2. **Background to the Plan**

### 2.1. Evolution and Scope of the Oil Region Heritage Area

The Governor of Pennsylvania designated the Oil Heritage Region as an official Pennsylvania Heritage Park in 1994. The Oil Region is one of several Pennsylvania Heritage Parks that is part of a state-wide program whose purpose is to preserve Pennsylvania’s rich industrial heritage and to use heritage resources as catalysts for community pride and revitalization.

#### 2.1.1. Establishment of the Oil Region National Heritage Area

Federal Public Law 108-447 (enacted in December, 2004), Division J, Title VI, 118 Stat. 2809 officially designated Pennsylvania’s Oil Heritage Region as a National Heritage Area. The legislation describes the steps necessary to fully activate this new National Heritage Area, including updating its Management Plan, preparing an Environmental Assessment in compliance with the National Environmental Policy Act, and compliance with the National Historic Preservation Act.

#### 2.1.2. Brief Description of the ORNHA, including Boundaries

The Oil Heritage Region is one of the most authentic and powerful of the heritage areas in the United States. The form and culture of this region bear the imprint of the oil industry: from the town centers that were developed with oil profits to the oil leases and equipment that dot the landscape and are often plainly visible from the road. The story of oil is interpreted in many venues, ranging from the state-operated Drake Well Museum (including a National Historic Landmark on the site where the initial well was drilled) to small locally managed museums and collections. Moreover, the area has a dramatic natural landscape that is increasingly appreciated by residents and tourists, oriented to the Allegheny River and its tributaries, including the Oil Creek Valley, the locus of “oil fever” in the second half of the 19th century.

The Oil Heritage Region, which unites and revitalizes the area by emphasizing the unique legacy of this area as the birthplace of the petroleum industry, includes 708 square miles in rural northwestern Pennsylvania. In 2000 the Oil Heritage Region had 65,591 residents in 33 municipalities; the area encompasses all of Venango County, plus the City of Titusville and Oil Creek Township in eastern Crawford County.

### 2.2. Purpose and Need for Oil Region National Heritage Area (ORNHA) Management Action Plan

This Management Plan Augmentation, prepared for the Oil Region Alliance of Business, Industry and Tourism (Oil Region Alliance or ORA), is intended to assist this innovative management entity to most effectively use its resources to capitalize on the assets of this unique region and to accomplish its mission, taking advantage of National Heritage Area designation.

#### 2.2.1. Overview and Summary of Prior Plans

The initial plan for the Oil Heritage Region was prepared in 1994 (more commonly referred to as the Management Action Plan for the Oil Heritage Region) by a consulting team assembled by Lane, Frenchman and Associates, Inc. in collaboration with the Oil Region Heritage Park Council, County of Venango, and the State Heritage Park Interagency Taskforce. Subsequent to this initial plan, the Oil Heritage Region, Inc. was incorporated to serve as the management entity, was classified by the IRS as a 501(c)(3) nonprofit corporation, and has carried out or is
midway through detailed planning many of the studies and projects recommended in the 1994 Management Action Plan (MAP). In 1998, the “Interpretive Prospectus for the Oil Heritage Region” prepared by a consultant team assembled by Christopher Chadbourne and Associates in collaboration with the OHR, Inc. Board of Directors provided more detailed plans for the various interpretive projects in “the valley that changed the world.” In 2004, a major Update to the OHR MAP was prepared for the Oil Heritage Region, Inc. and its successor organization the Oil Region Alliance of Business, Industry & Tourism by ICON architecture, Inc. Almost immediately following the completion of the 2004 Plan Update, the U.S. Congress designated the Oil Region as a National Heritage Area, bringing some important new opportunities to the region, but also requiring augmentation to its Plan to comply with federal requirements and to reflect its larger importance and potentials.

2.2.2. Requirements of Public Law 108-447 establishing ORNHA

The legislation creating the ORNHA has several key requirements that must be met in this Plan Augmentation. In this section, the 1994 Plan, as modified by the 2004 Update, as further augmented by this document, are referred to collectively as the ORNHA Plan.

The ORNHA Plan must comply with procedural requirement of the National Park Service (NPS), must respond to specific requirements defined in Public Law 108-447 (the “Act”), and must incorporate an Environmental Assessment that complies with requirements of the National Environmental Policy Act (NEPA).

The broad purpose of the Oil Region National Heritage Area Act (the “Act”) is to . . . enhance a cooperative management framework to assist the Commonwealth of Pennsylvania, its units of local government, and area citizens in conserving, enhancing, and interpreting the significant features of the lands, water, and structures of the Oil Region, in a manner consistent with compatible economic development for the benefit and inspiration of present and future generations in the Commonwealth of Pennsylvania and the United States.  

The Act requires that the ORNHA Management Entity (ORA) produce a Management Plan that:

1. Presents comprehensive strategies and recommendations for conservation, funding, management, and development of the Heritage Area;

2. Takes into consideration existing State, county, and local plans and involves residents, public agencies, and private organizations working in the Heritage Area;

3. Includes a description of actions that units of government and private organizations have agreed to take to protect the resources of the Heritage Area;

4. Specifies the existing and potential sources of funding to protect, manage, and develop the Heritage Area;

5. Includes an inventory of the resources contained in the Heritage Area, including a list of any property in the Heritage Area that is related to the themes of the Heritage Area and that should be preserved, restored, managed, developed, or maintained because of its natural, cultural, historic, recreational, or scenic significance;

6. Describes a program for implementation of the management plan by the management entity, including plans for restoration and construction, and specific commitments for

---

1 Public Law 108-447, Oil Region National Heritage Area Act, Section 602 (b)
implementation that have been made by the management entity and any other persons for the first 5 years of implementation;

(7) Lists any revisions to the boundaries of the Heritage Area proposed by the management entity and requested by the affected local government; and

(8) Includes an interpretation plan for the Heritage Area.

The Act specifies that “... the Secretary of the Interior, in consultation with the Governor of Pennsylvania, shall approve or disapprove such management plan not later than 90 days after receiving such plan. In approving the plan, the Secretary shall take into consideration the following criteria:

- The extent to which the management plan adequately preserves and protects the natural, cultural, and historical resources of the Heritage Area.
- The level of public participation in the development of the management plan.
- The extent to which the board of directors of the management entity is representative of the local government and a wide range of interested organizations and citizens.”

The substantial planning and implementation work that has been recently completed within the Oil Region over the last dozen years has addressed many of these concerns. The key topics that must be addressed in the Plan Augmentation include: (1) a definition of key resources, updating the information from the 1994 Plan; (2) amplification of the preservation element of the plan, building on the 1994 Plan and associated implementation actions since that time; (3) expansion of the partnership elements of the 2004 Plan, recognizing the potential for new partners with federal recognition and the relatively recent formation of the Oil Region Alliance (see Section 2.3), and; (4) adaptation of the action agenda, costs, and phasing of the 2004 Plan to reflect several significant changes since its completion as well as any changes necessitated by items (1) through (3).

2.2.3. Relationship to Other Planning Efforts in the Oil Region

The Oil Region Heritage Area has been a designated Commonwealth of Pennsylvania Heritage Area for a dozen years; the boundary of this area is identical to that established with the designation of the ORNHA. County, state, and municipal entities are all represented on the Board of ORA and on the Heritage Advisory Council, whose members are noted on the credits of this plan and whose functions are described in Section 4.1.1, below. Regional and local planning initiatives are well coordinated with the ORNHA because of this overlap and include the following:

- **ORA Work Plan** (2006 and ongoing) – ORA’s economic development leadership and staff are placing significant emphasis on attracting new industry and supporting existing businesses across the region. The heritage leadership and staff of ORA are supporting several significant projects, with assistance from the state as well as from private and other public sources, including several preservation initiatives (see Chapter 5) and improvement to recreational trails and resources, including the addition of interpretative waysides. The Route 8 & 62 Corridor Project is an initiative that could cross-cut economic development and preservation, including an analysis of multiple buildings along a corridor including five municipalities and prototype proposals to encourage private owners to undertake adaptive reuse. The entity is

---

2 Ibid, Section 606 (b)
undertaking a cooperative marketing plan to increase and supplement tourism, including a branding effort to increase the visibility of ORA and ORNHA.

- **Drake Well Museum (DWM) rehabilitation plan** (ongoing) – In compliance with the 2004 Plan, but fulfilling a long-intended desire of the state, planning and design is underway for an multi-million dollar expansion and rehabilitation of the exhibits and museum facility at DWM. This effort will incorporate proposals of the 2004 Plan to increase boomtown interpretation at this major regional destination, which ranks seventh in visitation out of the 26 sites administered by PMHC.

- **Venango County Comprehensive Plan** (2004) – This plan was undertaken by the county and deals with large scale infrastructure (water, sewer, and transportation), general land use, housing needs, community facilities, and the inter-relationships of the multiple entities engaged with these services and/or facilities. The key actors are the Venango County Commissioners and the Venango County Planning Commission; and the plan is coordinated to the maximum extent possible with the existing municipal planning documents. The plan recognizes the role of ORA in dealing with industrial and business development, preservation, recreation and several of its other recommendations. The plan explicitly supports the implementation of the Oil Heritage Region’s Management Action Plan to more fully utilize cultural resources in the County as an economic development resource.

- **Crawford County Comprehensive Plan** (2000) – This plan has a similar topical coverage to the Venango County Comprehensive Plan, but proposes a preferred land use pattern that emphasizes a “centers” concept that encourages more concentrated development in order to reduce sprawl and strip development, encourage community, coordinated land use and services development, and conservation of open space. Inasmuch as Titusville and Oil Creek Township (the only parts of Crawford County within the boundary of the ORNHA) is at the southeastern edge of the county, no specific recommendations are included in this broad document that deal with ORNHA, excepting a call for coordinated inter-governmental action and coordination with adjacent jurisdictions.

- **Oil Creek Region Comprehensive Plan** (2000) – This plan was prepared by a common effort of the City of Titusville, the Boroughs of Centerville, Hydetown, and Pleasantville, and the Townships of Allegheny, Cherrytree, Oil Creek (Crawford County), Oil Creek (Venango County), and Southwest. This group includes portions of Crawford, Venango, and Warren Counties and partially overlaps with the boundary of the ORNHA. The intent was to undertake coordinated planning for communities that share a set of resources that are centered on Titusville (which has approximately half the population of the study area) and to encourage cooperative action from the many municipal and special purpose entities within this area. Oil Creek, Route 8, and railroad connections link these areas and are topics of common concern. The plan generally supports the improvements proposed to Drake Well Museum, encourages more effective historic preservation and related ordinances, supports rehabilitation of historic properties in Titusville, and incorporates reference to the recreational and regional bike trail linkages described in the OHR Management Plan Update.

