR could integrate messages about the sustainability of the lumber industry into LHR interpretive exhibits where possible. The LHR could establish new wayside exhibits and walking tours, in concert with the lumber and tourism industries, which tell the full story of how the industry has evolved into one of the world's sustainable producers.



The LHR has helped fund many waysides throughout the LHR, such as this one for Muncy's Heritage Trail and Natural Park.

5. *Kiosk Development.* The LHR could develop educational kiosks that tell the full story of Pennsylvania lumber heritage and how the industry has evolved (as above) for use in libraries and other public facilities in the region. Kiosks could also be used to represent the region at statewide and national industry trade shows for the forest products, home building and furniture industries.
6. *Educational Materials.* The LHR can utilize educational materials for use by schools and lumber industry organizations in Pennsylvania to explore the state's lumber heritage and illustrate how the industry has evolved. Site visits to schools throughout the state are encouraged. As just one of several examples of local universities and colleges, *Penn State University* has developed excellent materials that illustrate the latest approaches to sustainable forestry and indicate the changes that have occurred over time in the evolution of the industry in Pennsylvania (see more information on the following page). Also, the State has established a new program (with the website: paforestcareers.org) to promote jobs in the industry. The LHR can work with this program to develop heritage content and perhaps sponsor career days. Other important examples of existing educational materials and programs include: the Hardwood Development Council's Pennsylvania WoodMobile, which is perhaps the most recognizable educational tool currently used in the state; the Allegheny Hardwood Utilization Group's Project Learning Tree program, which educates hundreds of students each year with their interactive lessons about the industry taught by industry volunteers; and the Keystone Wood Products

Association's excellent videos and written materials to educate the public about wood products and associated careers. DCNR and the Allegheny National Forest also have those resources available. It has also been suggested that the LHR should work with regional development councils to help bring broadband internet service to the region since the LHR weaves together a region where many businesses and residents still lack internet services and the educational resources that accompany them.

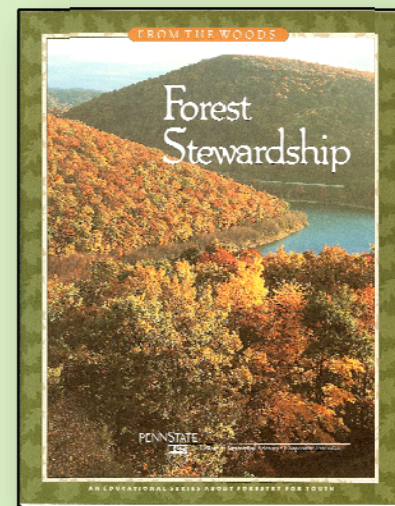
Ultimately, the media, materials and content generated by the LHR can assist with economic development by promoting the region's lumber industry and educating the public (and the prospective workforce) about the evolution of the industry into a modern and environmentally sustainable business model.

Sample Educational Materials

As just one of many examples of materials produced by area academic institutions, Penn State's College of Agricultural Sciences produced a series of brochures about sustainable lumbering between 2000 and 2004. Having an 8.5" x 11" format, the series is entitled *"From the Woods: An education series about forestry for youth."* Sample topics include:

- Forest Stewardship
- Sustainable Forestry
- Harvesting Trees
- Hardwood Lumber
- Ten Important Hardwoods
- Hardwood Veneer
- Incredible Wood
- Paper
- Maple Syrup: A Taste of Nature

These and other well-written and highly-graphic pieces can be useful tools for the LHR to help promote the lumber industry.



Promoting Makers & Manufacturers

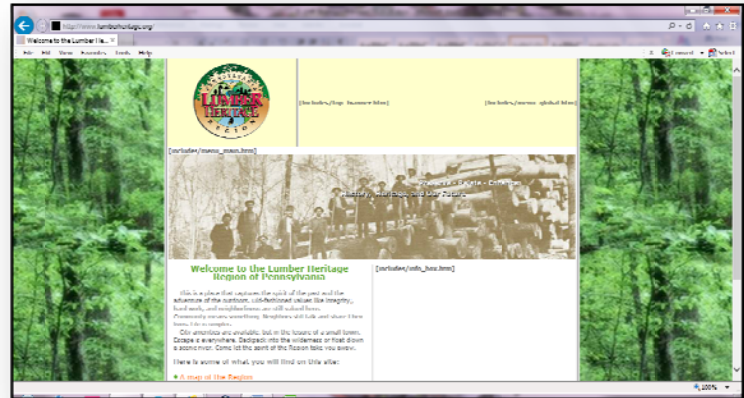
The LHR should play a more active role in promoting the region's makers and manufactures. While the Wilds Cooperative of Pennsylvania (formerly known as the Pennsylvania Wilds Artisan Trail) has helped establish collaboration and promotion efforts among the region's artisan product "makers," there is a need for similar efforts oriented to assisting and promoting the region's other non-artisanal product manufacturers, inventors, and "tinkerers."

The LHR can assist this effort by **identifying and convening** small manufacturers, inventors, and producers in the region, and helping to establish a more formal organization (in collaboration with the State DCED) to assist in product development, networking, and promotion. LHR outreach staff should help identify and inventory these small entrepreneurs, and conduct outreach to establish a strong relationship with the LHR. Promotion of the region's products could occur through representation at local, regional and national "maker fairs" and similar outlets. In some ways, this effort would mirror the approach recommended for promoting the region's forest products, except that there is currently no strong organization in this region representing producers outside of the forest sector.

Once a regional organization is established, the LHR can assist in seeking funds from State and federal agencies (e.g., DCED, ARC, Department of Agriculture) for product development and outlets for promotion. As with forest products, the LHR should also collaborate with Pennsylvania State University, Lycoming College and others engaged in R&D in this region to assist in product development.

LHR Website Enhancements

By 2025, there will be more than 25 million “things” connected to the internet, from mobile devices, to computers, to home security remotes, to journal articles, to tourism brochures, and everything in between. That means there is a tremendous amount of information and delivery systems for that information available for people to interact with. Today, few organizations can survive without a web presence. Thus, having a competent and competitive website is more than strategic - it is vital. For the LHR, it is a significant piece of the overall branding puzzle.



The LHR's current website is a good start, but can be greatly enhanced with reorganization, reformatting and the addition of more useful content for visitors to the LHR.

LHR Website Needs

The current LHR website is outmoded and outdated. Overall, it gives visitors access to bits and pieces of information about the heritage area, but it does little to provide a reason for people to tour the region. To be more effective, the website should have a multiplicity of characteristics that express both the values of the heritage area and offer the public a value-added. Visitors to the website need to:

- Know why you exist
- Know how to get there
- Know what they can do when they arrive
- Know what impact visiting the region will have on their lives
- Know where to eat, sleep, get gas, etc.
- Know what historic and non-historic resources they can engage
- Know how significant those resources are
- Be able to download tour information
- Be able to download non-copyrighted high-resolution images
- Know everyone's hours of operation
- Know the distances between what you want them to see or engage

Much of the information listed above will need to be obtained via website links to the various TPAs, particularly related to area businesses and attractions. To achieve these objectives, the LHR will need to:

- Collect information about visitors to the site and the area to learn more about your market, track trends, and continue to enhance the website
- Secure other URLs (such as Americanlumber.org, lumberhistory.org, travelPATimber.org) to avoid others from using a URL too similar to the LHR's and to provide future options if needed
- Follow up with visitors to the website with a newsletter or email blasts about events or happenings

- Register with all search engines to be sure the website comes up easily for those seeking information
- Keep information updated to avoid LHR visitors from arriving to destinations no longer existing or with changed operating days/hours
- Promote the site through printed materials or on other websites

Recommended Website Qualities & Components

The website should incorporate as many of the following qualities and key components as possible:

Responsive

Make sure the website is responsive. The website's interface should adapt in terms of size, orientation, and information based on the device in use for viewing the website (computer, I-phone, etc.).

Navigation

Navigation of the website should be easy to identify and easy to use. Navigational menus should be kept to a minimum and navigational items, such as pages, should add up to no more than five to ten. Parallax scrolling often includes directional arrows to make the site more user-friendly. The more ease for people to use and navigate throughout the website, the longer they are likely to interact with it.

About Us

The "About Us" page should not only tell users who you are and what you do, but convey your values. This page can also be the place for testimonials from visitors to the area. Keep the page simple. Give users enough information to be interested, but not bored.

History

Sometimes "more is better" when it comes to narrative, but not websites. Long passages about history can be dry and cause users to lose interest. Make sure the information relates to specific historic resources and tangible assets to give website viewers a reason to visit the LHR.

Contact

Contact information usually appears in the main navigation part of the website. Because the LHR is not equipped with enough staff to interact with inquiring visitors, contact information should be for the LHR's seven TPAs, which are well-suited for that function.

Search Engine

Having an internal search engine allows visitors to navigate the site more quickly and to find older information not prominently available. The tool is vital for repeat users. If the LHR opts to display an icon for the search engine, it should use the standard magnifying glass graphic.

Images

The LHR should make available high-quality copyright-free images that are downloadable for student projects or so users can post them on social media or can use them on their websites.

Today's Lumber Industry

Information should be available on this topic and it should emphasize today's sustainable practices. The website could also include an online "museum" to explain the use of various tools, lumbering techniques, and conservation practices that could be accessed by teachers and others from around the country as a teaching tool.

Model Websites

Several excellent visitor-related websites that can be used as templates for the LHR website include:

<http://www.mansfieldmtbuller.com.au>
<http://blog.tropicalnorthqueensland.org.au>
<http://www.visitutah.com>

Key Recommendations Summary

Marketing & Promotion:

- *Inventory:* Update the 2001 MAP's inventory of sites, attractions and events.
- *Prioritization:* Categorize the inventory of sites, attractions and events into "Tourist Ready" and "Emerging" based upon the criteria provided in this MAP update.
- *Maps and Itineraries:* The prioritized "Tourist Ready" sites should be mapped and integrated into tourist itineraries.
- *Projects:* "Emerging" sites, events and activities should be channeled into a Project Priority List for funding, planning, and development, and action plans would be created for each.
- *Content:* Developing content (brochures, maps, itineraries, etc.) should be an important objective of the LHR so the LHR and TPAs can use them to promote the region's assets.
- *Relationships:* The LHR should strengthen its relationships with the various organizations representing today's lumber industry and demonstrate how they can help to promote the industry.
- *Lumber Industry Projects:* The LHR should pursue the projects for the lumber industry described on the previous pages, including: Lumber Industry Sustainability Promotion Content, Best Practices Showcase, Media Development, Interpretive Wayside Exhibits & Walking Tours, Kiosk Development, and Educational Materials.
- *Makers and Manufacturers:* The LHR should play a more active role in promoting the region's makers and manufactures.
- *LHR Website:* The LHR should implement a complete overhaul of the current website to better advance its mission as it relates to both tourism and promoting the lumber industry.

D.7: Funding

Background

One of the most important factors for any heritage area is the creation and implementation of a fund raising and development strategy for its operations and programming. Pennsylvania's heritage areas are confronted by many demands, none greater than the need to raise the necessary funds to meet their programmatic and operational requirements. The Commonwealth's heritage area funding has bounced back over the past few years from being "zeroed-out" in 2009, but the funding is not at the historical highs of the late-1990s and early-2000s. Furthermore, the continuation of annual funding in the State's budget is always dicey with every governor's administration eliminating heritage area funding in the Governor's Budget sent to the General Assembly, and the scramble by the heritage areas to win legislative support reestablishing the funding. Additionally, the Department of Conservation and Natural Resources (DCNR) has begun to require the state's heritage areas to update their management plans, and this provides a great opportunity for each heritage area to reexamine its funding strategy for the future.

Recent History of State Funding

Too often, the primary reason for the partners in a developing heritage area to pursue heritage area designation is to lock up the access to grant funding from DCNR that comes with the designation. While this objective can be a very important outcome that is crucial to the heritage area's establishment, the annual funding from DCNR is not the solution to all of the financial needs of the heritage area and is never sufficient. Some heritage areas in the state are teetering financially because of limited access to funds. The singular dependence on funding from DCNR places these heritage areas in considerable jeopardy, as there is no guarantee from budget year to budget year that the State will appropriate funds to the "Heritage and Other Parks" line in DCNR's budget.