- **River Management Plan** (1996) – This plan was prepared by the Allegheny National Forest within the U. S. Department of Agriculture with extensive public input prior to its adoption. Three distinct sections of the Allegheny River are officially classified as “Recreational,” which is defined as areas “that are readily accessible by road or railroad, that may have some development along their shorelines, and that may have undergone some impoundment in the past (U.S.P.L. 90-542, 1968).” The two recreational segments located within the Oil Region are from Franklin downstream to the former refinery at Emlenton, a 32-mile stretch; and
from Alcorn Island just north/upstream of Oil City proceeding upriver to the Hunters Station Bridge at the Forest/Venango County line, a river distance of approximately 7 miles. The plan explicitly supports the implementation of the Oil Heritage Region’s Management Action Plan and identifies possible project partners for specific endeavors ranging from river safety improvements to increased public recreational access, to cultural preservation of historic sites and oil artifacts, to promotion of river resources.

Other concurrent planning activities in process include: (1) study of possible whitewater ‘kayak park-and-play’ structures along Oil Creek in Oil City; (2) downtown marketing strategies for Oil City and Franklin; (3) potential reuse of the former Rouseville refinery property for a bio-diesel plant; (4) expansion of the regional recreational trail system by a combination of non-profit and public entities, and; (5) various improvements to the OC & T RR rolling stock and facilities.

2.3. Role and Mission of the Oil Region Alliance

2.3.1. ORA Corporate Mission and Methods

The Oil Region Alliance of Business, Industry & Tourism is a non-profit corporation that, among other responsibilities, administers the officially designated Pennsylvania heritage park known as the Oil Heritage Region and is also the designated management entity for the newly designated Oil Region National Heritage Area (same boundaries). The ORA mission statement reads:

“Our mission is to increase the prosperity and population of the Oil Region, through the preservation, promotion, development and support of destinations within the Oil Region. Whether they are historical, educational, natural, recreational, residential, commercial or industrial destinations, we must entice people to live, work, learn and play in ‘the valley that changed the world.’”

2.3.2. Organizational Capabilities

The Oil Region Alliance of Business, Industry & Tourism, created in January 2005, is a relatively new entity created by merging Oil Heritage Region, Inc., Venango Economic Development Corporation (VEDC), Oil City Community Development Corporation (OCCDC), and the Oil Heritage Region Tourist Promotion Agency (OHRTPA). This consolidation is a unique, multi-functional management entity that has little, if any, parallel in the U.S. heritage movement. The Oil Region Alliance has broad capacity in tourism, community development, and heritage preservation, a targeted action area, financing and operation capabilities, experience in property development and management, and the leadership potential that is already engendering new confidence and cooperation from public and private sector partners.

The ORA is a partnership organization. The projected income of the organization is nearly $3,000,000 for 2006, consisting of contributions from municipalities in the region, the County of Venango, Venango Industrial Development Authority, Pennsylvania Department of Community and Economic Development, Pennsylvania Department of Conservation and Natural Resources, Pennsylvania Historical and Museum Commission, Hotel Excise Tax receipts, memberships, sales of publications, other miscellaneous grants and revenue sources, and from rents from ORA properties. The organization carries out a coordinated and detailed work program in support of Economic Development, Heritage Development, Marketing, and Membership.
3. Overview of the Oil Heritage Region

3.1. Purpose and Significance

Oil was commercially recovered in the Oil Creek Valley of northwestern Pennsylvania beginning in 1859. The tools, the terminology, the methods of extraction and transportation, and the financial norms for the oil industry, which are used throughout the world today, were developed here in the latter part of 19th century. Heroes and scoundrels, enormous riches, violence, and environmental damage are part of this story.¹

The commercial history of petroleum in the United States began at Drake Well along Oil Creek near Titusville, Pennsylvania. Edwin L. Drake, the agent for the Seneca Oil Company of New Haven, Connecticut, and William Smith, a salt well driller from Tarentum, Pennsylvania, successfully brought in the world’s first drilled well on August 27, 1859. The well depth of 69-½ feet produced 20 barrels per day for nearly three years.

Oil well drilling required suction pumps to remove natural gas from the wells, leading eventually to the early development of the natural gas industry. Natural gas was initially considered a hazardous and unusable by-product of the oil wells, but quickly became a significant lighting and fuel source in the region. In 1867, natural gas was piped to some of Oil City’s homes for cooking and heating purposes. The Emlenton Gas Light and Fuel Company was organized in 1882, the first natural gas company chartered in the state and only the third in the United States.

Drake Well Museum, operated by the Pennsylvania Historical and Museum Commission (PHMC), is ranked eleventh of the fee attractions in the PHMC system and offers powerful interpretations of the stories and resources of the oil industry. Other museums and visitor attractions, including the Oil Creek & Titusville Railroad that traverses Oil Creek Valley, site of many early episodes of frenzied exploration, provide important interpretation of the industry and local history. However, this region has an authenticity and powerful heritage that transcends any museum or historic site.

Across the region’s landscape are unique natural and man-made resources that are intertwined with the history of the oil industry and its remarkable heritage of boom and bust, spoils, and recovery. The dramatic effects of economic prosperity that the oil industry brought are most evident in developed communities of Titusville, Oil City, Franklin and Emlenton. Each of these communities feature extant oil related settings, landmarks, and distinctive residential, commercial and industrial architecture.

The remnants of the oil industry are also evident across the region. Abandoned boomtown settlements, oil farms, and inactive oil fields provide reminders of past lifeways. Of the more than 8,000 reported abandoned (oil and gas) wells in Pennsylvania, approximately 1,932 exist in Venango County, with 228 of those being slated for plugging.⁴ This situation is a reminder of the continuing environmental consequences of the region’s early oil boom. Sites of former refineries and operating oil leases that have been in continuous operation since the region’s boom days provide excellent opportunities to interpret the continuing legacy of the oil industry.

³ The text in this section is largely excerpted from a report commissioned by the National Park Service in 2000 that recommended support for designation of the Oil Heritage Region as a National Heritage Area.

⁴ Pennsylvania Department of Environmental Protection, August 13, 2004
Finally, this region communicates a story of people who realized the opportunities (and experienced the tragedies) of a business that transformed whole societies as well as individual lives and entire landscapes. Traditions associated with oil heritage are carried on through festivals, events, and other activities including several Boomtown Days, Field Picnic, and Oil Heritage festivals. This story of an industry of worldwide enormous economic, social, and technological significance can be powerfully understood in this corner of Pennsylvania.

3.2. Key Resources

The historic resources of the Oil Region are found in a variety of settings within the four major urban areas, in numerous smaller communities and settlements (boroughs, villages, and towns), and other sites related to the Oil Industry. The permanent effects of economic prosperity that the Oil industry brought are most evident in the four major urban settings of the region -- Titusville, Oil City, Franklin and Emlenton. Each of the major urban settings features extant settings, historic landmarks and examples of residential, commercial and industrial architecture linking them to the heritage of the region. The significant resources and settings in each of these areas provide visible reminders of the prosperity that oil exploration brought to this region. Appendix A provides a listing of resources within the region that are on the National Register of Historic Places, as well as an overview of each of the history of these communities and an identification of key sites and structures in each community related to the oil industry.

Many smaller communities in the oil region retain a "crossroads" character and have intact settings and structures that convey a sense of history and place. These include, Clintonville, Kennerdell, Pleasantville, Nickleville, Polk and others. All have both architectural and cultural heritage that are linked to the oil industry. These communities are, typically, along scenic or tour routes that link the four urban centers.

Sites of lost boom settlements, oil farms, and inactive oil fields provide palpable reminders of ways of life and work in the region. The majority of these sites are located in the Oil Creek Valley, where there are areas of concentrated historic and cultural resources. However, such sites exist throughout the Region. Former locations of oil fields and related boomtowns have clusters of historic and cultural resources, from historic remains to the sites of famous wells. Pithole is managed by the Pennsylvania Historic and Museum Commission and is a significant site, as is Petroleum Centre, currently managed by the State as part of Oil Creek State Park and located at the center of the Park, highly accessible via road and the OC&T Railroad. Other key sites include: Wildcat Hollow, which includes historic remains, and the operating Dalzell lease, both with interpretive potential; Miller Farm and the terminus/path of the Van Syckel Pipeline which connects it to Pithole; Rynd Farm which is the current terminus of the OC&T RR and is now the location of Coal Oil Johnny’s home, which was relocated to this site recently.

No active refineries remain in the region, with the closing of Pennzoil’s Rouseville Refinery and the demolition of all extant structures on this site. Former refinery sites in both Titusville (TransPenn Wax) and Emlenton (PetroWax) offer interpretive opportunities. The former Wolf’s Head/Atlantic Refinery in Reno has limited its operations to storage and packaging of oil.

The region has a number of operating oil leases which have been in continuous operation since the region’s boom days. These include the Beck and Baily oil leases in Pleasantville, Dalzell lease, and the Old Rynd Lease, which are in the vicinity of Petroleum Center and Rynd Farm. Closer to Rouseville are the McClintock Lease and the Wallace Lease. The Drake Well Museum has, within its extensive collection of oral and video histories, documentation of all of these leases and conversations with their operators. The interpretive and educational value of these leases could be
great if integrated in the overall Heritage Park program, however, they remain privately held, and any further discussion about their role would have to include the owners and operators.

The region has a complex network of parks, open spaces, game lands, and trails that has been greatly expanded in recent years. The Allegheny River valley and its key tributaries give shape to the land. The Allegheny valley is sparsely developed with relatively steep banks defining wooded hillsides, with the exception of the urbanized areas of Oil City, Franklin, and Emlenton. East and West Sandy Creek, French Creek, and Oil Creek are the principal tributaries that flow to the Allegheny, defining the topography throughout Venango County. Most of these creek valleys are highly visible in the landscape from Route 8, the principal north-south route, heightening the visitor’s perception of the natural form of the region. The Oil Creek valley, the most significant of these natural features in terms of relationship to the oil heritage of the region, is not readily perceivable from Route 8, as it lies to the east of the highway. Oil Creek valley is visible by rail, via the Oil Creek and Titusville Railroad, by water, via canoe routes along the Creek, and by bicycle, along the trail between Drake Well and Petroleum Center.