Current State appropriations have limited funds to the heritage areas to levels far short of those seen in the 1990s and early-2000s. Heritage areas have also seen a rise in competition (and sometimes an overlap on programming) with the creation and funding by DCNR of the Conservation Landscape Initiatives. While heritage areas and their State advocacy partners have worked hard to re-establish a line in the State budget, the program's annual funding is always in question in any given year. This uncertainty has implications for all the Commonwealth's heritage areas. Those implications are even more profound for the heritage areas whose annual budgets are mostly provided for by DCNR funding. This circumstance is particularly true for LHR.

Sustainability Versus Self-Sufficiency

For Pennsylvania's heritage area, two words are needed – "sustainability" and "self-sufficiency." Despite the ease of interchangeability of these words, sustainability and self-sufficiency are two very different terms. Sustainability for any non-profit (including heritage areas) is the result of a carefully crafted development strategy that incorporates funding from a variety of sources, balancing the organization's operations and programs with this funding stream. Self-sufficiency, on the other hand, is the ability of the management entity to exist without public or private support; in essence, to be revenue-generating. To become self-sufficient, a heritage area's management entity would need to become a for-profit entity, generating sufficient revenue to operate like a private business. While non-profits and heritage areas can create programs that generate revenue, they rarely generate enough revenue to offset all operational expenses. *The real intent and goal then is to become sustainable: to raise a balance of funds from public and private sources, including grants, donations,*

The real intent and goal then is to become sustainable: to raise a balance of funds from public and private sources...

earned income or other sources to support operations and programs. This is the strategy that the Lumber Heritage Area needs to follow.

Recommended Funding Strategy

Like many other non-profit organizations and state heritage areas, the LHR must plan properly for long-term financial stability, and take full advantage of all the financial resources at its disposal. The limited State dollars can make for hard choices: place the DCNR funds into a pot to provide for projects and programs and struggle to meet administrative expenses or cover annual operational expenses to the detriment of the LHR programmatic mission. For the Lumber Heritage Area, it is important to have an ongoing fund raising strategy for resource development as part of its overall strategic and operational plans.

Funding Sustainability Planning

When developing a fund raising strategy, it is important to keep in mind that sustainability planning involves more than just identifying the funding to keep the LHR programs and organization alive. Besides identifying diverse sources of funding, a well thought-out strategy should address developing other resources, including volunteers, program partners and collaborators in the initiative, as well as identifying and cultivating effective leaders and key champions who can assist in fund raising.

The Lumber Heritage Region has a relatively small budget, in part, due to its lack of fund raising and its limited scope of programming, projects, and administration. A small budget can be good, as the need for raising money each year is small. However, for the LHR, its limited access to resources (other than DCNR funds) makes its survivability of great concern. Since the implementation of the Management Action Plan in 2001, very little has been done to create other sources of annual funding for operations or programming. This lack of budget diversification makes the LHR extremely vulnerable to any budget change that might occur at the State level.

Charitable Status

The LHR should immediately begin to develop a three-to-five year development strategy that focuses on growing the LHR's revenue. The focus of the strategy should examine public funds (local, state and federal), private funds (corporate donations and foundations), and individual donors. To raise these funds, the LHR must maintain its 501(c)(3) status as a charitable organization to provide tax benefits to contributing private parties and individuals. In addition, to solicit donations, the LHR must register with the Pennsylvania Bureau of Charitable Organizations. This is a simple registration process that is usually completed each year with an organization's audit and filing of its IRS-990 form. It appears that LHR staff is currently in the process of doing this.

Annual Giving Plan

A plan for annual giving also should be developed as part of this strategy. An annual giving plan will set targets or goals for total amounts to be raised through grants, donations, and contributions. It will help the LHR by keeping a constant message across the 15 county region of the need for donations and contributions. Simple things can immediately be started, like providing a "Donate Now" button on the LHR website with an active link to PayPal or another online payment system to collect contributions from individuals. The LHR can also create a list of needed items, equipment, or other materials important to its operations and post it to the website, enabling viewers to see a need and possibly donate an item or sufficient funding to purchase the item. Please see page 59 for more on recommended improvements to the LHR's existing website.

Public & Private Funding Sources

Because the LHR lacks the financial resources that federally-funded heritage areas enjoy, it must pursue a more balanced funding strategy, as outlined below.

State & Federal Funding

In Pennsylvania, a financial disparity exists between those heritage areas within the State program that have a federal heritage area designation and those, like the LHR, which only has a State designation. The disparity often creates institutional imbalances, as the vast majority of the annual budget for State-only heritage areas is reliant on a State funding allocation. The State's federally-designated heritage areas have created a more balanced funding strategy, in part, due to the availability of federal funds. However, it is due more to the demand of the National Park Service that those receiving federal dollars raise other funds, including other public and private funding to receive federal funds. The federal funds also come with a match requirement of non-federal dollars, and this match requirement forces those heritage areas to be much more aggressive in their approach to balancing their annual fund raising approach.

Three-Pronged Funding Approach

Many of the federally-designated heritage areas have developed a three-pronged approach to annual funding: 1) public (federal, state, local government), 2) philanthropic (foundations and corporations), and 3) private (individual donors and membership). While a loss of any one of these three prongs can have severe implications for a heritage area, the availability of the other two prongs in that same year can soften the financial blow. Some of the federal heritage areas are in geographic areas of Pennsylvania that lend themselves more to private fund raising, such as those in the larger urban areas. However, the two more rural national heritage areas, Oil and Lackawanna, along with the burgeoning Susquehanna Gateway Heritage Area, have developed approaches to a more balanced annual funding strategy and should be considered as models for the LHR.

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The LHR needs to become more aggressive in the pursuit of public funds from other State programs and/or federal programs related to environment, education, tourism, history, and community development. Similarly, private corporations and foundations often provide funding for projects in these categories. Securing funding from a public grant may help lay the foundation for a grant from a private foundation furthering the goals of a program or project. The LHR staff should become more versed in fund identification and grant writing to ensure this necessary action advances. To assist with this work, the LHR could consider hiring AmeriCorp interns who are trained within specific fields of community development work, and whose training often includes grant writing and grant identification. The LHR management should also examine the makeup of the funding portfolios of other state heritage areas and partner organizations. Often these organizations have already done the research leg work and have identified potential grant sources that support similar programs and projects. See Appendix B for a list of potential sources and their contact information.

Board Member Fund Raising

Lastly, the LHR's board must evolve to better lead the fund raising objective of the organization. This goal includes help in identifying possible funding sources or donors, outreach to potential contributors, and

making donations themselves to the LHR. After all, almost every major donor asks if and organization's board is "100 percent," meaning – did every board member (and sometimes staff) donate to the organization that is soliciting funds? If not, it is difficult to convince a potential grantor that their money is important when the leadership of that organization has not supported its own cause.

Membership Program

A membership program should be considered. It must be noted that no membership program alone is ever going to provide sufficient funding for a non-profit to operate. What non-profits derive from members is the development of a pool of potential donors to solicit for contributions beyond their paid membership amount. This database can become vital to the establishment of a successful annual giving strategy, generating unforeseen contributions. The membership program can also become a good source to mine for potential volunteers and board members.



Bucks County's Heritage Conservancy is just one in-state example of a membership program for a heritage and environmental preservation group.

In the end, a sound, effective, and carefully thought-out development strategy, which includes an annual giving plan, will help the LHR broaden its revenue base and make it less vulnerable to State budget problems or fluctuations with economic changes that might occur.

Key Recommendations Summary

Funding:

- *Sustainability:* The LHR must raise funds beyond those from DCNR sources.
- *Charitable Status:* If not already completed, immediately file with the Pennsylvania Bureau of Charitable Organizations.
- *Public & Private Funding:* Pursue funding from corporations, foundations and other public sources, and pursue a three-pronged funding approach.
- *Donations:* Begin to solicit individual donations.
- *Membership:* Create a membership program for the LHR.
- *Board Giving:* Develop a program so that Board Members donate annually at a meaningful level.

D.8: Partnerships & Responsibilities

Partnerships

The benefits of a broad partnership base are crucial for all heritage areas. The LHR enjoys strong partnerships that have been developed and nurtured over the past 15 years. New partnerships will continue to be established as the updated Management Action Plan (MAP) is implemented.

Partnerships can exist in a wide-ranging number of formats. Some partnerships are formally defined through Memoranda of Understanding, Memoranda of Agreement, and even contracts that establish the framework for the working relationship between the parties in the state heritage area. Other partnerships may be defined by legislation or resolutions passed by a local government and even the board of the LHR. While these agreements might be necessary in some instances for carrying out the activities of the partners for the conservation of the resources, there can be other types of partnerships that do not require the legal paper for a partnership to develop and flourish. These hand-shake relationships within heritage areas often provide the greatest flexibility to the parties in defining changing roles and can often have very positive results. The current MAP for the Lumber Heritage Region highlights the importance of partnerships to the overall success of the LHR. The plan states:

Partnering with existing governmental agencies, organization and societies will be a main focus of the LHR. In this role, the LHR will be a facilitator for projects or programs conducted by other independent entities and a coordinator of active partners to achieve the goals of the LHR. The heritage region will rely on the coordination of projects and programs to maintain a consistent identity. Therefore, successful partnerships will play a major role in the continued viability of the heritage park.

It should be noted that the benefit of partnerships, if successful, can and should work both ways in benefitting the partners. The LHR must be able to bring as much to the table to benefit its partner as it is expecting to receive. If the partner is a corporation or business, the LHR can assist in several ways, including:

- Website positioning to thank the partner
- Access for the business and its employees to gain greater exposure in the community
- Tax credits or tax benefits from contributions of labor, supplies, or money

For the Lumber Heritage Region, the benefit that a private sector partner can bring can be significant. Potential benefits include greater access to name recognition through the company's market outreach, access to new funding, access to volunteers or new board members, and strong connections to elected officials for advocacy.

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Sample Partnership Commitments

Organization	Activity	Financial Commitment	Technical Assistance/ In-kind Support
Regional Economic Development Commissions	Planning and Implementation	Funding; professional support; grants	Staffing; office space; equipment & supplies; member expertise
Commonwealth of Pennsylvania	Planning and Implementation	Funding from existing programs	Staffing; access to state-owned sites; tourism; promotion and marketing
Foundations (private, corporate, other)	Planning and Implementation	Funding for planning; marketing and promotion; implementation projects; operation	Advice and counsel on funding strategies; capital campaigns; fund raising
Local Governments	Operations and Implementation	Funding; planning assistance	Staff support; office meeting space; equipment usage; in-kind labor
Tourism Promotion Agencies	Brochures; web site promotions and other marketing materials	Possible grants and funding	Staff assistance; trade show promotions; social media marketing
Colleges, Technical Schools and Educational Organizations	Education and interpretative programs; research	Possible grants and funding	Interns and research assistants; seminars and lectures; grant writing; meeting space
Lumber and Timber Organizations	Timber industry access; job training & development	Possible corporate grants	Technical and professional assistance; board support; advocacy
Arts & Cultural Organizations	Folk life programming; arts & crafts programs; oral histories	Possible grants	Professional assistance; workshops and lectures; community outreach

Responsibilities

A heritage area nonprofit organization is hierarchical in structure by fiat. Each has a board of directors that is the ultimate responsible body for the organization. In the beginning of the heritage area's existence, it is common for the board members to wear different hats and function in the staff capacity. Soon after designation, most heritage area boards designate or hire their first chief executive who then manages the daily affairs of the heritage area. The chief executive reports to the board and other staff hired later report to the chief executive. The organizational structure defines accountability, but everyone working together for the same objective is what makes these partnerships succeed.

Board of Directors

When defining the role of the board, it is important to remember that the role refers to the group, not to the individual board members. The board functions as a team. Individual board members inherently have no authority (no individual rights) over the organization, but must assume accountability for their own actions. The governing body has three main focuses:

1. *Direction* – The board guards the mission of the organization and, through guidelines, steers it in the right direction.
2. *Oversight* – The board monitors the activities, the health, and the ethical behavior in the organization.
3. *Resources* – The board ensures that the organization is well-equipped to fulfill its mission, including adequate finances, capable staff, and an esteemed reputation.

Recommendations were provided earlier in this plan to revise the LHR bylaws to clear the path for restructuring the board to provide greater member diversity and fund-raising capability.

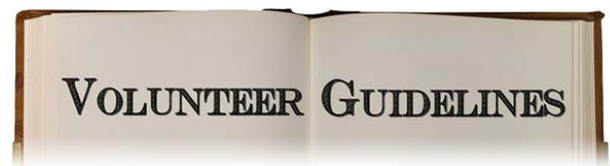
Staff

When the board hires the first chief executive, it delegates the daily management to that person. Maintaining regular contact with the board and particularly the chair, the chief executive must keep the board informed about the issues and activities of the heritage area. In fact, the board would have great difficulties making well-rounded decisions without constant input from the chief staff person. The rest of the staff helps the chief executive more efficiently implement the directives that the board has set.

Volunteers

Most of Pennsylvania's heritage areas depend on volunteers, and small and mid-sized heritage area groups may engage volunteers in significant mission and management activities. The Lumber Heritage Area should develop clear guidelines for volunteers who will be assisting directly with the heritage area organization, emphasizing the expectation that the volunteers will follow the organization's workplace and internal controls policies. These guidelines include all board members. The LHR may consider developing a volunteer handbook and specific volunteer and board job descriptions. In addition, the LHR may consider obtaining bonding coverage for any LHR volunteer who regularly handles cash. This level of attention shows professional respect for volunteers and appreciation of the valuable service they provide.

The Volunteer Protection Act of 1997, passed by the U.S. Congress and recognized by the Commonwealth of Pennsylvania, provides personal immunity to individuals who act on behalf of an organization in a volunteer capacity. However, the Act may not absolve the organization from liability for its volunteers or keep the volunteers from being named as defendants in a lawsuit.



Guidelines are a useful tool for clarifying the role and expectations of volunteers, who are an extremely important resource for any heritage area.

Working Together

It is not always easy (or even possible) to draw a clear line between governance and management. The board's duties are colored by its monitoring role. On the other hand, the chief executive is solely responsible for making things happen with the help of the rest of the staff. Both sides need each other's support – and availability, when requested – without veering off to micromanagement. Volunteers add yet another layer to a heritage organization for the staff to work with. Constructive partnership is built on knowing when to act alone, when to help (or ask for help), and trusting the other to do the same.



Muncy's Heritage Park and Nature Trail is an example of an important asset within the LHR that is dependent upon partnerships and volunteers.

Key Recommendations Summary

Partnerships & Responsibilities:

- *Partnerships:* It is critical that the LHR continue and strengthen its key existing partnerships, particularly those that provide financial support. It should also continue to seek out new partnerships that can advance the LHR's mission.
- *Responsibilities:* It is important that the board of directors and the staff have a clear understanding of their distinct roles and how they should interact in an optimal way. Those responsibilities should be revisited periodically as a constant reminder.
- *Volunteers:* The LHR needs to develop a volunteer program to maximize its productivity. A set of guidelines should be prepared and followed.

D.9: Implementation: Performance Goals, Priorities & Phasing

Performance goals are developed for the Lumber Heritage Region (LHR) and its operating entity and performance measures are provided here to help evaluate management activities and project success. Performance goals, benchmarks and evaluations provide useful feedback to the organization, its board, and funders as ways of measuring success and determining if operational changes are required. Performance information can also be used to help leverage future funding, grants, in-kind services, or investment support, by indicating how the organization and its partners are able to implement successful projects.

Performance Goals

Key goals and objectives have been established based on the strategies that have been developed through the process of updating the LHR MAP. The metrics and other performance measures should relate directly to the ability of the LHR in meeting these goals.

1. Capacity. Develop the Lumber Heritage Region (LHR) into a highly-effective organization capable of implementing the Management Action Plan by diversifying its board, enhancing its funding mix, and clarifying staff roles and board member responsibilities.
2. Marketing & Development. Promote the LHR and increase its visibility by creating *content* that can be used by regional partners to increase heritage tourism and strengthen the lumber industry as a means of economic development.
3. Partnership Development. Serve as a catalyst for development of heritage opportunities by building stronger partnerships, especially with private industry, institutions, and volunteer networks.
4. Education & Interpretation. Promote research, education and interpretation as a means of documenting and telling the story of the region's unique heritage in the national context, as well as its current advances and sustainable future.
5. Preservation & Enhancement. Promote the preservation and enhancement of the LHR's thematic natural and cultural resources, and prioritize funding for "emerging" heritage sites and projects.
6. Community Enhancement. Encourage and assist in community enhancement and the development of tourism "infrastructure," such as through the use of wayfinding signage keyed to well-defined driving tours.

Priorities

Organizational Structure

The MAP Update focuses on efforts first to strengthen the organizational structure of the LHR so that it has the capacity, tools and vision to leverage funding and enhance partnerships for marketing, education,

interpretation, and development. At the core of the organization is its board, and this plan recommends an overhaul of the board structure, with a focus on diversifying its membership away from a heavy reliance on geographical representation and planning agency participation.

Refining the roles and responsibilities of the board members and staff would naturally align with efforts to reorganize the structure of the organization. Members of boards often have a fiduciary responsibility to ensure that the organization is performing according to its mission, meeting key objectives, and planning to ensure a sustainable future for the organization. If these responsibilities are itemized, it will become clear that there are certain outputs relating to the role of staff that must align with the expectations of the board. The ways in which meetings are conducted, as detailed in the recommendations in this plan, can help staff and board members maximize their time and participation.

Funding Mix

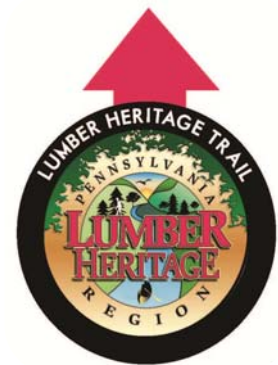
The bylaws may need revision in order to accommodate efforts to enhance private participation on the board and to require financial participation by board members. As part of its restructuring, the organization should also define an appropriate funding mix and set fundraising targets (corporate, various government agencies, individual, membership, annual programming) to diversify and get away from a reliance solely on one State agency - DNCR - as a source. Building relationships with key partners in the business and industry realms can help the organization reduce its dependency on wavering State government grants. The board structure provides a prime opportunity for the LHR to re-establish these relationships and improve prospects for funding diversification.

Media Content

In terms of function, the plan update prioritizes a role and need for the LHR in producing media content that can be used by sister and partner organizations to help in promoting both the region's heritage tourism and its lumber industry. The LHR will continue to rely on its network of county tourism agencies to help convey information to tourists (such as through brochures, web sites, billboards, broadcast media, or individual visitor information offices), but these agencies must rely on the LHR to supply the lumber heritage information. Similarly, the state's various lumber industry promotional organizations need input and content from the LHR on lumber heritage and on how lumber production has evolved into the sustainable industry that it is today. Working closely with both tourism agencies and lumber industry organizations is essential to "getting the word out" about the LHR while also promoting the state's heritage and lumber industry. The LHR should start with its own web site. By enhancing the availability of high-quality content, the LHR will raise its own visibility, which is currently lacking.

Wayfinding

The LHR also has the key role to play in establishing the interpretation and wayfinding linkages necessary to guide visitors through the region's lumber heritage story. Those linkages are made most concretely through the establishment of tour routes that are tied to the region's key interpretive themes that are easy for visitors to follow. Visitors must be able to access maps with tour routes to help guide them, whether in hard copy (a dying format) or, more appropriately today, through web and mobile apps. Wayfinding signage helps synthesize tour routes with the visitor's map and guide them along their way. Because of the geographic size and disparities of this particular region, having well-documented, visible, accessible maps and wayfinding signage is essential to telling the story of lumber heritage. Providing this interpretive information is a primary role for the LHR.



*Proposed
wayfinding
signage*

Standards

The LHR and its partners should also help define what is “tourist ready” and prioritize those sites that need assistance to bring them up to the appropriate level of tourism readiness. The LHR would help raise the funds necessary for planning, development, management, interpretation, research and other components for raising the standards of “emerging” heritage tourism sites.

Summary of Priorities

To sum, the MAP Update prioritizes the following key steps as the way forward for strengthening the organization and encouraging its long-term sustainability.

1. *Restructure the Organization, focusing on the board composition and the roles and responsibilities of board members and staff.*
2. *Diversify the Funding Mix away from a reliance on DCNR, to include other government agencies, corporate sponsors, individual donors, memberships, and annual campaigns.*
3. *Produce Interpretive Content for various media used by the region’s tourism agencies and lumber industry for marketing and promotion.*
4. *Establish Linkages through thematic maps and wayfinding to help guide visitors and tell the lumber heritage story.*
5. *Focus Project Priorities on gaining funding for planning, development, management, interpretation and research for upgrading “emerging” heritage sites that are not quite tourist ready.*

Phasing

The highest priorities should translate into actionable steps to be undertaken in the *near-term*, preferably within one year from the date of this plan. Such actions include work on the LHR’s organizational structure, delineation of board member and staff roles and responsibilities, and diversification of its funding sources. A *3-Year Fundraising Plan* should be developed within the first year to include policies and steps to be undertaken to solicit individual donations and corporate sponsorships, memberships, and volunteers. All of these steps will help add capacity and clarify roles and responsibilities to ensure that the organization can move forward in a sustainable fashion.

During the *mid-term phase* (years 2-3), the LHR should develop an annual *Action Plan* for moving forward with specific projects and programs. Such projects and programs should focus on inventorying sites (utilizing the inventory from the original MAP) and developing standards for “tourist ready” sites, establishing the theme-based driving tours per this plan, seeking funding for wayfinding signage, and creating brochures and content for distribution to tourism agencies and lumber industry promotional organizations. The LHR should also focus on strengthening its website and creating web-based tour applications for the region. It is directly through these efforts that the LHR can strengthen partnerships with tourism and lumber industry organizations, all of whom should see benefits from the content and other output delivered by the LHR.

Over a *longer-term* period (years 4-5), the LHR should begin a process of regularly prioritizing tourism sites for project funding and applying for grants and private funding to support planning, development, management, interpretation, and research for upgrading heritage sites and events. The LHR should engage closely with its partners, including tourism agencies and lumber industry organizations, to develop a systematic approach to prioritization. The LHR should also explore more refined and proactive education, outreach and marketing initiatives, including design of various mobile applications, an annual sustainable builders showcase, and working with local communities to encourage the protection of heritage resources.



Standards of quality will be important to help maintain the high level of existing “tourist ready” sites and events, while also helping to elevate “emerging” sites and events.

Key Metrics

The measures for success should relate directly to the goals established for the Lumber Heritage Region. The following describes several key metrics for tracking, monitoring and measuring success. *It should be noted that the goals have been established as ongoing tasks rather than as final targets.* For example, preservation itself is an ongoing task; it does not “end” once the physical assets of a heritage site are preserved, but is rather an ongoing process of ensuring that the region’s historical sites will be available for interpretation, education, and enjoyment of future generations.

1. **Capacity.** Enhancing the capacity of the LHR organization to implement the MAP is a critical goal as a prerequisite to insure that all other goals can be achieved. Key metrics include the following:
 - a. Board members representing various heritage, tourism, lumber industry and other business factions in the region (illustrating the diversity and commitment of the board).
 - b. Number of funding sources, illustrating the diversity of funding sources and sustainability of operations (with a lack of dependency on any one type of funding source).
 - c. Stable or generally increasing operating funding levels over time.
 - d. Amount of funding leveraged from non-governmental sources.
 - e. Amount of earned income generated (through technical assistance programs, rentals, fundraising events, and other activities outside of grants or appropriations).
 - f. Professional and technical capacity of staff.
 - g. Number and diversity of partner organizations providing direct support, illustrating a broad base of partnerships, but with a particular focus on partners in the tourism and lumber sectors.
 - h. “Repeat” contributors and supporters, illustrating sustainable and ongoing support from a strong stable of partners and supporters.
 - i. Programs in place that are targeted to meeting key LHR goals and objectives.
 - j. Number of volunteers and value of volunteer hours.
 - k. Value of external in-kind support, such as technical assistance.