Major routes between the primary urban centers typically drop from the plateau to the valley floor along the major Creeks or along streams, or “runs,” which channel water to the River. Although a relatively small proportion of the Allegheny River banks are in public hands, this system of runs, creeks, and rivers is the most indelible topographical and environmental feature in the County. Additionally, this system strongly influenced the location of primary urban settlements, as early developments clustered in valleys where communication by road and water was possible.

### 3.3. Interpretive Themes

The 1998 Interpretive Prospectus prepared for OHR was organized around the story of “the valley that changed the world.” This story is incorporated into the ORA mission statement and is central to activities throughout the region. Three primary themes were defined in the document and are interpreted throughout the region, including:

- **The Land** – communicating the resources that lie under the land and the transformation of a rural landscape to an industrial landscape, and the impact of settlement and prosperity in the region’s communities. Sub-themes include *Human Settlement* and *the Changing Landscape*.

- **Oil Industry** – this theme deals with the industrial enterprise of oil exploration in the region, encompassing the sub-themes of *Boom and Bust, From Discovery to Delivery,* and *Inventing an Industry*.

- **Global Impact of Oil** – this theme deals with the larger impacts of oil in the nation and across the world and how this resource and material continues to influence everyday life in ways that affect all of us.

These themes remain valid today and are the basis of many completed and on-going projects.

Over the past decade, with increasing focus since the completion of the interpretive prospectus, there has been a regional upgrading of interpretive venues and programs. Drake Well Museum, operated by the Pennsylvania Historic and Museum Commission, has been providing elements of this story for a very long time and is the primary site for the theme of *Oil Industry*. The museum

---

5 The 2004 Management Plan Update contains a detailed inventory, analysis, and related recommendations for recreation and linkages in Section 3.3 and 6.2 of this document, as well as facilities data in Appendix E.

6 The 2004 Management Plan Update includes an assessment of interpretation and identity in the Oil Region (Section 3.2) and detailed recommendations for improvements (Section 6.1 and Appendix G).
is in the midst of a major rehabilitation of its museum facility and exhibit upgrade, in support of the goals of the OHR plans.

Several exhibits have come on line relatively recently, including: (1) the “Black Gold or Black Magic?” exhibit at the Venango Museum of Art, Science, and Industry in Oil City, dealing with the Global Impact of Oil theme; (2) interpretive upgrades that deal with The Land as well as related themes to support of the experience for patrons of the Oil Creek and Titusville Railroad as they traverse Oil Creek State Park, including relocation of Coal Oil Johnny’s House to the Rynd Farm terminus of the route; (3) exhibits in Emlenton at the Oil Heritage Region Visitor Center and the Pumping Jack Museum that cross-cut several themes, including content on important Oil Heritage figures from the locality, artifacts associated with the oil industry, and impacts of the oil and natural gas industries on the world and contemporary culture and styles; and (4) regional waysides along recreational trails that deal with various themes and supplement the recreational experience.

Additionally, supplemental exhibits about the key communities across the region have been initiated to tell the story of their settings, as an adjunct to the primary function of visitor orientation. The Emlenton Center is complete, as noted above. The Titusville Center is being completed at the Perry Street Station terminus of the Oil Creek and Titusville Railroad. Orientation Centers in Franklin and Oil City are under study but have not been definitively sited at this time.

3.4. Accomplishments since 1994

In the ten years since completion of the Plan, and with the help of over $3.3 million in grants through the Pennsylvania Heritage Areas Program of the state’s Department of Conservation and Natural Resources, OHR, Inc. was instrumental in working with partners across the region, facilitating a total of $21.7 million of total investment in the key resources of this significant area. These investments have supported expansion of an outstanding regional recreational trail system, improvements to interpretive venues, historic preservation projects, public environment projects, and economic development in the region’s historic downtowns, and expanded management capability. The substantial implementation of the 1994 Management Plan reflects the energy and progressive approach that has been taken by OHR, Inc. and its successor, ORA, in cooperation with its many partners – non-profits, communities, and funding supporters.

Attractions and venues have been strengthened across the OHR over the ten-year period since the completion of the original Management Action Plan, including new exhibits and facilities in Drake Well Museum, Oil Creek State Park, Oil Creek & Titusville Railroad (OC&TRR), Barrow Civic Theatre, DeBence Antique Music World Museum, Venango Museum of Art, Science & Industry, and the Emlenton Visitor Orientation Center and Pumping Jack Museum. A transportation museum in conjunction with a proposed mixed-use project was planned at the Weaver Building in Oil City, but cooperative arrangements with its private owners have proved unsuccessful and this project has been shelved.

The environmental quality of downtowns has been improved in the region’s core communities – Titusville, Oil City, Franklin, and Emlenton – through streetscape, sidewalk, landscape, and some interpretive installations.

Dramatic progress has been made on implementation of region-serving bike and hike trails. These trails form a network that connect key destinations and are widely recognized for their quality and value, although work remains to be done to complete the system. The work supported by OHR, Inc. includes lengthening the multi-purpose bicycle trail by 18 miles along the Allegheny River, adding a deck to a former railroad bridge in Belmar, and engineering studies
for linkage of trail systems throughout the OHR in cooperation with the Allegheny Valley Trails Association.

**Regional branding is underway**, although this still needs to be emphasized, strengthened and unified. The ORA adopted a standard logo and brand early in 2006.

**OHR, Inc. has supported diverse preservation activities**, in addition to investments in venues that were mentioned above, including nomination and approval of 4 historic districts and other properties now listed in the National Register of Historic Places, the OHR Multiple Property Documentation Form, and the installation of 8 PHMC markers.

**Funding support has been provided for educational materials** to enable publication, distribution, and printing of numerous educational and promotional books, booklets, brochures, rack cards, maps, placemats, sketchbooks, postcards, cassettes, CDs, and guides.

**OHR, Inc. has taken a major role in creating and supporting new regional events that deal with heritage and recreation.** OHR, Inc. staffed and coordinated the Venango County Bicentennial (2000), the first Victorian Architecture Conference (annual since 2000), Oil Region River Romp (1998-2003; renamed Rock ‘N River Festival in 2005 by the new operator, Franklin Fine Arts Council), Hike for Heritage (1996-2004), and Oil Region Road Tour (2001 and 2002).
4. Planning Process

4.1. Public participation

4.1.1. Structure for ongoing community involvement in the Oil Heritage Region

The Oil Heritage Region encompasses all of Venango County’s 675 square miles and the 33 square miles surrounding the city of Titusville in eastern Crawford County. The region’s population is relatively small, totaling 65,591 people in 2000. Within the area, there are four principal communities – Titusville, Oil City, Franklin, and Emlenton – as well as numerous other small villages and towns, each with its own government, agencies, and community services. The principal means for community and civic participation for planning and implementation of programs and projects within the OHR include the following:

- **ORA Board of Directors** – this group of approximately 25 members represents a cross-section of the region’s civic, business, and community leaders, including representatives from state agencies (e.g. – Drake Well Museum, Oil Creek State Park), the region’s communities (mayors, city councilors, heads of agencies, civic groups), County Government (county commissioners), cultural institutions (e.g. – Venango Museum, Oil Creek & Titusville Railroad), and economic development interests (businesses, utilities, chambers of commerce, etc.). This group determines policy for ORA, endorses its budgets, and is, by definition highly diverse and representative of the region.

- **Heritage Advisory Council** – this group approves the program of work for the Oil Region Heritage Area, reviews grant applications, and advises on appropriate priorities and coordination. Additionally, the group reviews products of staff and consultants and provides guidance and direction for all ORNHA initiatives. The composition of this group includes many of the same heritage interests, interpretive institutions, and related agency representatives as are on the ORA Board, but its activities have a specific focus on the heritage of the area. Sub-committees are formed from time to time to deal with events, special projects, new initiatives, and grant review.

- **Preservation Committee** – this committee was very active from 1994 through 2004. It is being reconstituted as a subset of the ORA Heritage Advisory Council to advise on the preservation elements of the ORNHA Plan and its implementation.

- **Recreation Advisory Council** – this group pursues opportunities to help develop, expand, or enhance recreation and recreational facilities to improve the quality of life for residents and visitors. It advises on the recreation elements of the ORNHA Plan and its implementation.

In addition to the standing committees and councils within ORA, individuals may volunteer to assist in the guidance of a specific project by serving on its work group, which provides project oversight and reviews/edits work products by the contractor involved. Significant professional expertise and creative energy provided by such volunteers assist ORA staff and contractors alike, while expediting institutional acceptance of OHR projects, programs, and facilities.

4.1.2. Community involvement with this Plan Augmentation

The 2004 Plan Update was completed over a six (6) month period with intensive engagement with the OHR, Inc. Board, key stakeholders, and the public, including public meetings at key points in the process and regular interaction with the OHR, Inc. Board and a Management Plan Update Steering Committee.
For the ORNHA Plan Augmentation, a similar process was followed. The process started with over a dozen stakeholder meetings, located in all the principal communities of the region with a wide list of invitees to identify key issues, concerns, and ideas.

The work was organized around a series of three public meetings, each advertised in local media and supplemented with follow-up mail and e-mail invitations to current and prior participants. Interspersed and coordinated with these meeting, the consultants reviewed findings and proposals with the ORA staff, the Heritage Advisory Council, and its committees.

• The first public workshop was held to present the schedule and work plan as well as to identify concerns about the plan and its impacts. This meeting served as the “scoping” meeting for the Environmental Assessment.

• At the second public workshop initial findings regarding the preservation element of the plan and alternatives were presented for review and comment.

• At the third public workshop, final recommendations were presented prior to publication of the Plan Augmentation and the highlights from the Environmental Assessment were shared with the public.

Additionally, the consultant team prepared a project website where general information about the process was available and where interim study documents were posted to enable review and comment by the public.
4.2. **Work Process**

The schedule for meetings, tasks, and products for the NHA Plan is shown below.

**Figure 1: Plan Augmentation Schedule**

<table>
<thead>
<tr>
<th>Project Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1: Review of Existing Plans and Accomplishments</td>
</tr>
<tr>
<td>Initial Meetings</td>
</tr>
<tr>
<td>Summary of accomplishments and opportunities</td>
</tr>
<tr>
<td>Task 2: Preservation Element of Management Plan</td>
</tr>
<tr>
<td>List of Resources</td>
</tr>
<tr>
<td>Meetings with stakeholders and officials</td>
</tr>
<tr>
<td>Preservation program options and opportunities</td>
</tr>
<tr>
<td>Draft recommendations</td>
</tr>
<tr>
<td>Preservation guidance plan</td>
</tr>
<tr>
<td>Task 3: Synthesis and Preliminary Draft Recommendations</td>
</tr>
<tr>
<td>Integrate results of Task 1 and 2 to Current Plan</td>
</tr>
<tr>
<td>Develop expanded partnership roles</td>
</tr>
<tr>
<td>Amend action agenda, as required</td>
</tr>
<tr>
<td>Revise costs and phasing as appropriate</td>
</tr>
<tr>
<td>Task 4: Revised MAP Plan and Executive Summary</td>
</tr>
<tr>
<td>Determine appropriate format</td>
</tr>
<tr>
<td>Modify or amend Technical Plan - Draft</td>
</tr>
<tr>
<td>Review Technical Plan and Executive Summary</td>
</tr>
<tr>
<td>Task 5: Environmental Assessment</td>
</tr>
<tr>
<td>Chapter drafts</td>
</tr>
<tr>
<td>Integrated draft to client</td>
</tr>
<tr>
<td>Publish and promulgate EA and Revised Plan</td>
</tr>
</tbody>
</table>

**Meetings**

- Public Meetings (coordinated with Steering Committee)
- Meeting 1: Opportunities (Advisory Council)
- Meeting 2: Proposals
- Meeting 3: Recommendations

**Milestones**

- Initial Draft Sections (to be reviewed as developed)
- Full Draft of Plan Augmentation and EA
- Final Version of Plan Augmentation and EA
- Website update - for internal posting
- Website update - for public posting
- Deadline for Public Comment
- Final Printed Versions

4.3. **Elements of the 2004 Management Plan Update Requiring Augmentation**

The 2004 Management Plan Update dealt in some depth with topics of particular concern to OHR, Inc. Considerable background research and dialogue resulted in wide-ranging recommendations for action in the Update:

- Expansion of recreational facilities and networks to link elements of the region together. *A comprehensive list of linkages and related interpretative installations was included in the Update.*

---

7 The specific recommendations for each of the items noted below can be found in the 2004 Management Plan Update, which is appended to and made part of this document.
• Review of interpretation and interpretive venues that had been a focus of earlier plans in order to check priorities and incorporate missing elements. *Proposals for each visitor venue were included in the Update, building strongly on the work that had been accomplished.*

• Assessment of the potential for expansion of local accommodations that could support a growing tourism demand. *A target expansion program for specialty accommodations was defined.*

• Study of the feasibility of a Boomtown attraction within the region. *This was found to be not feasible at the current time, but some alternate measures with far lower capital costs were suggested.*

• Proposal for a grant program in support of preservation and education programs and projects. *The Update included an allowance for grants for these purposes on a discretionary basis.*

• Development and update of an action agenda for the foregoing, including costs, program elements, and phasing, including a recommended technique for estimating economic impacts of heritage expenditures and related visitor spending. *A program of improvements with a cumulative cost of over $30 million was proposed, requiring an estimated $22 million of partner contributions.*

• Development of an Economic Impact Analysis methodology to enable ORA staff to collect limited survey data to approximate the collective economic impact of completed projects. *A specific data collection methodology was recommended to include periodic broad-based visitor surveys and annual update by administration of a survey of area lodging facilities to develop factors by which economic impacts of visitors, by type, can be determined.*

The vast majority of these recommendations are still valid and do not require amendment or augmentation. With the designation of the ORNHA and the creation of ORA, there are several areas of focus for the 2004 Management Plan Update in order to deal with topics that are mentioned specifically in the designating legislation and need to be addressed by the Management Plan. These topics are highlighted in items 4.3.1, 4.3.2, and 4.3.3 and are addressed in the Chapters that follow.

4.3.1. Preservation

The authenticity of ORNHA can be readily seen and experienced in its older buildings, landscapes, structures, and artifacts. If these resources are lost, demolished, or compromised, the quality of the region will be diminished. Despite the fact that aspects of the region’s history and story are carefully and enthusiastically preserved at museums and at several public and private archives, what makes the Oil Region come alive is the reality of the existing older commercial, institutional, industrial, and residential buildings that were part of and resulted from the vibrant oil industry. These buildings and structures give the region its authenticity and are the resources that need to be preserved for and enjoyed by both residents and visitors.

Since the original Management Plan was prepared in 1994, many resources have been identified and listed in the National Register of Historic Places, including large districts in Oil City and Emlenton. Such listings provide increased recognition and modest protection from adverse impact by federal projects or investments. However, listing of resources does not insure protection; preservation is a complex process that requires support from the public sector (particularly municipal levels of government who have the authority to pass local ordinances) and from private owners who must conclude that preservation and quality rehabilitation work are in their long-term best interests.

Although OHR and ORA have devoted considerable effort to numerous preservation projects, the Management Plan Update proposed allocation of an amount of funds to unspecified grants, as
well as a targeting of funds towards the Weaver Building, a project that is not longer being pursued. In order to achieve a more effective preservation effort, more specific programs should be defined to accomplish preservation. And it is also important to articulate which resources are of the highest importance in order to guide priorities of ORA, going forward.

4.3.2. Partnerships
The 2004 Management Plan Update suggested the engagement of public and private partners in its implementation, but did not specify any federal role, inasmuch as the Oil Heritage Region was, at that time, not a National Heritage Area. With the NHA designation comes the opportunity to expand the partnerships that were suggested to include the National Park Service, as well as other possible federal entities whose cooperation could be more aggressively sought. Moreover, ORA was just being formed concurrent with the completion of the 2004 Update, and the contributions of this powerful multi-purpose agency might be reflected in these modifications.

4.3.3. Costs and Funding
In general, the cost estimates for the Recreation and Interpretation elements of the 2004 Update remain valid. However, the detailed Action Agenda and Estimate of Costs in the 2004 Plan Update requires modification to reflect several new factors. These include the decision not to continue with the proposed Weaver Building project, the complete demolition of buildings on the site of the former Rouseville Refinery, and the addition of a new partner in the federal government, as noted immediately above. Additionally, development of a more articulated preservation element to the plan may include some items and costs that were not considered in the Update.
5. Alternatives

5.1. Introduction
The alternatives that have been considered in this planning process take the recent 2004 Management Plan Update for the Oil Region as a point of departure. Three alternatives are proposed, including a “No Action” approach that assumes that the federal government does not take the action to approve a revised Management Plan. The purpose of the No Action option is principally to provide a basis of comparison to which the action alternatives can be compared. The social, economic, and environmental impacts of the three alternatives are compared in the Environmental Assessment (see Appendix B) at a broad conceptual level commensurate with the scale of the actions defined in the Management Plan.

5.2. Alternative 1 – No Federal Action (Retain Current Management Plan)
In this alternative, the existing Management Plan, as updated in 2004 would be unchanged without further amplification or modification to respond to the requirements of the Oil Region National Heritage Act. If elements of the Management Plan are not developed to respond to the Oil Region NHA Act, further federal funds for coordination, interpretation, preservation, and development purposes will be doubtful. Despite taking no federal action, this alternative would include considerable action by non-federal entities – the state, region, localities, private entities, and ORA – to follow through on implementation of the 2004 Plan Update recommendations. This cooperation would be consistent with what has taken place over the last decade. Key aspects of this alternative include:

- No further Department of the Interior federal funding support would be assumed.
- Funds external to ORA would have to be sought from the same types of sources that have been used in the Oil Region in the past.
- ORA will continue to coordinate implementation through conventional sources, and the existing partnership arrangements in the region would continue.
- The action agenda as defined in the 2004 Plan Update would remain unchanged, excepting that, in this option, the Weaver Building implementation elements would be removed from the program, eliminating over $5.4 million in projected costs as well as a significant new attraction in Oil City.

This alternative, described in depth in Appendix E (the 2004 Management Plan Update) includes significant improvement actions regarding recreation, interpretation, and accommodations in the region.

5.2.1. Recreation Elements of this Alternative
The 2004 Management Plan Update recommended an ambitious program of recreational trail and facility improvements, intended to strengthen regional linkages and to enable cross-marketing of heritage resources to the significant number of visitors drawn to the region’s excellent recreational attractions. Key recommendations of the Update that would remain part of this Alternative, as shown in Figure 2, include:
• **Improvements to enable more intensive use of the Allegheny River for boating and fishing.** These improvements included additional river access points in Emlenton, Kennerdell, and President and new community castways in core communities to expand recreational opportunities close to existing centers of population and recreational activity.

• **Continued expansion of the recreational trail system.** The highest priority actions of the Update were completion of the trail gaps between Petroleum Centre and Oil City and the trail connection to Emlenton, which will require agreements to traverse the former Rouseville and Emlenton refinery sites. Additionally, the Update recommended extended connections of the trail system to activity centers at the edges of the OHR boundary and beyond, including linkages to Spartansburg in Crawford County, Clarion County, Mercer County, along the Allegheny River, and to Foxburg. Another element of the trail system was the addition of spur trails to connect to destinations, such as Two Mile Run County Park, area downtowns, selected waterfalls, and other destinations of interest. In combination, trail completions, extensions, and spurs could add as many as 100 miles of additional trails over time, and should be supplemented with trailheads, support services, and scenic overlooks.

**5.2.2. Interpretation Elements of this Alternative**

The emphasis of the 2004 Plan Update was to build upon the strengths of these core attractions and to build linkages among attractions in the region, including the following major recommendations that would remain part of Alternative 1, as shown in Figure 3:

• **At Drake Well Museum**, large-scale changes to improve interpretation were recommended. Plans under consideration by the Pennsylvania Historical and Museum Commission should be strongly supported. Consistent with the recommendations of the 2004 Plan Update, these plans have been supplemented by a **boomtown installation** within the museum, coupled with a **new audio-visual experience**. Additionally, **supplemental site interpretation** – both waysides and an audio tour – would make a positive difference in the visitor experience.

• **Other core interpretive sites should be enhanced** with supplemental exhibits, audio interpretation, and supplementary guide materials, including Rynd Farm, Perry Street Station, the Oil Creek & Titusville Railroad, the Petroleum Centre area, McClintock Well #1, and Oil Creek State Park. Relatively modest cost improvements at each of these venues could improve the visitor experience and take advantage of the inherent quality of these sites and their existing interpretation.