2. **Marketing & Development.** The role of the LHR in heritage tourism and lumber industry development should be measured and tracked over time to ensure maximum success. Metrics for measuring this success include the following:

- a. Reformulation of (and number of hits on) the LHR website and on Twitter, Facebook and other social networking media.
 - b. Development and use of apps and hand-held tour technologies associated with the LHR.
 - c. Development of heritage tourism content for (and requests for information received by) sister tourism agencies relating to lumber heritage and the lumber industry.
 - d. Development of lumber heritage content for use by Pennsylvania lumber industry promotional organizations.
 - e. Number of articles written about the LHR in regional and national publications.
 - f. Number of broadcast media articles about the LHR.
 - g. Growth in attendance at LHR heritage sites, attractions, tours, and events over time. While such growth (or decline) cannot be attributed directly to the actions of the LHR, there should be some general indication of impact. This impact can be assessed, for example, based on regular visitor surveys and on interviews with operators.
 - h. Increase in lodging room-nights, revenues, and tax revenues over time. Again, such growth (or decline) cannot be attributed directly to the actions of the LHR, but there should be some general indication of impact. This impact can also be assessed through regular visitor surveys and operator interviews.
 - i. Increase in retail sales and tax revenues over time (with attribution based on surveys and interviews with tourism agencies, Main Street organizations, operators, and others).
 - j. Increase in sales of Pennsylvania lumber attributed to promotional pieces using lumber heritage as a “hook.” This information would be generated through lumber industry partners, such as sales reps and buyer surveys.
 - k. Increase in visitors to lumber industry sites promoting the industry and its environmental sustainability.
 - l. Attendance at lumber industry promotional activities sponsored (in part) by the LHR, such as a builders showcase.
 - m. Economic impacts of the LHR, as determined from above, collected through an economic impact study on a regular basis (once per 3-5 years).
3. Education & Interpretation. Research, interpretation and education are critical components of the overall mission of the LHR. Key metrics for tracking success in this arena include the following:
- a. Design of themed tours, creation of interpretive content, and dissemination of interpretive material (maps and tour guides, apps, brochures, etc).
 - b. Increased awareness of the region’s heritage (determined through surveys and similar means).
 - c. Number and value of research projects associated with the heritage region and its themes based on grants secured by the LHR.
 - d. Number of publications and films generated based on research conducted or facilitated by the LHR.
 - e. Number and value of assistance projects for interpretation generated through grants secured by the LHR.
 - f. Number of students gaining access to area sites and programs, with a particular focus on students interested in an occupation in the lumber industry.
 - g. Secured funding and implementation of wayfinding signage.
 - h. Number of sites assessed and implementation of standards for “visitor ready” sites.
 - i. Increased number of visitor-ready sites, attractions, and events.
 - j. Increased attendance at educational venues, such as lectures, films, presentations, and museums.
4. Preservation & Enhancement. One of the primary issues impacting on the success of the LHR is the condition and operation of existing heritage sites, attractions and events. There is a need for ensuring

that local governments establish policies and programs to protect local heritage resources. Below are metrics for measuring future success:

- a. Value of technical assistance provided for preservation and curatorial services through grants secured by the LHR.
- b. Number of technical assistance projects provided for preservation and curatorial services through grants secured by the LHR.
- c. Number of additional heritage sites meeting preservation and conservation standards, and number of sites protected from destruction, especially those related to lumber heritage.

Implementation Matrix

The matrix below and continued on the following page summarizes this MAP's key recommendations. It also provides a page reference for more detail, responsible parties, and a suggested time frame.

No.	Recommendation	Pg. #	Responsible Party	Time-Frame
D.1	Heritage Area Boundaries			
D.1.A	Leave the boundaries as they currently exist.	33	NA	NA
D.2	Organizational Structure			
D.2.A	Begin the process of board restructuring.	34	LHR Board	Near Term (Yr. 1)
D.2.B	Look to the private sector for board membership and diversification of talents and skills.	36	LHR Board	Near Term (Yr. 1)
D.2.C	Re-examine bylaws to determine what needs to be rewritten for board composition.	36	LHR Executive Director	Near Term (Yr. 1)
D.2.D	Establish agendas with clear "action items" to be voted on at each board meeting.	37	LHR President & Executive Director	Near Term (Yr. 1)
D.2.E	Explore the use of current technology to allow board members to participate remotely.	37	LHR Executive Director	Near Term (Yr. 1)
D.3	Interpretation: Themes, Stories & Methods			
D.3.A	Primary themes should expand the story context and emphasize the LHR's national significance.	38-41	LHR Staff	Mid Term (Yrs. 2-3)
D.3.B	Overcome the LHR's large size and limited staffing per this plan's related recommendations.	41-43	LHR Staff, universities, DCNR & partners	Mid Term (Yrs. 2-3)
D.3.C	Implement new interpretive initiatives such as wayfinding, new tours, and wayside exhibits.	43	LHR Staff, TPAs & partner sites	Mid Term (Yrs. 2-3)
D.3.D	Create three driving tours that feature sites with a sampling of primary interpretives themes.	44-48	LHR Staff, TPAs & partner sites	Mid Term (Yrs. 2-3)
D.4	Improvements to Sites & Attractions			
D.4.A	Consider minimum standards to insure "tourism readiness" for partner sites and attractions.	49-51	LHR Staff, TPAs & partner sites	Long Term (Yr. 4-5)
D.5	Wayfinding			
D.5.A	Install a system of wayfinding signage based upon the seven principles listed in this plan section.	52	LHR Staff, TPAs & partner sites	Mid Term (Yrs. 2-3)
D.5.B	Utilize the design illustrated in this plan section for the creation of highly identifiable wayfinding.	52-53	LHR Staff, TPAs & partner sites	Mid Term (Yrs. 2-3)
D.5.C	Create and provide on the LHR website a driving brochure to highlight key sites and tour routes.	53	LHR Staff	Mid Term (Yrs. 2-3)
D.5.D	Create a web app and consider a mobile app to combat the lack of cell service in some areas.	53	LHR Staff	Mid Term (Yrs. 2-3)
D.6	Marketing & Promotion			
D.6.A	Update the 2001 MAP's inventory of sites, attractions and events.	54	LHR Staff	Long Term (Yr. 4-5)
D.6.B	Categorize sites, attractions and events as "Tourist Ready" and "Emerging" per this plan's criteria.	54-55	LHR Staff	Long Term (Yr. 4-5)
D.6.C	The prioritized "Tourist Ready" sites should be mapped and integrated into tourist itineraries.	55	LHR Staff	Long Term (Yr. 4-5)
D.6.D	Put "Emerging" sites/activities on a Project Priority List for funding, planning, and development.	55	LHR Staff	Long Term (Yr. 4-5)
D.6.E	Developing content (brochures, maps, itineraries, etc.) should be an important objective.	55	LHR Staff & graphic designer(s)	Mid Term (Yrs. 2-3)
D.6.F	Strengthen relationships with organizations representing today's lumber industry and promote it.	55-56	LHR Staff & lumber industry	Near Term (Yr. 1)

D.6.G	Pursue lumber industry projects (sustainable promo. content, best practices showcase, etc.).	56-58	LHR Staff & lumber industry	Long Term (Yr. 4-5)
D.6.H	The LHR should play a more active role in promoting the region's makers and manufactures.	58	LHR Staff & lumber industry	Near Term (Yr. 1)
D.6.I	Implement a complete overhaul of the current website to better advance the LHR's mission.	59-60	LHR Staff & website developer	Mid Term (Yrs. 2-3)
D.7	Funding			
D.7.A	The LRH must raise funds beyond those from DCNR sources.	62-63	LHR Board & Director	Near Term (Yr. 1)
D.7.B	If not already completed, file with the Pennsylvania Bureau of Charitable Organizations.	63	LHR Staff	Near Term (Yr. 1)
D.7.C	Pursue funding from corps., foundations and other public sources per a three-pronged approach.	64	LHR Board & Director	Near Term (Yr. 1)
D.7.D	Begin to solicit individual donations.	64	LHR Board & Staff	Mid Term (Yrs. 2-3)
D.7.E	Develop a program so that Board Members donate annually at a meaningful level.	64-65	LHR Board	Near Term (Yr. 1)
D.7.F	Create a membership program for the LHR.	65	LHR Staff	Mid Term (Yrs. 2-3)
D.8	Partnerships & Responsibilities			
D.8.A	Strengthen existing partnerships (particularly those with financial support) and seek new ones.	66-67	LHR Staff & partners (existing & new)	Near Term (Yr. 1)
D.8.B	Clarify the distinct roles of the board and staff, and determine how to interact in an optimal way.	68	LHR Board & Director	Near Term (Yr. 1)
D.8.C	Develop a volunteer program to maximize the LHR's productivity per a set of guidelines.	68	LHR Staff	Mid Term (Yrs. 2-3)

A faded, sepia-toned historical photograph of a group of approximately 15 men. They are posed in front of a long, single-story wooden building with a gabled roof. Some men are standing on the porch or steps of the building, while others are sitting on wooden crates or barrels. In the foreground, a set of railroad tracks runs diagonally from the bottom left towards the center. The background is filled with tall, thin trees, suggesting a wooded or mountainous area. The overall image has a grainy, aged appearance.

APPENDICES

Appendix A:
Task 2.0 Stakeholder Input
Documentation

Appendix B:
Funding Opportunities & Sources

APPENDIX A:

Composite Interview Results

Task 2.0 – LHR MAP Update Project

Revised – 8.20.15

Live interviews were conducted during June 16-19, 2015 by consultants Phil Walker and Randy Gross. The June 16-17 interviews were conducted in Ridgway, while the June 18-19 interviews were conducted in Williamsport. A follow-up round of telephone interviews were conducted by the consultants with others between July 8th and August 7th, 2015. Below is a composite of the interview results organized around the key interview questions.

Interviewees

Val Shelley - former LHR staff / current LHR Board; Jeremy Morey - McKean County Planner; Wayne Bender - PA Hardwoods Development Council; Dan Glotz - Warren County Planner; Deborah Pontzer - US Representative Glen Thompson's Office; Holly Komonczki - Clearfield County Tourism; Jodi Foster - Elk County Planning & Community Economic Development; Matt Quesenberry - Elk County Planner & LHR Board President; Kim Wheeler - Deputy Director of Planning & Community Development for Lycoming County; Jason Fink - Director of the Lycoming Visitors Bureau; Mike Piaskowski - State Heritage Areas Program - DCNR; Wes Fahringer – DCNR Regional Advisor; Alice Trowbridge - Susquehanna Greenways Partnership; Bill Poulton - Muncy Historical Society; Jenny Picciano - Lycoming County Planning; Cecile Stelter - DCNR Forestry; Matt Marusiak - Western Pennsylvania Conservancy; Mark Adams - Senator Joe Scarnati's office; Commissioner Jim Thomas - Cameron County; Linda Devlin - Executive Director of the Allegheny National Forest Visitors Bureau; Steven Putt - District Manager of the Elk County Conservation District / Ridgway Heritage Council Board member / Tri-County Rails to Trails Board member / owner of County Squirrel Outfitters in Ridgway; Mark Murawski - Transportation Planner with Lycoming County Planning & Community Development; David Brooks - Executive Director of the Potter County Visitors Association / President of the PA Rt. 6 HR; Allison Brooks - Communications Manager of the Potter County Visitors Association; Bob Imhoff - former LHR Director / Ex Officio Board Member; Terri Dennison - PA Rt. 6 Heritage Corridor Director / Ex Officio LHR Board member; Charlie Fox – Bureau of Historic Site & Museums - Pennsylvania Historical & Museum Commission; Joshua Roth - Pennsylvania Lumber Museum Director; Ken Burkett - Jefferson County History Center; Amy Shields - Controller of Operations for Bingaman Lumber / Allegheny Hardwood Utilization Group; Tina Johns Solak - Emporia-Cameron County Chamber of Commerce & Artisan Center;

Introductions

Each interview was initiated with the following opening comments:

- Introductions of people (us and them)
- Purpose of a Management Action Plan (MAP)
- LHR's MAP was created in 2001
- We have been hired to update the MAP
- Rather than revisiting every component of the 2001 MAP, we have targeted topics to address (geographic boundaries, marketing, funding sustainability, etc.)
- Purpose of these meetings/interviews – info., opinions, perceptions, ideas
- Comments will be anonymous

1. What is your relationship to the LHR – past involvement?

The answers here varied depending upon the individuals being interviewed, but several were LHR board members. Most of the others who are not board members were relatively involved with the LHR.

Just one example of a relationship with the LHR was Bill Poulton with the Muncy Historical Society in Lycoming County. The Muncy Historical Society (MHS) was started in 1936 and they produced a journal of local history until the early-20th century. They have been in same historic building since 1936. Bill got to know LHR Director Mike Wennin when they both sat on the board of the Northern Tier Cultural Alliance – a pass-through for arts funding. The MHS developed an 11-acre historical park in Muncy, and the LHR has been extremely supportive in helping to fund various phases of the park's development. Their current project is to develop signage identifying trees (24 species of trees are in the park). The LHR has been important in providing 50% matching grants for much of the work on the park.