• **A feasibility study is recommended for a natural gas museum or exhibit.** The collection of artifacts from the United Natural Gas Company offers significant interpretive potential, and the study will determine the most effective approach to develop exhibits and archives for these resources.

Additionally, the 2004 Update recommended strengthening the **brand and identity of the region** and expanded regional signage.

**5.2.3. Other Elements of the 2004 Update incorporated into Alternative 1**

The 2004 Update considered several other aspects that should be considered part of Alternative 1. These included: (1) a feasibility study for a natural gas museum or other interpretive venue; (2) a feasibility study for supplemental archive space in the region; (3) a series of measures to interpret the Boomtown history of the region; (4) creation of an initiative to develop specialty accommodations to increase the region’s supply by approximately 60%, including technical and
financial assistance; (5) a broadly defined, unspecified grant program for preservation and educational projects; and (6) management support for the foregoing activities.

5.3. Assumptions Common to Action Alternatives

In comparison to many other National Heritage Areas that have prepared Management Plans, the Oil Region starts with a relatively recent Plan Update (2004) and a twelve-year history of effective planning and resource analysis, going back to the first Plan for the state heritage park in 1994. Moreover, the Oil Region has implemented many recommendations from these predecessor plans in a systematic way, due to the leadership of Oil Heritage Region, Inc. (OHR) and its recent successor, the Oil Region Alliance of Business, Industry, and Tourism. (ORA)

The following assumptions apply to the action alternatives (Alternatives 2 and 3, below) in the Plan Augmentation:

1. ORA will continue to increase its effectiveness in integrating heritage planning and implementation with economic development and tourist support activities and programs.

2. Federal funding from the Department of the Interior will be provided over time, up to limits defined in Public Law 108-447 (the “Oil Region National Heritage Area Act”).

3. The following key recommendations of the 2004 Management Plan Update remain valid and will continue to be major elements of the ORNHA agenda:
   a. Regional recreation and trail improvements, at the scale and approximate location defined in the 2004 Plan Update.
   b. Interpretation improvements, generally defined in the 2004 Plan Update, including the assumption that major exhibit and museum expansion plans for the Drake Well Museum will be funded and implemented.
   c. Aggressive implementation of accommodations recommendations, including the interim goal of additional specialty units and a coordinated program of incentives and technical assistance to reach the goals defined in the 2004 Plan Update.

4. The scale of funds allocated to the Weaver Building would be redirected into other preservation and economic development initiatives.

5.4. Alternative 2 – Modify Current Plan to Expand Preservation and Economic Development Program to Address Opportunities Across the Region

This Alternative incorporates all common assumptions cited in the preceding section and represents an opportunistic approach to preservation and economic development that would orient towards potential projects across the entirety of the NHA where ORA would partner with willing owners or cooperating public entities who are prepared to commit funds to preservation and rehabilitation projects that meet the guidelines defined in Section 5. The idea would be to support the “best” projects that have willing partners, wherever they are located. The intent of this Alternative is shown in Figure 4.

This approach would modify the current plan to develop regional technical assistance tools and methods that should be widely useful across the region. Additionally, this approach would include the capability to provide catalyst assistance to partner projects that can attract private commitments across the region.
In this option, all elements from the Recreation, Interpretation, and Accommodations parts of the 2004 Update would be included. Examples of preservation programs and project types that would be consistent with this approach might include:

- Resource documentation assistance to notable properties across the region, potentially with a special focus on sites that are particularly linked to the oil industry.
- Building conservation technical assistance emphasizing making expertise and information about techniques and services accessible to owners and contractors in the region.
- Education and recognition programs that provide assistance to large and small communities, as well as to other entities in developing innovative curricula, marker programs, etc.
- ORA investment/partnerships in rehabilitation projects – potentially including loans and/or grants that emphasize assistance to private owners and/or public entities who are willing to partner with ORA communities to make significant investments in properties. For example, in this scenario, investment in buildings along the Route 8 / 62 corridor where owners are prepared to partner with ORA might be encouraged, even if these sites are not within designated historic districts.
- Regulatory tools to preserve cultural resources – development of sample ordinances for local historic districts, demolition delay, and/or easement protection that could be applied by localities across the region.

5.5. Alternative 3 – Modify Current Plan to Focus Preservation and Economic Development Activities on Historic District Communities and Corridors Linking Them

Similar to Alternative 2, Alternative 3 would incorporate all common assumptions cited in Section 6.3, but would modify the 2004 Plan to add significant preservation and economic development assistance focused on strategic investments in the region’s core communities, along Oil Creek State Park, and towards the linkages that connect these resources. The idea of this alternative is to target preservation and related economic development assistance to core areas where such technical and/or financial assistance will achieve cumulative positive impact and reinforcement. Although these areas are strongly linked to the oil industry and its evolution, the focus of this approach might emphasize more heavily populated areas, particularly compared to that of Alternative 2. The intent of this Alternative is shown diagrammatically in Figure 5.

This approach would modify the current plan to provide planning assistance and/or planning grants, as well as financial assistance to corridor communities to “make the most” of heritage resources as a means to achieve community revitalization.

In this option, all elements from the Recreation, Interpretation, and Accommodations parts of the 2004 Update would be included. Examples of preservation programs and project types that would be consistent with this approach might include:

- Resource documentation assistance targeted to Titusville, Oil City, Franklin, Emlenton, and any newly designated historic district communities.
- Emphasis on planning assistance to core communities, including Main Street efforts, charrettes, and/or preservation and revitalization plans. A specific initiative towards smaller communities – perhaps on a demonstration basis in one locale, would be consistent with this approach.
• Building conservation technical assistance focused on specific implementation projects within the corridor communities, but with parallel efforts to communicate findings and results of these efforts, in order to make lessons learned available to other comparable projects.

• Education and recognition programs that provide assistance to large and small communities, as well as to other entities in developing innovative curricula, marker programs, etc.

• ORA investment/partnerships in rehabilitation projects – potentially including loans and/or grants that are tied to specific revitalization strategies within the core communities. Examples would include projects comparable to the Towne Square effort in Titusville in other communities (potentially those identified in the Route 8 & 62 Corridor Project), support for unique accommodations facilities in core areas, and a “This Old House” program within a NRHP district. Direct grants to individual owners might be accompanied by downstream revenue recapture efforts, potentially contributing a long-term revenue stream to ORA.

• Regulatory tools to preserve cultural resources – consistent with this approach, it would make sense for ORA to provide specific technical assistance within a core area to develop a specific ordinance or to provide related public education support, with the expectation that a positive outcome would be beneficial to other jurisdictions finding this approach of interest.

5.6. **Comparison of Preservation and Economic Development Aspects of the Alternatives**

Table 1 on the following page compares the attributes of the Alternatives for their approach to preservation and economic development, the principal areas where these approaches differ. Alternative 1 (the 2004 Plan Update) has an undefined preservation program, with a relatively modest budget. Alternative 2 would define the elements of a preservation program with more care, but would offer great discretion as to how and where such programs and/or projects are done. Alternative 3 would focus preservation efforts, and by inference, related economic development, on the core historic communities and linkages between them.

5.7. **Preferred Alternative**

The ORA Board and the Heritage Advisory Council have considered the relative advantages and disadvantages of the Alternatives and have determined that Alternative 3 is the preferred alternative because it focuses emphasis on the most important settings and linkages where heritage resources are clustered and where there may be the greatest potential for positive cumulative impact associated with investments and actions sponsored by ORA. In subsequent chapters of the Plan Augmentation, the key elements of the preferred alternative are amplified for the aspects of the plan identified in Sections 4.3.1 (Preservation), 4.3.2 (Partnerships), and 4.3.3 (Costs).
<table>
<thead>
<tr>
<th>Concept</th>
<th>Alternative 1: No Federal Action</th>
<th>Alternative 2: Region-wide opportunities</th>
<th>Alternative 3: Core historic areas and linkages between them</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Substantially the same as the 2004 Management Plan Update</td>
<td>Modify plan to develop regional technical assistance tools that will be widely useful to a broad area and to develop capability to provide catalyst assistance to partner projects that can attract private commitments, wherever they are located.</td>
<td>Modify plan to focus combined preservation and economic development assistance toward strategic investments in the region’s core communities and linkages between them</td>
</tr>
<tr>
<td>Recreation, Interpretation, and Accommodations Elements</td>
<td>Substantially the same as the 2004 Management Plan Update, with removal of Weaver Building</td>
<td>Redirect scale of Weaver Building commitments to other preservation and economic development programs and projects</td>
<td></td>
</tr>
<tr>
<td>Funding</td>
<td>As defined in 2004 plan, but removing $ for Weaver Building Project</td>
<td>Redirect scale of Weaver Building commitments to other preservation and economic development programs and projects</td>
<td></td>
</tr>
<tr>
<td>Philosophy/Mission about Preservation and Economic Development</td>
<td>Broad grant program, highly discretionary</td>
<td>Region-wide emphasis on “best” projects, wherever they are located</td>
<td>Targeted to core communities and related linkages where technical or financial assistance will cause cumulative positive impact</td>
</tr>
<tr>
<td>Examples of difference between these approaches</td>
<td>Grants could be given to a wide range of potential recipients and projects; plan does not prescribe their emphasis</td>
<td>Region-wide technical assistance programs – public education about preservation and preservation ordinances that can be widely useful</td>
<td>Planning assistance and/or planning grants to core communities to “make the most” of heritage investments</td>
</tr>
</tbody>
</table>

- Write and circulate sample local historic preservation ordinance
- Provide specific technical and financial assistance with local historic preservation ordinance to serve as demo.
- Sponsor educational programs on proper rehabilitation techniques open to the public
- Rehabilitate strategic building in core area in This Old House program for value recapture
- Route 8 & 62 demo project in urban core areas, but would also consider Route 8/62 demo project along strip where owner prepared to make significant commitment
- Route 8 & 62 demo project in core areas; grants could be given w/future income stream potential to ORA
ORC Recreation Program Initiatives
Inform travel and outdoors writers of recreational events and activities
Coordinate marketing of region at large recreational venues outside of region
Encourage and be involved in implementation of master plans for region's recreational venues
Co-sponsor fishing tournaments or multi-activity outdoor sports-themed festivals
Help coordinate extension of OC & T RR into Oil City and Franklin
Monitor privately funded construction of trail to Foxburg
Administer low interest small business loans for outdoor recreation businesses
Encourage auditors to widen shuttle services to also include bicyclists and hikers.

Two Mile Run County Park
- Watch the world go by
- Picnicking and picnicking for bicyclists
- Look out for the Allegheny River Trail & OCCP
- Interpretive environmental education program
- Add bike racks to Oliphant's History Trail
- Expand water sports and archery
- Construct bicycle observation center

Allegheny River Trail
- Extend trail east from Oil City to Titusville and west to Elkhorn National Forest (20 miles) west
- Two Mile Run County Park
- Install interpretive signage at appropriate sites, including steelhead and iron furnaces
- Develop scenic overlooks at Emlenton, Kennerdell, near Oil Creek and Darlington
- Install bike racks near downtown attractions

Franklin Vicinity
- Riverfront Park development
- Complete trail throughout lakes, develop Spur Trail in downtown
- Develop scenic overlooks
- Install bike racks near downtown attractions

Oil City Vicinity
- Complete trail through area
- Develop WhiteWater area
- Develop Spur Trail in downtown
- Install bike racks near downtown attractions

Sandy Creek Trail
- Encourage extension of Sandy Creek Trail from Oil City Rapids to Clarion Highlands Trail
- Interpretive signage where trail crosses SGL 45

Emlenton Vicinity
- Trailhead
- Interpretive signage for historical interpretation trail
- Increase parking for boat trailers

Legend
- Existing Rail Trail
- Proposed Rail Trail
- Proposed Oil Heritage Route
- Proposed Oil Country Trail
- State Game Lands
- OC & T Railroad

Prepared for
Oil Region Alliance of Business, Industry, and Tourism
Prepared by
ICON architecture, inc.
in association with
Vanasse Hangen Bransford, Inc.
Date: February 2006
**Oil Heritage Region**  
Venango & Crawford Counties, Pennsylvania

**Legend**
- Existing Rail Trail
- Proposed Rail Trail
- Proposed Oil Heritage Route
- Proposed Oil Country Trail
- State Game Lands
- OC & T Railroad

**Oil Heritage Route**
- Complete planned interpretive exhibits and programs
- Develop 3-D film with recreated boomtown area in museum interior
- CD/DVD audio tour of entire museum property
- Install OHR linking kiosk to advertise other regional attractions

**OC & T RR**
- Interpretive plan for train ride and stations
- Update brochure racks to connect stops on a map
- Prepare self-guided illustrated booklet for sale
- Updated marketing strategy to determine model that best attracts riders
- Enhance orientation at Perry Street Station

**Walking and dining tours**
- Highlight walking tours with commemorative interpretive-led stamps

**Rynd Farm**
- Prepare interpretive plan for entire site
- Plan visitor exhibit to accommodate a small number of people
- Provide more panels outside to accommodate larger groups
- Prepare story for Rynd Farm and administer with infield an outdoor panel near station
- Install OHR linking kiosk to advertise other regional attractions

**Rynd Wheels Museum**
- Relate cars and other artifacts to oil and gas history and local people and places where possible

**Hancock House Museum**
- Develop 3-D film with recreated boomtown area in museum interior
- Install and show Visitor Center introductory video

**Oil Heritage Route**
- Develop self-guided driving tour
- Install interpretive signage at key sites on tour

**Preferred Alternative:**
- Interpretive plan for train ride and stations
- Update brochure racks to connect stops on a map
- Prepare self-guided illustrated booklet for sale
- Updated marketing strategy to determine model that best attracts riders
- Enhance orientation at Perry Street Station

**Figure 3**

**Interpretation Elements**

---

*Prepared for:
Oil Region Alliance of Business, Industry, and Tourism
Prepared by:
ICON architecture, inc.
in association with
Vanasse Hangen Brustlin, Inc.
Date: February 2006*
Figure 4
Preferred Alternative:

Preservation & Economic Development Elements

Concept:
Retain recreation, interpretation, and accommodation elements of 2004 update, and modify plan to focus combined preservation and economic development assistance toward strategic investments in the region’s core communities.
6. Preservation Element of the Plan

6.1. Existing Cultural Resources

The ORNHA’s cultural resources were extensively documented in the 1994 plan, which focused on oil resources and historic properties within the major communities of Titusville, Rouseville, Oil City, Franklin and Emlenton. Since 1994, the importance of a number of resources have been recognized through National Register listing and other resources have been determined to be eligible for the National Register. Some significant resources have been lost, including the Colonel Drake Hotel in Titusville, the Rouseville Refinery, the Emlenton refinery, and, most probably, an unidentified number of oil-related artifacts in the region’s woods or fields that were never recorded.

The 2006 Master Plan augmentation updates the lists generated in 1994, except for oil artifacts in fields and woods. The updated list includes not only the Franklin Historic District, which was established in 1979 locally and registered with NR in 1984, but also the five newly National Register-listed districts in Oil City, and Emlenton, properties determined eligible for the National Register as part of the Section 106 process of the National Historic Preservation Act (NHPA), and additional historic resources identified by the public. An updated summary of cultural resources is found in Appendix A. The resource list will continue to be augmented through ongoing research sponsored by ORA, including a study planned to identify and document additional oil-related resources in Oil Creek State Park and increased interpretation of these additional resources, and through an initiative of the Venango County Planning Commission to survey historic rural properties that should be completed in 2007-2008.

6.1.1. Cultural Resources Related to History of Petroleum Industry

The 1994 Plan identified and mapped the vast majority of resources associated with the petroleum industry. These resources include refining facilities, oil wells and derricks, and oil leases and farms, the majority of them concentrated along Oil Creek. Several of the most important buildings and structures, including Drake Oil Well (a National Historic Landmark) and the industrial facilities of the Imperial Works of the Oil Well Supply, National Transit Pump & Machine Company and the Franklin Rolling Mill & Foundry Company, are recognized in the National Register of Historic Places or have been determined eligible for listing in the Register. The former offices of the Galena Signal Oil Company in Franklin were recently rehabilitated for office and residential uses. The oil refinery in Rouseville and all structures on the main refinery parcel have been demolished, leaving several administrative structures on the easterly side of Route 8 in the Borough of Rouseville. With the previous closure and demolition of the Emlenton refinery, this leaves the region without any operating refineries.

Significant archival materials pertaining to the petroleum industry continue to be collected and made available to the public. The most important collection remains at the Drake Well Museum archives and serves as a significant research repository for authors, historical consultants, and oil industry representatives. Other collections include Pennzoil Company documents at the Venango Museum; old editions of The Derrick stored in the basement of the newspaper company’s building; the John R. Campbell Collection in the Oil City Library; and various other resources in the City Hall of Oil City, including materials at the City Engineer’s Office, property records, and maps, which include the large Stephenson wall map of Oil City that dates from 1872.
6.1.2. Cultural Resources Related to History of Natural Gas Industry
The 1994 Plan noted resources associated with the natural gas industry. Since then, a significant collection of artifacts is now stored at locations in Oil City, while the Pumping Jack Museum in Emlenton, which features artifacts and documents of that community’s association with the gas industry, opened in 2004. The Drake Well Museum has also augmented their collection with documents related to the region’s early gas industry.

6.1.3. Other Important Cultural Resources
The Oil Region’s cultural resources also include the buildings and landscapes that directly resulted from wealth and activity generated by the oil and natural gas industries, exhibited by substantial high style residences in major communities and enclaves of workers’ housing, of which several neighborhoods are now listed in the National Register. Late 19th and early 20th century religious, commercial, and institutional buildings in the region’s communities are also representative of this area’s commercial and industrial prosperity.

Several of the region’s metal truss and stone bridges were determined eligible for the National Register of Historic Places (NRHP), although some of these actions resulted from NHPA Section 106 review of proposed demolition or substantial alteration of the original fabric with federal funding. Of 9 historic bridges determined eligible or listed in the NRHP in the region, only two, the Pithole Stone Arch Bridge and the Belmar Bridge on the Sandy Creek bicycle trail, remain and have been recently rehabilitated for continued use.

In addition to resources directly related to the region’s oil history, the region includes many historic structures and sites that predate the era of oil discovery and are associated with early settlement and industry. These types of sites and structures include many noteworthy structures in the county seat of Franklin, the sites of colonial era forts, iron furnaces at remote locations, and many early structures and cemeteries in smaller communities across the region.

6.2. Existing Preservation Activities

6.2.1. Policies, Programs, and Projects
Policies
Preservation activities in the region have been strongly influenced by activities undertaken or funded by the Oil Region Alliance and its predecessor, Oil Heritage Region, Inc. As a key organization involved in preservation, ORA has established guidelines for types of preservation projects it will financially support; actively assisted with preservation of threatened buildings and other cultural resources; annually recognizes outstanding rehabilitation and restoration projects; and is officially involved in the NHPA Section 106 review process as a consulting party for PennDOT’s proposed transportation projects. Groups or individuals dedicated to the preservation of certain buildings or other cultural resources provide evidence that a strong commitment of time, attention, and funding to further preservation efforts exists in the region.

To date, there has been minimal governmental oversight or intervention in preservation policy or actions. Franklin has an active preservation advocacy group, the Historic Franklin Preservation Association, which reviews proposed exterior alterations to buildings within the National Register-listed Franklin Historic District and advises the Historical and Architectural Review Board. However, this entity has no official authority to mandate changes to the proposed work. The
City of Titusville is currently considering a local historic district to help protect its significant architectural legacy.

**Programs**

Since 1994, preservation programs in the ORNHA have seen a significant increase largely due to heightened awareness of the region’s cultural resources and widespread funding efforts by ORA and OHR, Inc. Preservation programs include annual awards for outstanding preservation projects; an annual conference (since 2000) highlighting the history and care of the region’s Victorian buildings; guided tours and walking/driving tour brochures focusing on the region’s historic areas and buildings; and OHR, Inc. support for preparation of four historic district nominations and a National Register Multiple Property Documentation Form for resources associated with the Oil Industry of Western Pennsylvania. One of the most important current initiatives is the ORA-sponsored Route 8 & 62 Corridor Project, which in Phase I created an informational database of all parcels and existing buildings in the corridor and examined the reuse potential for 13 key buildings in five communities along the Route 8/62 corridor. Programs outlined in the ORA’s 2006 Action Plan include Phase II of the Route 8 & 62 Corridor Project which will define approaches to providing financial and technical assistance to specific building owners along 8/62 who conduct interior and/or exterior rehabilitation to broaden building uses and maintain historic facades as well as an improvement assistance program in Oil City’s central business district.