2. How visible do you think the LHR is within the region?

How can it be more visible (if needed)?

The consensus is that the LHR lacks visibility. Some indicated that this situation is, at least partially, because the PA Wilds program overshadows the LHR. “If you're in the LHR circle then you're aware of it, but not the man on the street.” It was estimated by one person that 1 in 20 residents in the region might have heard of it. “We have to get the LHR beyond just being equated with the lumber museum.” It is believed that the LHR's greatest visibility is in Potter, Lycoming, and Cameron Counties. The visibility is a bit greater in the eastern portions of the LHR. One interviewee said they would give them a grade of “B-“ for visibility, and said “they need to network more with key organizations around here.” Another person believes visibility is improving, as “the LHR is now on Facebook and newsletters are going out.” One idea suggested to expand the visibility of the region's lumber heritage is to increase the amount of public art (murals and sculptures) tied to the theme.

Many point to the PA Wilds program as contributing to the LHR's lack of visibility because it overshadows the LHR. Some also point to DCNR as controlling or “muffling” the LHR. Instead, the PA Wilds program is seen as the region's marketing arm. The Tourism Promotion Agencies (TPAs) also do a great deal of marketing. Note: the newest name for TPAs is Destination Marketing Organization (DMOs). Their funding comes from hotel/motel taxes. In fact, the LHR is instructed by DCNR to use the term “promotion” and to avoid “marketing.” They have been told in the past to not market the LHR.

Most feel that a strong wayfinding system (guiding visitors to destinations) alone could greatly improve the LHR's visibility. Most also think that since the LHR now has Steve to conduct public outreach, the visibility may start to increase. It was noted that he should be doing presentations for the lumber industry and organizations such as Kiwanis and Rotary. It was suggested by one person that if LHR grantees were required to note on their websites that certain projects were funded by the LHR, that could help increase their visibility. The LHR already requires their logo on LHR-funded interpretive waysides. Another suggestion was for the LHR to set up booths at special events, such as at county fairs.

It was also suggested that the LHR getting involved in the ash tree borer issue would be a good way for increasing their visibility. There is some misunderstanding of what you can and cannot do with

ash trees. Apparently, the wood can still be harvested. The LHR could convey information and help to identify scams such as certain chemical injections being sold.

3. How viable do you think the LHR is?

How can it be more viable (if needed)?

Most of those having a strong opinion on the LHR's viability believe that, if the organization continues on its current path without any significant changes in its approach, it could easily lose its funding. To remain viable the LHR must demonstrate its value more than it has in the past.

It was pointed out by many that the annual funding process with the State is always fragile and unpredictable, so that circumstance obviously threatens the LHR's long-term viability. It also has the difficult juxtaposition with the PA Wilds program. However, if some of those issues can somehow be resolved, people believe that the LHR has strong viability.

It is believed that much of the work and priorities of the LHR are driven more by the staff than the Board. It was stated by a few people that an annual work plan is needed so the Board can determine priorities and make the staff accountable for achieving those priorities. In fact, annual work plans are presented to the Board at the first Board meeting of the year and are reviewed and updated at every meeting.

A strategic plan is being created by DCNR for all of the heritage areas. Each heritage region must meet standard certification. They must have an updated Management Action Plan (MAP) - a static document to be updated, including an addendum of a three-year action plan, and a one-year work plan to apply for State funding. DCNR staff will be making recommendations based upon a point system. Funding will be tied to these evaluations. This new system will be important to measuring the viability of the various heritage areas. According to some non-DCNR sources, some of these concepts have already been abandoned due to push back from the Heritage Area Managers, especially the point system and tying funding to evaluations.

4. How effective do you think the LHR has been in achieving the following goals:

- Preservation of the natural environment

Most do not see preservation of the natural environment as a key function for the LHR, and it is one better left to other groups to lead and for the LHR to support. The LHR is partnering with other organizations on this issue. For example, the Hardwoods Association is represented on the LHR Board and the LHR is actively working with them. The LHR helps to schedule visits and educational programs for the Wood Mobile. Some interviewed believed that this topic is a valid one for the LHR to be concerned and involved with, but they also acknowledged that there are other entities that should play a more direct role doing implementation.

- Preservation of historic and cultural resources

The consensus is that the LHR has been effective in partnering with various groups to help fund a range of successful preservation projects, although much of that assistance is somewhat "behind the scenes." The LHR partners with historical societies and similar entities, and that is a big part of what the LHR does. Grant funding from the LHR goes toward wayside exhibits, books, events, etc. The LHR previously had \$150,000 to \$200,000 per year for grants, but that amount has since been whittled down to \$5,000 per grant. Examples of funded projects include CCC presentations, the "Wood on Glass" exhibit (historic lumbering pictures), promotion of the CCC reunion, the Jefferson County history museum, various projects related to the Pennsylvania Lumber Museum, and a statue in Williamsport.

- Development of outdoor recreational facilities and activities.
Most people believe that the LHR has not been very involved with that facet of the mission, at least in part, because of the PA Wild's heavy involvement with outdoor recreation. There was a relatively strong consensus that outdoor recreation should be taken out of the LHR's mission. Nevertheless, there were at least a few interviewees who believe that the LHR should be directly involved with the development and promotion of outdoor recreation. Some also believe that the LHR can have a supporting role with partners who might spearhead the development and promotion of outdoor recreation, such as the PA Wilds program. In fact, the LHR has partnered with numerous groups who are developing outdoor recreation projects, especially interpretive signage and public art projects on trails.
- Interpretation – telling the story of the region's lumber heritage.
Given that the LHR lacks a brochure and useful information for tourists on their website, most people believe that the LHR can do much more toward interpretation. However, the LHR has been very involved with the lumber museum, which is a key interpretive tool for the LHR. LHR has also partnered with numerous local governments and non-profits on interpretive programs, such as the Muncy historical park (just one example of many). Another example is the River Walk in Williamsport, where the LHR helped pay for interpretive signage in 2010 (12 kiosks covering different aspects of history - lumber heritage, Millionaire's Row, role river played in lumber history). They were also involved there with public art, such as the statue of the wood hick.
- Increasing tourism within the region
Some feel that economic development – including tourism - is the LHR's weakest area of focus per the State's five key purposes for the Heritage Regions. However, many indicated that marketing and promotion should not be done by the LHR and, instead, should be left to the PA Wilds program. Nevertheless, there is currently no unified regional marketing program for the PA Wilds other than Facebook and a website. As noted previously, the LHR has been instructed to not even use the word "marketing," so without a green light to market, their ability to promote tourism is seriously handicapped. The Tourism Promotion Agencies (TPAs) / Destination Marketing Organizations (DMOs) are key players in the region for marketing for tourism. One of many examples is the five-county "The Great Outdoors" TPA. One interviewee emphasized that the TPAs do not know how to market the LHR, so it is critical that the LHR create some key marketing materials/tools (brochure, itineraries, improved website, etc.) and explicitly direct the TPAs on how to use such marketing materials/tools effectively.

5. Should the size and/or boundaries of the LHR be adjusted?

- Should the boundaries contract or expand?
- Should there be a different geographic focus (nodal, corridors, etc.)?

Many people believe that the three most southwesterly counties should be eliminated and the boundaries for the LHR should be consistent with the PA Wilds boundaries. Most also like the idea of a more geographically concentrated focus (clusters and corridors for interpretation), as well as the potential to have an East and West LHR. A lot of time was originally spent on coming up with the boundaries and most of the rationale related to the history of the lumber industry. The geography of harvesting and the rivers used to transport lumber were key factors. When creating the boundaries there was also a delineation of sub-areas based upon watersheds toward the three key rivers, but it reportedly "never gained traction" in any substantive way. It was suggested that, regardless of the original boundary process, clear criteria are now needed for consideration of the boundaries.

Most of those interviewed feel that the LHR is too large. Of the 15 counties, the three in the southwest corner are only partially in the LHR. Those three counties are also less active in the organization. Without those three counties, the LHR would mirror the PA Wilds boundaries. Many think that Clarion fits with the LHR better than Indiana and Cambria. However, someone noted that Jack Bartok from Indiana County has been involved for a long time as a very supportive board member. Some specifically said the boundaries should be the same as the PA Wilds – especially people who believe that the LHR and Wilds programs should be better coordinated and perhaps even merged. However, another person stated that they “would hate to see the three counties in the southwest eliminated simply to be consistent with the PA Wilds boundaries.”

It was originally proposed that the LHR be split into three sub-regions for organizational reasons. However, one interviewee noted that if sub-boards are needed for each region, “there may not be enough bodies to fill the spots” because it is a struggle to recruit members having a variety of talents for the existing full board. One person in Lycoming County suggested splitting “the heritage region east-west using State College as a dividing line. Our tourists are from Jersey, Harrisburg, Philly, unless they’re driven specifically by genealogical research.” Another person suggested Potter County as a good east-west boundary. Since these two counties are relatively aligned along a common north-south axis, those comments are consistent. Another interviewee likes the idea of splitting the LHR into east and west halves, but noted that if such a move creates an expanded organizational structure, it may not be a very good idea.

Another person suggested a “hub and spoke” approach. Others stated that there “needs to be a more strategic focus.” It was noted that people who visit Williamsport do not travel to Warren. One interviewee said “Don’t worry about boundaries. Grasp the next opportunity and work through the whole region, if possible. Connect landscapes together.”

6. Do you believe that the LHR’s existing organizational structure works?

- If not, how should it be restructured?
- Do the current board members bring the skill sets and backgrounds needed?
- Does the current board reflect the constituencies that need representation within the LHR?
- Are new/additional board members needed?
- Do you believe the LHR organization has sufficient resources for the staff to be able to do their jobs effectively (funding, training, equipment, office space, etc.)?

While the overall organizational structure is believed to work, most people believe that a greater variety of board members are needed, including fewer people who sit on the board as part of their job (public sector employees). It is also believed that the board needs to offer stronger direction for the staff, and that board meetings should be run more efficiently and productively.

The LHR has a board of directors and they meet every two months. Many of the members are county planners, which seems to be overkill for that particular board member type, while other disciplines could add more variety. Some feel that more people with political and/or economic clout should populate the board, such as bank presidents. One interviewee half-jokingly stated that what the board really needs are “21 wealthy retirees.” An organization that was noted that might serve as a good board model is the Susquehanna Greenways Partnership, which has board training, a job description, etc. Also, the Pennsylvania Association of Non-Profit Organizations (PANOs) has good guidelines for non-profit board members on their website. It was recommended that the board include an academic (forestry or R&D) to potentially provide access to research projects. The Penn College of

Technology has a lumber program. Not surprisingly, those with the lumber industry feel that more lumber industry representatives should be on the board. A few suggested having both a Board of Directors and a parallel Advisory Board of experts and representatives of organizations.

Those who addressed the topic seemed to think that the current number of board members is workable. However, some geographic areas are not well-represented. For example, Tioga and Indiana Counties currently have no board members. The members from Clinton and Indiana reportedly do not attend meetings. The LHR initially tried to insure that every county was represented on the board, but it did not work if the member was appointed by a County Commissioner, as it was not a high priority. Some Commissioners are concerned that their county planners spend too much time in LHR meetings even though they only have six meetings per year. It was mentioned that the LHR bylaws may need to be revised.

Some interviewees were critical of the current operations and felt that the staff is not held to specific expectations. They indicated that it is difficult to recruit board members. There were complaints of long board meetings (3+ hours), yet it was also noted that there are typically few (if any) action items to vote on. It is believed by some that, because so many of the board members are government employees, they do not want to question the status quo. Suggested improvements for meetings included the use of Skype for members who cannot physically attend, as well as members receiving more background information prior to meetings and having action items on the agendas. The PA Rt. 6 Heritage Area was cited as a heritage area that engages partners more actively. They utilize conference calls for their Board meetings. That approach reportedly works well, but inactive members do not participate. Also, many times they do not have quorums due to lack of participation on the phone calls. Another down side is the lack of face-to-face interaction and the missed opportunity to see various cultural sites where meetings may have otherwise been held. One interviewee recommended meeting regularly in Emporium because it is relatively central geographically. Reportedly, a few past meetings were held outside of the DCNR office in Penfield (near the interstate) and they got better attendance.

The idea of locating the LHR offices at the lumber museum was brought up by one interviewee. It was noted that there would be educational opportunities for the LHR and there could be a valuable synergy. However, it was also noted that such a location might isolate them too much.

7. Is it your perception that the existing LHR board has a clear vision for the future of the LHR and its mission?

- Is that an issue that this MAP update can help with?

Some believe that a clear vision is lacking. They also indicated that it appears that the level of commitment to the program by board members has decreased over time. One example cited of not having a clear vision or priorities is that it appears that there are not strong criteria for the projects the LHR funds with grants. It was indicated that there should be a stronger connection between the projects funded and the LHR's priorities and vision for the future. In actuality, roughly one third of the Board members constitute the Project Committee that selects the grant projects from the applications based on their relevancy to the mission of the LHR.

Some suggested that there are multiple non-profits with missions similar to that to that of the LHR that are highly-effective and that might serve as good models for achieving success through a clear vision. For example, the Susquehanna Greenways Partnership includes 22 counties. Their executive director is a landscape architect. They have various programs, including the River Towns program and the Flooding and Recovery program. They get funding from DCNR and other sources, including the national Chesapeake Bay Commission (which has a very robust budget and staffing). The Oil

Region Alliance is another good model. They focus on cultural heritage, recreation, and the oil industry. Relative to the LHR, they have a more business-oriented board that donates financially to the organization. They built a 522-mile greenway in phases and some funding was from the ARC. They partner with Main Street programs. They have helped conduct visioning sessions that result in substantial public engagement. It must also be acknowledged that the Oil Region Alliance is a National Heritage Area with a \$2.6 Million annual budget and seven staff members, so they have considerably greater resources than the LHR. The Susquehanna Gateway Heritage Area was noted as another good model. They have been successful with fundraising.

8. Do you believe that the LHR has sufficient funding at present and for future needs?

- Does the current funding mix work?
- What future funding strategies should be considered for the LHR, particularly for long-term financial sustainability?

The consensus is that the current amount of funding is barely enough to operate effectively and that it not reliable because of annual funding uncertainties with the State. Most believe that greater funding diversity is needed. When the program first started, the LHR received management grants of \$100,000 annually and competed for project funding above that level. The State's Heritage Area budget has been "zeroed out" in recent budgeting years, but has always been ultimately saved.

The Conservation Landscapes Initiatives (CLIs) and Heritage Areas compete for environmental stewardship funding when the line item funding is not there (line item moneys are somewhat more flexible). That situation has forced HAs to tie their funding to deliverables that are organized around projects. With the exception of line item funding, the State will not pay for administration costs, only projects. Project funds can be used for education and other soft programs – convening, education, studies. Early in the life of the LHR there was consideration of pursuing National Heritage Area (NHA) status for greater funding, but the state already had five NHAs (soon to have seven) and the lumber industry was leery of federal designations that may somehow risk the adoption of more regulations for lumbering.

The budget that the LHR is required to submit to the State has to be reflected by projects. They can reflect the staff's time based on an hourly rate, but there is no line item for salaries. The DCNR's website has budget guidelines. Grant funding from the LHR goes toward wayside exhibits, books, events, etc. The LHR previously got \$150,000 to \$200,000 per year for grants, but that has been whittled down to \$25,000 per grant. In 2009, the State allocated \$46 million for tourism. The tourism budget has since dwindled to \$2 million now, none of which is being funneled to the region. Local Development Districts (LDDs), such as North Central, have training grants for education. The ARC may also have funds for education, as well as the USDA.

Some feel that part of the LHR's challenge to have more visibility is the limited funding that they have. One interviewee stated that the LHR "needs to do a better job of selling themselves to keep getting money." The Susquehanna Gateway Heritage Region was cited as a good model for fundraising. However, it must also be recognized that they have a different situation from the LHR. Roughly 40% of their funding reportedly comes from Lancaster and York Counties, which are relatively affluent areas. Also, much of their funding (roughly 20%) comes from support for farm land acquisition and preservation. With respect to funding potential education programs related to the lumber industry, it was suggested that the DCED might be the likely source, as well as ARC funding.

There are limited opportunities these days for transportation funding – Transportation Alternatives Program (TAP) money is allocated through PennDOT. It is the former transportation enhancement funding money. A lot of previously eligible activities were removed from the federal transportation

enhancement program (transportation museums, etc.). The LHR needs to look closely at categories for TAP to find eligible activities to work into the scope of transportation projects (perhaps wayfinding?). Local governments are eligible for TAP funds, so the LHR could partner with counties or municipalities. Approximately 90% of the money goes to bike trail projects. Scenic Byway Program money is another source for projects such as developing scenic overlooks. That program is also administered through PennDOT. Some of the funding sources for that program are national (FHA) and some is State money.

One person interviewed indicated that the LHR has built up a reserve fund that could “keep the organization running for a while in case the State ever defunds the LHR.” That notion prompted the question as to whether it makes sense to maintain an organization that the State might make a conscious decision to discontinue. In reality, the LHR has indicated that the intent is to maintain a cushion in case funding is skipped a year due to funding issues. Most bylaws of organizations such as the LHR indicate where the assets should go if the organization ceases to exist. By virtue of their 501(c)(3) status, it must go to another non-profit entity.

9. Who do you see as being the current audience for the LHR – either based on evidence or your perceptions?

- Are you aware of any existing methods used by the LHR or other tourism entities (TPAs, etc.) to gather data regularly on visitation demographics?
- How does the current audience relate to what you believe the future audience should be?
- What specific market segments (by demographic type and/or geographic location) still need to be tapped into?

The current LHR audience appears to be relatively diverse, although solid data is insufficient to provide useful insights. Geographically, different areas of the LHR draw from different adjacent areas. The PA Wilds program reportedly produces visitor data, but it is difficult to get information from attraction operators. The State’s website “Visit PA.com” has information for 2012 by county. Proprietary information considered “in-house” is not available. The Allegheny National Forest reportedly does visitor counts and conducts visitor surveys. DCNR has visitor counts at state parks. The Elk Country Visitors Center and the Pennsylvania Lumber Museum also have numbers of visitors.

Those interviewed thought the audience is fairly broad. Some are interested in the CCC, some lumber, and some rivers. The audience is believed by one interviewee to consist primarily of visiting family/friends in the region, travelers on I-80, and those traveling to State College. People come to the LHR for outdoor recreation and wildlife. Other popular activities are Geocaching, geneology, and veterans visiting war memorials. People thought the market should be broadened.

Geographically, primary markets are believed to be Pittsburgh, the upper Midwest, Philadelphia (reportedly improving), New York City and Toronto. One person in Lycoming County stated that “Our tourists are from Jersey, Harrisburg, Philly, unless they’re driven specifically by genealogical research.” One interviewee noted a “geographical divide” at roughly Potter County (people coming from east versus west). The eastern part is reportedly marketing to New Jersey, Delaware, and New York. The western side pulls from Canada (Toronto is a 3-hour drive), Ohio, New York, and Pittsburgh. It was recommended that the LHR think more in terms of “transportation quadrants.” One person emphasized that the LHR needs to capture more of the market already residing within the LHR.

The I-99 corridor has strong potential to get people into the LHR. In 1999, Congress authorized I-99. This is the 220/15 corridor that links Bedford, Altoona, State College and Corning, NY. Permanent

signs cannot be installed until existing highways are upgraded to interstate standards. There is a challenge in Clinton and Lycoming to upgrade 220/15 into a divided highway. It was stated that the LHR should support permanent designation of I-99 since it would benefit access to the region (get it into their plan, write a letter to PennDOT, etc.).

Stargazing at Cherry Springs State Park has great growth potential and is getting national exposure. It has been certified as an International Dark Sky Park and has had 50,000 visitors since 2001.

10. How would you rate the LHR's current approaches to interpretation and tourist itineraries?

- How might they be improved?
- Can you think of ways to make the area's lumber industry a more compelling theme as the basis of the LHR?
- Are there other interpretive themes that should be introduced to the story?

There is a strong consensus that a robust wayfinding system, a good brochure, and a more tourist-friendly website sorely are needed for the LHR. The 2001 MAP included an interpretive component. One person pointed out the virtues of the 2005 interpretive plan's approach by interpreting the lumber heritage based on the area's three key watersheds and associated history. However, some of the TPAs criticized that plan as "not being marketable," especially since there were no tangible remains for some of the cultural sites being highlighted. Much of the LHR's interpretive efforts have understandably been associated with the lumber museum, but some think that link between the two should be more visible to the public. It should be noted that the sentence above considers any support to the museum by the LHR to be part of the LHR's "interpretive efforts" because interpretation is the museum's primary function.

There were mixed opinions on the LHR's effectiveness with their current interpretation. Some described it as "decent." It was noted that, typically, their interpretive efforts are not "randomly thrown together." The LHR works with the local historical societies to make sure the message is accurate. The challenge is reportedly getting people to the sites. Some people believed that interpretation can be improved upon and that key locations should be the focus, such as the lumber museum. It was noted that "you can't go into any center and get a lumber heritage map." It was also indicated by some that this situation is not the fault of the PA Wilds program. There was a strong consensus that a brochure is needed, along with more information on the LHR website. It was suggested that brochures could be paid for by sell advertising on them. It was also questioned why the LHR website lacks themed tours or itineraries, unlike the PA Wilds website. One interviewee indicated that some of the TPAs/DMOs do have the LHR itineraries in their marketing materials. App-based tours were also recommended as important tools for future interpretation (see more on this in the last paragraph for this question).

Broadening the LHR audience is seen as a sound objective, including putting a greater focus on the CCC (they replanted small sections of the depleted forests with straight rows of White Pine). According to one source, White Pine and Hemlock dominated during the 1700s. When the forests regenerated, there were many Oaks, Maple and other hardwoods that have resulted in the internationally recognized hardwood forests of today. There is still a "virgin stand" of pine trees at the Heart's Content Recreation Area off of Route 337 towards Sherry Grove. One interpretive concept suggested was to take people into a forest, watch a professional identify a tree having strong market value, and then let them see the harvesting process for the tree, as well as the transformation of the wood into a product. If not done live, it might also be recorded via video and shown on the LHR website and at the lumber museum.

One interviewee suggested that a historical bicycle tour should be created. Another itinerary could be the history of the rail corridor, including ghost towns along the way. The Hickory Creek area still has narrow gauge railroad beds. One interviewee was adamant that the LHR needs to do a Pine Creek Valley itinerary (Lycoming & Tioga Counties), where much of the timber was harvested during the timber boom. “A lot more could be done there using educational programming about the timber boom. Pine Creek has all the gems of history. Photos could be used to show the deforestation of Pine Creek, as well as reforestation and sustainable management practices” (but now the Marcellus boom is creating some of the same issues relating to sustainability). Also, the Pine Creek rail trail is 65 miles long (rails to trails project). It is operated by DCNR, so the LHR could work with them to develop some more educational kiosks on lumber heritage (such as the one the LHR already has at the trailhead in Jersey Shore). Thousands of people reportedly use the trail annually. USA Today called it one of the “top ten trails in world.” Another potential opportunity for tourist rail is the CEDA-COG (regional planning agency). The Joint Rail Authority (Jeff Stover) owns rail lines in nine counties. The Northshore Railroad has both a freight line and passenger train excursions. Usually around fall foliage seasons, they offer tours on freight railroads between Jersey Shore, Williamsport and Muncy. They advertise in newspapers. It was also recommended that an excursion railroad into the oil region be considered for the LHR. Reportedly, the Knox Cane rail bed once had an excursion line, but it was removed.

There are also opportunities for the LHR to coordinate with existing water excursions. The Hiawatha (Bill Nichols is the contact) provides educational tours on a paddle wheeler on the Susquehanna River. It is a five miles trip based out of the Susquehanna State Park. It was suggested that the LHR could provide them with a script interpreting lumber heritage to integrate into their program and perhaps even add the LHR logo to their materials. Also, at least one person indicated that a trail is needed for the Allegheny River, as the LHR’s involvement with the trail for the Susquehanna River was successful. Related outdoor recreation should include canoeing and kayaking. These activities tie in with the lumber heritage when “timber rafts” or “lumber rafts” (milled first) were sent down the Allegheny River. They were 51ft. wide and 370 ft. They had a shack on top and sweeps on the each side. Three would be lashed together and floated from Pittsburgh down the Ohio to the Mississippi River.