**Projects**

**Buildings and structures:**

The rehabilitation of several individual buildings or structures is currently in either the planning or construction phase. These projects include the recent completion of the exterior and interior rehabilitation of the Coal Oil Johnny House, which was moved to Rynd Farm in Oil Creek State Park. The National Register-eligible house will serve as an interpretive facility in conjunction with the Rynd Farm terminus of the OC & T RR. The OC & T RR, Inc. operates the newly-opened Caboose Motel in Titusville, which involved the restoration of 21 connected cabooses now used for specialty lodging. The Towne Square in downtown Titusville is an example of a mixed-use rehabilitation of a series of buildings that has brought a popular new restaurant and additional office space to the community. This project serves as a model for appropriate rehabilitation techniques, as it connected several individual buildings, including code-compliant egress and fire protection, combining upper floor space for office use to supplement retail ground floor use. Franklin’s Galena Signal Oil Office Building has been recently rehabilitated for several ground floor offices, including the office of State Senator Mary Jo White, while the upper floors serve residential uses. Nearby, the two courtrooms of the 1868 Venango County Courthouse were recently restored, although more rehabilitation needs to be carried out in this important structure. Community Playhouse, Inc., a local theatre group in Oil City, is currently fundraising for their redevelopment of the former Lyric Theatre on Seneca Street into an intimate community performance space. The Crawford Center in Emlenton, a former school building, was recently rehabilitated for municipal and community use, and is also the home of the Pumping Jack Museum and an Oil Region Alliance visitor center.

The ORA supported recent studies of the existing conditions and reuse feasibility for the Neilltown Church in Forest County, just east of the NHA boundaries. A Historic Structure Report and National Register nomination are expected outcomes of this work.

The Route 8 & 62 Corridor Project, will move into Phase II this year, assisting individual owners of some of the 13 buildings investigated in Phase I who are interested in active rehabilitation.
efforts. Anticipated assistance includes a revolving loan fund and grants for affordable housing uses, as well as detailed engineering and architectural planning support.

Archives:

Preservation of ORNHA’s history is the steadfast concern of many individuals and organizations throughout the region. Recent projects include: continuation of the collection, cataloging, and protection of archival materials in the Venango County Historical Society; compilation by VCHS in PastPerfect software of the natural gas collection; opening of local historical and gas-related collections in the Pumping Jack Museum in Emlenton; transcription of Venango County’s 19th and 20th century tax records; and creation of an on-line database of the Ida M. Tarbell Collection, which contains this noted local journalist’s letters, books and photographs, at Allegheny College’s Pelletier Library in Meadville.

6.2.2. Existing Preservation Organizations

Local/Regional

Preservation organizations are active in all of ORNHA’s major communities. Some are dedicated to preservation of the area’s built environment, although the majority of these organizations focus on preservation of significant archival materials. The Historic Franklin Preservation Association is the region’s oldest building preservation organization, which continues its efforts to preserve Franklin’s built environment through walking tours, Preservation Month events in May, and a plaque program that displays the date of construction and original owner of the city’s buildings. Sponsored by the ORA and other charitable foundations, the annual Victorian Architecture and its Preservation conferences in May are organized and presented by a group of partner agency representatives, assisted by members of the local community in which the conference is held. This year’s conference in Oil City will be concurrently held with the Pennsylvania Heritage Partnerships Conference, sponsored by Preservation Pennsylvania, Pennsylvania Historical and Museum Commission (PHMC), Pennsylvania Heritage Areas Program, National Park Service, PennDOT, Pennsylvania Downtown Center, AIA Pennsylvania, Center for Rural Pennsylvania, and the Oil Region Alliance. The ORA’s Heritage Advisory Council and its recently formed Preservation Sub-committee will provide guidance and oversight of preservation activities and policies throughout the region.

The region’s numerous historical societies include: the Venango County Historical Society, which is extremely active in genealogical research and publishing; the Venango County Genealogical Club, which is open several days a week to the public within the Oil City Library; the newly reconstituted Oil City Heritage Society, whose monthly meetings at the Oil City Library have an educational focus; the Titusville Historical Society, which has important collections; and the individuals who oversaw the installation of the exhibits in the Pumping Jack Museum and Historical Association in Emlenton and provide on-site tours. The Crawford County Historical Society in Meadville supports the county’s many smaller community historical societies and maintains a large research and archives facility that includes many oil and gas-related historical documents and artifacts.

State

Several state agencies and organizations, in particular the Pennsylvania Heritage Areas Program, have been involved in ORNHA activities. The Pennsylvania Heritage Areas Program, formerly the Heritage Parks Program, of the Department of Conservation and Natural Resources, has provided technical assistance and funding to the Oil Region State Heritage Area since its establishment in 1994. Preservation Pennsylvania, the statewide non-profit preservation
organization, provides technical assistance to organizations and coordinates Pennsylvania at Risk, a list of endangered historic properties. The state’s historic preservation office, the Bureau of Historic Preservation within the Pennsylvania Historical and Museum Commission, provides a range of services, including; coordination of regulatory reviews; technical assistance on tax credit applications, National Register nominations, and inventories, and; limited funding for survey and planning projects. Other agencies include the Pennsylvania Downtown Center, which administers the Main Street Program across the state, is holding their annual conference in Erie, close to the ORNHA, in June 2006, and the Pennsylvania Department of Community and Economic Development. The Center for Rural Pennsylvania subsidizes academic research on diverse rural revitalization and preservation topics, and then publishes the findings and related policy/program recommendations.

National

Since the 2004 designation of the Oil Region NHA, the National Park Service’s Northeast Region Philadelphia office has provided technical and administrative assistance to the Oil Region. The Alliance of National Heritage Areas, a membership organization open to the 27 National Heritage Areas and their supporters, recently formed Heritage Preservation Development, Inc., a 501(c)(3) organization that can assist NHA organizations with best practices in management, education, development, and preservation. The National Trust for Historic Preservation has assisted the ORA in the past with tourism efforts and offers a wide variety of technical and financial assistance programs that further rehabilitation, tourism advocacy, and economic development. The Rivers and Trails Conservation Assistance (RTCA) Program within the National Park Service provides technical advice on recreational interests. RTCA prepared an early feasibility study with the vision of a fully connected trail system throughout the Oil Region; that plan is almost fully implemented now, and an update is in process for 2006, addressing the additional topics of linkage to the Pittsburgh/Erie trail system, trail maintenance, and organizational development.

Other programs of the National Park Service that may be able to provide assistance in the future include the Historic American Building Survey/Historic American Engineering Record (HABS/HAER) program, which records significant buildings and structures. Another is Preservation Action, the national preservation advocacy organization, which coordinates grassroots lobbying efforts for historic preservation.

6.3. Elements of a Preservation Program

The following section describes a series of preservation initiatives that should be considered as elements of the Management Plan Augmentation for the Oil Region National Heritage Area. Many of these elements have been pursued in the past by OHR and its successor, ORA; however, the proposal is that the preservation effort be made more systematic and be closely integrated with related economic development. The emphasis and scale of each element may vary, depending on the approach that is selected to augmenting the Plan.

Nearly all suggested preservation programs or projects involve technical and/or financial assistance. Technical assistance programs may be undertaken either directly by existing or new staff at ORA or through funding of consultants to provide such services. Financial assistance, offered directly through ORA or through their assistance as a pass-thru agent, could be aligned to support many of the technical assistance programs described above. In addition to technical and financial assistance, ORA may also provide advocacy support for preservation efforts, in the form of public testimony on the importance of threatened cultural resources and programs aimed at their preservation; articulation of policies and strategies for enhancement and protection, and;
pro-active establishment of programs that aid long term maintenance, appreciation, and protection of the region’s cultural resources.

6.3.1. Resource documentation assistance

**Resource Inventory/Recordation Programs** would identify and document important properties within the ORNHA. Recordation programs include inventories using Pennsylvania Historical and Museum Commission (PHMC) forms that can be completed by volunteers with guidance/assistance from ORA or consultants or directly by consultants. Inventory programs have been done in the past in the region and have been important in achieving NHA designation.

**Historic American Building Survey/Historic American Engineering Record (HABS/HAER) Surveys** thoroughly document the appearance, history, and operation of significant resources. The HABS/HAER program previously recorded 17 resources in ORNHA. Established in 1933 as an employment program for architects, photographers and historians, the HABS program continues its original mission of recording significant buildings and interiors through photographs, narrative text, and measured drawings. The Historic American Engineering Record is a more recent program for the documentation of bridges, industrial facilities, and equipment. Fragile industrial resources, such as oil pumping equipment/industrial buildings with older and/or original equipment, and additional bridges should be recorded through this program, possibly through local college and university assistance and funding by ORA.

**National Register of Historic Places/Determination of Eligibility Programs** can document key resources. The act of determining properties eligible for the National Register is usually triggered by Section 106 of the National Historic Preservation Act, which requires review and mitigation of the effects of federal undertakings on historic properties. ORA should participate as fully as possible in this process to ensure that public consultation required by the review is carried out. Eight (8) extant individual buildings, structures and sites and six (6) historic districts are currently listed in the National Register of Historic Places, the official federal list of significant properties. A multiple property documentation form that presents the historic and physical context for oil-related resources in western Pennsylvania provides the basis for future nominations of properties associated with this historic context, which should be encouraged by ORA through financial or technical assistance.

**Artifacts/Documents Cataloging and Conservation Programs** can assist historical societies and other public or public organizations that collect documents and artifacts to properly catalogue and conserve their collections. ORA has provided funding for such efforts in the past and should continue to provide support and technical assistance for such efforts.

**Centralized Archives and/or Database** would allow historical societies and other related organizations such as municipalities to safely store their collections in a central repository, if they so choose. This proposal was outlined in the 2004 Management Plan. A centralized database of all collections in the ORNHA or those outside that possess relevant information would provide ease of access for researchers. The database could be available on-line at all archival facilities in the ORNHA. ORA could fund the creation of the centralized database and should support the feasibility study – defined in the 2004 Plan Update - for a centralized archives facility.