Historically, there were key lumber centers (communities). Some suggested that the LHR could tell the tale of lumber based on those centers’ role in region. Interpretive centers could be built in the region. One person emphasized the potential for Williamsport’s Millionaire’s Row, which is a National Register Historic District, as well as a protected local historic district. The Visitor’s Bureau does marketing for it. They organize bus tours to Williamsport, and Millionaire’s Row is one of the options, along with the Taber Museum (packaged together). There are also Victorian Christmas Tours via trolleys. It was stated that the LHR should have promotional information on the trolleys. The County will be producing brochures for the historic districts. If the LHR had more information, it could be promoted as part of that interpretation and marketing. One person indicated that there is great potential for the LHR to partner with the Taber Museum to tell the story of lumber. Peter Herdic Transportation Museum (operated by City of Williamsport) is another important interpretive opportunity for the LHR (Herdic was a local entrepreneur and his home is now a fine dining restaurant). Ridgway might also be highlighted more as a “lumber baron town.” Their homes could be interpreted with a focus on architecture.

It was indicated by one person that a new app has been created for various organizations (heritage groups, trail groups, communities, etc.). It is accessed at “Trailmaker.org.” It was created by the University of Pittsburgh at Bradford and the LHR may be involved. It started as a trail app focusing on nature and trails, but has since expanded to include heritage and downtowns. There are now six layers.

11. Do you think that current wayfinding within the LHR is effective?

- How might it be improved?

There was a strong consensus that the current level of wayfinding is very insufficient.

Wayfinding was described as “spotty” and project-specific, not regional. There also seems to be some confusion by people regarding the difference between interpretive wayside exhibits and wayfinding (directional signage, etc.). Tourism Promotion Agencies (TPAs) / Destination Marketing Organizations (DMOs) reportedly put signs up, not the LHR. At least some people are under the impression that DCNR has placed limitations on the LHR from doing signage, but that notion is inaccurate.

12. What is your perception of the relationship between the lumber industry and the LHR?

- Should the relationship strengthen? If so how?
- What benefits can the industry bring to the LHR?
- What benefits can the LHR bring to the industry?

The consensus is that the relationship between the LHR and lumber industry is not very strong and should be much stronger. Most believe that either party can benefit the other. In particular, the LHR can help the lumber industry with educational programs to help recruit young people in the region to high-tech jobs in the lumber industry.

Although the LHR’s relationship with the industry does not appear to be very strong, the relationship that currently exists is at least positive. That has reportedly not always been the case. A bit of early friction between the LHR and the industry, as reported by one interviewee, was the LHR’s interpretation of clear cutting forests and the negative light that was cast. However, the LHR has indicated that it has never interpreted clear cutting. Actually, if not for clear cutting, the region would not have enjoyed the great hard woods that exist today. Regardless, clear cutting is reportedly no longer done on public lands and sustainable management practices are used instead, although such practices may not be occurring on privately-owned lands. Approximately 60% of forest lands in the state are privately owned. Reportedly, the Allegheny Hardwood Utilization Group (AHUG) came to LHR to put together a directory for architects and building designers to enhance education about FSC-certified (green-building) products. This item has been on the LHR’s agenda for two years, but it has not been implemented yet.

Some felt that the LHR needs a stronger emphasis on economic development and revitalization of the timber industry in various forms. They believe that the LHR never spent much time on that and gradually moved away from it and now the LHR is not doing enough to help the industry. Conversely, others have indicated that the LHR has indeed attempted to work with the industry, but has been rejected in those efforts. Reportedly, DCNR has also discouraged the LHR’s efforts to work with the industry. It is also believed that the lumber industry could help fund various LHR programs if wisely leveraged.

It is important to understand that the current industry is focused more in the west part of the LHR. The east part of the LHR, such as Williamsport, has very strong ties to the industry historically, but not currently. One or two of the LHR board members represent the industry. Not everyone in the lumber industry is familiar with the LHR, but those who are have a positive relationship with the LHR. Many of the individual businesses comprising the industry are relatively small family-owned businesses, so they do not have a whole lot of money. Collins Pine is the largest. Regardless, it is still viewed as a missed opportunity for the LHR. Some interviewees indicated that the lumber industry has to see real value in the LHR before it will get involved in a meaningful way. At least

one LHR board member questioned the rationale for the LHR to be directly involved with the lumber industry and does not think it should be an objective of the LHR.

The lumber industry has little trouble filling positions for loggers, truck drivers, and stackers, but educated young people move out of the region, making it tough to fill the skilled positions. Many feel that more educational programs are needed for the lumber industry within the region's school districts. The education should focus on the industry's "past, present and future." Any outreach would be good "just to put the LHR's name out there." One of the goals for the LHR is the education of young people to go into the lumber industry. At least one County Commissioner interviewed saw the LHR's primary role as supporting the current industry, such as educating local students about job opportunities in the industry. One interviewee said perhaps the LHR "should become the Chamber of Commerce for the lumber industry." The industry is not perceived as glamorous, but there is modern technology used that could make it more appealing if people had a better understanding of the industry today. Steve is now attending "career day" event to provide information. To achieve a career link, one person state that the LHR should be talking with high school guidance counselors and VoTech schools. Local Development Districts (LDDs), such as North Central, have training grants for education. The ARC may also have funds for education. There are some great CDs and other promotional materials for the lumber industry, including those produced by Penn State University. Pennsylvania Technology College has a lumber program that can also be a good resource for the LHR.

Amy Fields with the Allegheny Hardwoods Utilization Group (AHUG) is "picking up the mantle to do industry promotion, but a heritage group cannot solve an age-old problem with wood products." While some found the recent report by Glen Vernon interesting, it has been pointed out that there is a "credibility gap" because he is an architect and not an economist. It was emphasized by some that "lumber heritage is not the same as the wood products industry," but the industry needs to help the heritage area. There is potential for sponsorships, but there need to be projects to sponsor. According to one interviewee, the LHR was originally a partner in the Elk Visitors Center, but "they walked away and didn't remain a partner." In reality, the LHR was never included in any of the planning or implementation of the Elk Visitors Center, but they are Founding Members and contribute funds to the center annually.

The lumber industry reached out to the Lycoming County Visitors Bureau so they can build public awareness of what they are doing. A kiosk at the visitors' center will talk about what the hardwood industry is doing today, not history (different types of wood species in PA, how it is harvested, how it is used, how forests are managed, the interaction between recreation and management, etc.). The Wood Mobile travels around to promote the industry. One active organization for the industry is the Keystone Wood Products Association. They take area school superintendents to a working mill in the county. They do monthly tours for superintendents for workforce needs in the county.

13. Do you see a potential role for the LHR in helping the region to become makers and manufacturers of wood products again?

- If so, what role could they play?

Most interviewees believe that a substantial opportunity exists in the region for makers and manufacturers of wood products.

The topic of lumber is not just about "heritage," it is an existing industry that needs workers. "Downstream" industries related to lumber are also important to the regional economy. Many think more support should be given to "makers" who use lumber rather than the industry's current focus on exporting lumber. A cabinet making company owned by the Governor was cited by one interviewee.

It was also pointed out that Ethan Allen (furniture manufacturer) closed down and 400 employees lost their jobs.

One interviewee said that many people who purchase wooden craft objects do so, in part, for the story behind it rather than merely the product itself. The LHR needs to look at downstream production and potential, including examples of downstream program promotion and incentives in other industries. Another interviewee stated that “the PA Wilds has already taken that mantle [makers and manufacturers] and run with it. Their concept has a broad range, from artisanal products all the way to supporting the manufactured housing industry.” The LHR does get actively involved with the Maple Syrup Festival, although maple syrup may not technically be considered a wood product (it is a wood bi-product?). See more below (question #14) on this topic. The USDA has funds for the lumber industry. Indiana University - Pennsylvania (IUP) has a program focused on crafts, including those made from wood. The PA Wilds program has an artisan trail (including a website solely dedicated to that program) that some believe should be an LHR program instead of a PA Wilds program.

The LHR believes that, if the region pursues becoming makers and manufactures again, a program could be developed that would open up funding by DCED, ARC, and other related resources. It could result in a new economic development arm of the LHR, significantly increasing their value and viability in the region. This might enable the LRH to diversify its income and create financial sustainability.

14. How can the LHR benefit from a shift towards sustainable practices in lumber, natural gas extraction and other industries?

- What strategies for sustainable development may be appropriate for marketing and promoting the region's tourism potentials and overall economic health?

The key aspect of sustainability that the LHR can benefit from cited by most people is to interpret and promote sustainable lumber practices now occurring in the region. Because the maple syrup industry is centered on trees that are not logged, it is also part of the sustainable practices equation.

Oil and gas exploration has definitely had a positive impact on the economy in some areas of the LHR, including Williamsport. “Downtown Williamsport was dead, like so many other places, but now there are restaurants and so forth.” One person suggested that the LHR can play an important role in educating state legislators on policies and incentives related to forest conservation. The Pennsylvania Forestry Association could be a key partner. DCNR has a “Forest Estate Planning” program for landowners to preserve their forests.

A few interviewees indicated that the LHR should do more toward protecting working forests. Jim Findley at Penn State was referenced as a good source of information on this issue. Apparently, larger companies practice sustainable forestry (selective cutting, regeneration, overstory removal), which is important economically and for the wildlife. However, 50% of the privately-owned forests are reportedly unsustainable. Best practices in forestry management contribute to the region's economic base. Matt Keifer with Forest Estate Planning educates private forest land owners. When forest lands are passed on, they are passed on in smaller parcels (split up).

One interviewee said that the LHR could use trail development for tourists to see sustainable forestry practices. Reportedly, there are already companies adjacent to national forests who welcome people to walk through their woods and understand why their side is well-managed and regenerating relative

to the park land. The LHR could work with the lumber industry on sustainability to welcome people into the forest and to educate them.

Maple syrup production can be viewed as one aspect of forest sustainability since the trees tapped for syrup are obviously not logged. The “Maple Producers Strategic Plan” was prepared recently by Cherly Hargrove (HTC Partners - consultants). The greatest potential is in Potter and Tioga Counties. According to one person interviewed, only 10% of all viable maple trees are being tapped for syrup production. “The region could put Vermont to shame. The timber industry wants to chop the trees down and maple syrup products producers want to keep them.” An annual maple festival is held in Coudersport, as well as a maple weekend, and the LHR provides support. The LHR has been working toward expanding this sustainable industry. The PA Rt. 6 HR is also interested in expanding it. According to one interviewee, an issue that surfaced previously was that it was discovered that at least a few of the syrup businesses that the LHR was attempting to help were not actually legitimate businesses from a legal perspective. That interviewee was concerned that this situation might cast the LHR in a negative light. However, the LHR is not familiar with this reported situation.

15. From your perspective, what is the current relationship between the LHR and the Pennsylvania Wilds program?

- Do you see areas of overlap or duplication?
- Do you see gaps that neither entity is fulfilling that need filling?
- Can the two programs co-exist into the future in a manner that benefits the region?

There is a strong consensus that there is not enough coordination and teamwork between the two programs. There is also a very widespread belief – rightly or wrongly – that there are areas of overlap in their missions and operations. People believe that much greater cooperation must occur at a minimum, and that merging the two programs should be strongly considered.

One interviewee indicated that, prior to the PA Wilds’ establishment, DCNR strongly encouraged the LHR to place more emphasis on outdoor recreation. It was indicated that outdoor recreation was initially a key component of the LHR, but the PA Wilds program has taken over that role. It is believed that the Wilds’ establishment was prompted, at least in part, because of the LHR’s failure to focus more on recreation. The program was part of the Governor’s Conservation Landscape Initiatives (CLIs) established after the heritage regions program was created.

There is no board for PA Wilds, nor a strategic plan. As one interviewee said – “they don’t exist.” They do, however, have one DCNR staff person (Meredith Hill). Meredith Hill’s job is as the “PA Wilds Coordinator.” She is their only staff. The landscape initiatives can be powerful, depending on how involved DCNR is. Their structure consists of a Planning Team (Wilds Planning Group), a Chair, and a Co-Chair. The program is completely controlled by DCNR, which has used the LHR for their accounts.

The PA Wilds Center for Entrepreneurial Leadership was started by Ta Brant and Meredith Hill, and that is separate from the Wilds Planning Group. She was previously the PA Wilds “Ombudsman.” Her group receives \$160,000 annually from the State DCNR as a non-profit. She has very strong support by DCED. She is supposed to meet with businesses, conduct outreach, and essentially be “the face” of the PA Wilds. She also has control of the PA Wilds logo.

Another arm of the Wilds is the PA Wilds Marketing Corporation, which is comprised of six TPAs/DMOs. Because tourism dollars in the State were eliminated in 2009, the marketing corporation has had to be financially self-sustaining. Since they have no money, they only prepare brochures if they can sell advertising in them. It was also explained that TPAs/DMOs are 501(c)6

organizations (membership based organizations), while the PA Wilds Marketing Corporation is a 501(c)3 organization (charitable organization).

The PA Wilds program focuses on outdoor recreation, artisan and craft trail trails (painting, jewelry, woodcarving, steel/ironwork), and wineries/breweries. It is noteworthy that these are all topics that the LHR states it is not involved with, although outdoor recreation is one of the five goals for Heritage Regions per the DCNR Heritage Area Program. Also, the Wilds had a set of design guidelines prepared a few years ago to try to retain the unique character of the area and communities. They are voluntary and not regulatory, although individual communities would have the authority to adopt the guideline if they chose to. Most indicated that they think that the LHR should focus on heritage development, while the PA Wilds should focus on outdoor recreation and promotion. One cited example of how they have partnered in the past are the trails promoted by the PA Wilds program that have interpretive waysides created by the LHR. Some interviewees believe the LHR should be folded into the PA Wilds program. One stated that “we need to get away from lumber heritage – it can be in the background, but there is too much confusion with too many brands. Lumber heritage didn’t stick.” Some believe that, structurally, the LHR is in a better position, but PA Wilds has more support from State staff. There are also apparently personality conflicts between the LHR and Wilds, although the LHR President has chaired the Wilds Planning Team, so there are clearly people who are working with both groups. Some interviewees indicated that if clear lines are drawn between PA Wilds and the LHR, it would make cooperation easier. Meanwhile, PA Wilds should do the marketing for the LHR, but it needs a budget to do that. One person stressed that the LHR should focus on tourism itineraries and the PA Wilds should focus on blueways and greenways (trails). At least a few recommended that the two organizations merge with the LHR functioning as a sub-unit of the broader Wilds program.

Reportedly, Headwaters was willing to take over funding for PA Wilds, but there was a falling out so that relationship did not materialize. Instead, Ta Brant’s program is going to be the financial pass through. The Lycoming Visitors Bureau has pulled out of PA Wilds initiative for the same reason they are not involved with the LHR – the region is too large to explain and market and tell the story. They stated that they do not find value in either program. The Lycoming County government, on the other hand, has put time (serving on board) and money into the LHR, particularly through their planning staff. The LHR has funded several major projects in Lycoming County.

While several people liked the idea of merging the LHR and the Wilds, one person pointed out that some supporters who are “brand loyal” to either organization might potentially discontinue their support and involvement if a new entity were created. Among those who have advocated the exploration of combining the LHR and PA Wilds programs, the consensus is that PA Wilds should absorb the LHR and the three main themes should be:

- 1) Lumber (might need to replace this term with “resource extraction” of something similar)
- 2) Conservation
- 3) Outdoor recreation

The other suggested approach is to keep the two entities separate, but to better distinguish their roles for better coordination, including the creation of a joint-board (even though the Wilds currently has no board). One way to look at it is as if the two were a single entity and figure out how to adjust that model as if they were a single entity, but then to actually retain them as two separate entities.

Yet another important perspective shared by at least a few is that the PA Wilds program is duplicating the efforts of several other entities that typically have a narrower geographic scope and focus on outdoor recreation, such as trails. That viewpoint believes that the future existence of the PA Wilds program should be questioned.

16. Do you believe that the LHR’s current approaches to coordinating with local, regional, state and federal programs are effective?

- If not, how can they be more effective?
- How can the LHR be viewed as more of a valued resource for local, regional and state officials?
- How do you see the current relationship between the LHR and the DCNR?

It is believed that there is not much coordination at the federal level, but they try to as much as possible at the local and state levels. In particular, the LHR is critical to funding many local level projects throughout the region. The LHR works with local non-profits to pursue funding for specific projects, such as the funding that Ridgway received for an arts project. Another good example of many has been the LHR’s assistance to the Muncy Historical Society with their efforts for their historical park. The LHR has provided matching grant assistance with many of the projects associated with the park, and the LHR staff was described as being “very receptive to helping with good projects. They have a straightforward grant application process and they are easy to work with.” They have also reportedly been effective in identifying State funding to help with local level projects. Yet another example of local projects – also in Lycoming County – was the LHR’s critical role in the creation of interpretive waysides as part of the River Walk project in Williamsport.

One person suggested that the LHR develop a “laundry list of priority projects (e.g., trails) from counties, from municipal comprehensive plans and other studies to identify priorities and find concurrence. “If some of those projects are near lumber sites, there’s the potential for tie-ins. A list should be requested from each county on priorities with potential tie-ins that could be prioritized as opportunities for LHR project involvement.” Another interviewee emphasized the need for the LHR to be proactive with projects rather than simply reacting to what surfaces. That person suggested that the LHR should be reviewing lists of projects on Metropolitan Planning Organization (MPO) websites to identify transportation projects that also fit the LHR mission (trails, etc.). It was also recommended that the LHR develop a database of organizations working with trails, parks, etc. and start introducing themselves to those organizations. “They should be telling organizations what they do, convey their grant cycles, and solicit grant proposals.” One of the stated “best opportunities for the LHR to partner at the local level” is to be involved with Lycoming County’s current heritage plan that it is working on.

One of the very last interviewees mentioned the PA Great Outdoors, a five-county TPA. Surprisingly, this TPA was not discussed much during the previous numerous interviews, although TPAs in general were discussed frequently. Regardless, their website and downloadable brochure are very impressive and effective in promoting the outdoor assets of that region, all of which is also within the LHR boundaries.

17. Should the LHR utilize volunteers for various activities?

- They presently do not have a volunteer program.
- If so, what do you think it would take to recruit volunteers to be engaged in the LHR?

There is a strong consensus that the LHR should utilize volunteers.

From the LHR’s perspective, there has not been a need for volunteers because they have historically utilized funded partners to do the work in the region. Another consideration is that it requires LHR staff time to both recruit and then oversee volunteers. However, everyone interviewed believed that the time spent on those activities would likely be worthwhile. It was recommended by one interviewee that the LHR could use AmeriCorps VISTA volunteers.

18. Should the LHR accept financial donations?

- They presently do not accept donations.
- If so, what do you think it would take to attract donations to the LHR?

There was an extremely strong consensus that the LHR should be accepting financial donations. The first step is for the LHR to complete the necessary paperwork.

One person close to the LHR program thought that the LHR is “not set up for accepting donations.” They indicated that “without a license to accept donations from the State, they can be fined \$25 per day.” It was their understanding that the LHR can accept “sponsorships,” but not donations.

However, the DCNR staff has indicated that there is no reason – at least that they are aware of - why the LHR cannot accept donations. One interviewee who seemed to really understand the situation clarified that any 501(c)3 can simply fill out the paperwork to gain “charitable organization” status and “it takes about 10 minutes.” It also requires some paperwork to be filed annually with the organization’s 990 forms.

According to the LHR, they do file 990 forms with the IRS every year as mandated by their not-for-profit status. They technically have not had to file with the Pennsylvania Charitable Trust because they have never met the threshold of contributions that required registration. However, DCNR now requires registration even though their grant program is not considered donations. The LHR did file two years ago when the PA Wilds Planning team funds were co-mingled with LHR’s and it caused a problem with registration over semantics concerning county support of the PA Wilds. Consequently, the LHR was advised to wait until a 990 was posted that did not include PA Wilds funds. That will be this year’s 990 for 2014.

It appears that other organizations having a similar mission to the LHR are accepting donations. For example, the oil and gas industry donated \$30,000 to PA Wilds for oil and gas meetings and the production of a booklet. The Susquehanna Gateway Heritage Region was also cited as a good model for fundraising. One person suggested that the LHR should approach Georgia-Pacific for funding.

19. Do you have any ideas for specific programs or projects that might further the mission of the LHR?

- If so, do you also have ideas on funding such programs or projects?

The vast majority of comments by interviewees tied directly to the previous 18 questions.

However, a few other thoughts that may not fit neatly into those topic questions include the following:

Other opportunities cited for the LHR to pursue included motorcycle tours, waterways, skeet shooting, and hunting (although this activity is trending down). Another suggestion was that the LHR develop relationships with nurseries that supply trees, “Tree City USA” communities, and local arbor societies. One interviewee stated that “There should be a closed loop between development and marketing.” For the PA Rt. 6 HR, as one example of how to structure a heritage region, there is an asset development advisory council and a marketing advisory council. One interviewee stated that the LHR is missing a key opportunity at the Elk Country Visitor Center in Benezette. Approximately 410,000 people come to see the elk herd annually and many inquire about other sites in the region for a day trip. This interviewee suggested that interpretive trail hikes should be designed so visitors can experience a managed forest, learn about tree identification, understand the difference between hardwoods and softwoods, and similar enjoy similar experiences.

APPENDIX B:

Funding Opportunities and Sources - Websites and Portals

The Center for Rural Pennsylvania - The Center's Board of Directors annually approves topics for research. All projects must show a clear relationship to one or more of the Center's mandated research areas, which are rural people and communities, economic development, local government finance and administration, community services, natural resources and the environment, educational outreach, rural values and social change, agriculture, and health and welfare concerns. http://www.rural.palegislature.us/grants_program.html

PA Center for Rural Pennsylvania Resource Center - provides a clearinghouse website for many grants and funding opportunities for rural communities and organizations in Pennsylvania. <http://www.rural.palegislature.us/resources.html>

U.S. Department of Agriculture Rural Development - USDA has a number of grant and loan programs supporting community and business development opportunities in rural communities. <http://www.rd.usda.gov/pa>

USDA Grant and Loan Clearinghouse - this website lists all available grants and loans through USDA and affiliated organizations assisting rural communities in community development, educations, planning, business development and other activities. <http://www.rd.usda.gov/programs-services/programs-services-communities-nonprofits>

Pennsylvania Association for Sustainable Agriculture – PASA has several grant programs assisting communities and non-profits with marketing, education, renewable energy, labor development, education and research, and conservation. <https://www.pasafarming.org/resources/grant-opportunities>

Pennsylvania Rural Arts Alliance – PRAA makes grant funds available to eligible organizations in a seven county area (Cambria and Clearfield in LHR) through the Pennsylvania Partners in the Arts (PPA). Pennsylvania Partners in the Arts (PPA) is a partnership between the Pennsylvania Council on the Arts (PCA), a state agency, and local arts organizations. Through this partnership grant funds are distributed to arts organizations across the state. <http://praa.net/grant-programs>

Pennsylvania State Association of Boroughs – this website is a clearinghouse for many state and federal grant programs to which rural communities and rural-based organizations may apply. <http://boroughs.org/subpage.php?link=Federal%20Grant%20Opportunities>

PA Grows - Grant programs are available on private, local, state and federal levels. Grants are typically available for only short periods of time and often for very specific activities. <http://pagrows.com/grants.aspx>

Catalog of Federal Domestic Assistance - CFDA contains detailed program descriptions for 2,292 Federal assistance programs. The following chart shows the program distribution for the top five issuing agencies. <https://www.cfda.gov/>

Rural Assistance Center – Provides a website clearinghouse of state and federal grants sources, as well as private foundations, which support rural communities and organizations.

<https://www.raonline.org/states/pennsylvania/funding>

Pennsylvania Recreation & Parks Society – provides a web page listing recreation, conservation and community development grant programs for all Pennsylvania communities.

<http://www.prps.org/resources/resources-grants-funding.html>

The Grantsmanship Center – publishes a website which contains a listing of all foundations that provide funding to communities and organizations in Pennsylvania.

<https://www.tgci.com/funding-sources/PA/community>

Pennsylvania Arts Council – this statewide, and state-funded organization provides annual grant opportunities for organizations working with artists and other humanity and arts programs in Pennsylvania.

<http://www.arts.pa.gov/Pages/default.aspx#.VhLCSE3H8iQ>