6.3.2. Planning assistance to communities

A **Main Street Program** would emphasize storefront and upper floor reuse or retention of existing commercial/residential uses in the core communities’ downtown buildings. The Route 8 & 62 initiative includes some elements of such a program, but formalized Main Street efforts tend to also include intensive staff support for local revitalization and marketing through designation and
funding of a Main Street Manager position. The program may include organizational, marketing, design, and economic development assistance and direction. The Pennsylvania Downtown Center and the Pennsylvania Main Street Development agencies, as well as the National Trust’s well-established Main Street program, can provide assistance to an individual community or a cluster of cooperating municipalities.

A **Small Communities Initiative** could complement a Main Street effort and could promote economic and visitor development, as well as preservation, in smaller communities, such as Nickelville, Pleasantville, Utica, and President and provide design and funding assistance for physical improvements.

**Visualization programs and/or charrettes** are intensive efforts – often held in a single day or over a weekend – organized to develop design and reuse goals for certain highly visible and/or strategic areas within the region. Such programs often invite outside professionals to lead workshops in order to provide building owners, architects, economic development professionals, preservationists, concerned citizens, and others the chance to envision what an area could look and be in the future through an interactive solution process. Workshop sessions often produce conceptual drawings for both infill development or reuse and rehabilitation of existing structures. The outcome could also include a set of business goals for proposed reuse or successful continuation of uses in the area.

**Preservation plans or comprehensive plans with a preservation component** would provide another useful source for identifying important resources and the favorable/unfavorable factors influencing their preservation. Specific tools for retention and rehabilitation of buildings and areas, guided by priorities and an action plan with designated partners and funding, are essential elements of the planning process. ORA could guide municipalities through the process through sample plans and strategic advice or funding of consultants to prepare the plan.

**Grant writing assistance** can be provided to communities and nonprofit groups to solicit external funds in support of proposed projects or programs.

### 6.3.3 Building conservation technical assistance

A **Code Enforcement Program** would include training for municipal code officers regarding waivers to historic buildings in compliance with the new Uniform PA Building Code. The training program could be coupled with incentives to building owners to comply with the code and reduce the number of older buildings lost to code violations.

**Guidance on appropriate rehabilitation techniques** to building owners, architects, and contractors could be achieved through many channels. Literature could be distributed either at specified locations or at events or through information on ORA website or to links to relevant websites. Assistance could also include one-on-one consultations or public workshops. Interpretation of the Secretary of the Interior’s Treatment for Historic Properties, and more specifically the Secretary of the Interior’s Standards for Rehabilitation, could be circulated through sample design guidelines, demonstration projects, and articles in local publications. Several sub-programs that could fit within this element might include:

- **Exterior Paint Program** offers technical assistance with paint preparation issues to both dramatically improve the appearance of an area and hopefully deter the use of artificial siding. Many successful programs around the country have teamed with a paint supplier for donations of materials and technical advice.

- **Old Building Fair or Expo** exposes old building owners, contractors and architects to appropriate products, craftsmen, professional services, rehabilitation techniques, historic
architectural styles, and other topics related to owning and maintaining an older building. The event could include exhibitors’ booths, lectures, and demonstrations of rehabilitation techniques. ORA could sponsor or coordinate such an event on an annual or other basis. The Crawford County Historical Society hosts an Old House Fair each March.

- **Old Building Doctor Program** would enable building owners and others to receive diagnoses of building problems, such as water infiltration or peeling paint, and solutions to resolve them. This program would involve a team of preservation specialists (architects, contractors, and, subject to availability, PHMC staff) who provide an overview of common building issues, accompanied by a series of house visits to individual buildings to diagnose symptoms and devise a cure. The program could be offered periodically within the ORNHA. A small fee for the individual site visits could be charged. ORA could work with the PHMC and Preservation Pennsylvania to identify knowledgeable local architects and contractors and to solicit assistance with program participation and funding.

- **Local Contractor/Building Professionals/Products Directory** could list local contractors and other building professionals by specialty and supplies product sources. ORA could compile and update the directory as necessary. Listed companies and individuals could include their own references and recommendations. In 2006, the Crawford County Historical Society introduced such a directory in conjunction with their Old House Fair.

6.3.4. **Education and recognition programs**

A **Cemetery Preservation Program** would respond to local interest and might help maintain and protect ORNHA cemeteries through assistance with cleanup, restoration of gravestones, fences, buildings, memorial structures and statuary, and landscaping, technical advice, financial assistance, and coordination of activities such as volunteer clean up and recording efforts. The Venango County Historical Society has published inventory lists for each of the old cemeteries and their Cemetery Committee is also photographing and plotting GIS readings for each site.

A **Marker/Plaque Program** would expand the current awareness program in Franklin to other communities across the Oil Region. ORA volunteers, staff, or consultants could research buildings to determine dates of construction and original owners’ names. An attractive plaque with the ORA logo could be provided to recipients who pay a small fee for research and the plaque. ORA should lead efforts to identify and document additional sites for the State Historical Marker program.

Educational Programs of many types could open up new ideas and information about the importance of ORNHA’s cultural resources. These could include lectures, tours, conferences, articles, books, or theatrical performances. Special programs created by individuals and organizations within ORNHA that meet the Pennsylvania Department of Education curriculum requirements and learning objectives could provide area school children greater knowledge and appreciation of their history and built environment. ORA should take a leading role in promoting educational programs through sponsorship or creation of educational programs and materials.

6.3.5. **ORA investment/partnership in rehabilitation and preservation projects**

Pre-Development Assistance could give developers initial support in the form of feasibility studies, preliminary architectural plans, and professional advice regarding rehabilitation/financial issues for older buildings. Either ORA technical staff or consultants could provide these services. Several examples are underway, including the Route 8 & 62 Corridor Project and Neilltown Church Historic Structure Report. A reuse feasibility study can be one of the initial steps in
determining the reuse potential of a building and provide direction on the future use, type of rehabilitation, marketing efforts, and funding that would follow.

**Grant/loan programs for preservation “bricks and mortar” projects** would provide additional sources of funding for key residential rehabilitation projects, façade rehabilitation projects in downtown areas, and, possibly, for brownfields clean-up efforts. An important potential for such projects would be that ORA might structure relationships and agreements that would provide immediate financial or technical assistance to projects but would net the organization a long-term income stream after completed projects become financially viable.

A “This Old House” initiative, carried out locally, could target a threatened, but strategically located residential building and show step-by-step decision-making and rehabilitation work to return the building to a productive use. The program might be formed through a partnership among ORA and a local non-profit preservation organization as well as other public entities, and could be a vehicle for training local people in specific building crafts; demonstrating appropriate rehabilitation techniques; and, potentially recapturing the set-up costs after rehabilitation and sale. Periodic tours and articles might draw attention to the project and sustain interest and education of residents and visitors. This type of effort could be coordinated with Venango Video in order to tape and produce the segments for local cable TV viewing.

**Historic building tax credit assistance** could be provided to support owners and developers as they “walk through” the financial, design and agency approval processes associated in order to claim either a 10% or 20% historic building tax credit for substantial rehabilitations or for other tax incentive programs. Assistance could take the form of workshops to present an overview of the programs, one-on-one advice on how the programs work in specific projects, and possibly financial help with initial preservation design services.

**Specialty accommodations projects**, as already suggested in the 2004 Management Plan, could assist and encourage rehabilitation of historic structures in appropriate locations (such as conversion of the Egbert Oil Company Building in OCSP) for bed and breakfast use. The program could provide assistance with historic building tax credit programs that could be applied to the type of development.

### 6.3.6 Regulatory tools to preserve cultural resources

**Approaches to help preserve cultural resources** could assist municipalities and community residents to develop sample legislation and ordinances and the means to gain support for implementation. Examples would include:

- **Demolition delay ordinance**, as has been used in many districts with significant historic resources. Such ordinances are adopted by municipalities and typically require a period of review for feasible alternatives to demolition for significant buildings.

- **Local Historic District ordinances** typically contain a review/approval process for exterior work on buildings within a significant area as well as standards and criteria for accomplishing such reviews and approvals. ORA staff or consultants could write or provide sample ordinance language, design guidelines, case studies, and public testimony to help pass such an ordinance.

**Conservation easements or restrictions** are methods for providing long-term protection of significant buildings and landscapes through the building or landowner’s donation or sale of some of their development rights to a qualified 501(c) (3) preservation organization. An easement donated in perpetuity for a qualified building or scenic area would allow the owner to take a charitable contribution deduction. Congress is currently investigating and revising tax and legal
implications of conservation easement programs, which would result in a more stringent program 
regarding the situations and deduction amounts that may be taken. ORA could also include 
preservation requirements that would last for a limited number of years for historic projects to 
which ORA provides financial assistance.

6.4. Criteria for Determining Preservation and Related Investment 
Priorities

Several criteria are reviewed below to determine which cultural resources should be preserved and 
to make decisions about the type and level of support they warrant. Depending on the priority 
given to each criterion, different emphasis may be given within the alternatives to this Plan 
augmentation.

A. Historic Significance is paramount when considering how resources of ORA should be 
directed. Levels of priority within this category, in descending order, include:

1. Officially designated and recognized landmarks, buildings and structures, and properties 
either listed on or determined to be eligible for the National Register, which would 
include the six National Register-listed historic districts in Titusville, Oil City, Franklin 
and Emlenton and individually listed properties within the ORNHA boundary.

2. Oil and gas-related resources and sites, whether or not officially designated.

3. Structures, districts, and landscapes with historical and/or architectural importance that 
are not officially designated, with special focus on such areas that adjoin or could have the 
potential to enhance areas defined in item (1), above. Examples of such areas include the 
Siverly area in Oil City, Franklin’s Third Ward neighborhood, and smaller communities 
with a concentration of historic buildings, structures, or landscapes.

4. Important natural settings, including the tree-covered hilltops and settings adjacent to 
rivers and creeks that complement the setting of historic resources.

B. Other criteria may supplement historic significance and be useful for setting investment 
priorities; these can relate to the overall shape and emphasis of the plan and the strategic 
approach to be taken by ORA in its implementation. Several of these criteria include:

1. Geographic focus – could prioritize funding, technical, and advocacy assistance for 
preservation projects and programs to targeted communities or areas. Examples include the 
communities of Titusville, Oil City, Franklin and Emlenton, any newly designated 
historic districts, the Route 8 & 62 Corridor Project area, Oil Creek State Park, and the 
smaller communities that retain historic landscapes and buildings. The intent of such 
focus would be to achieve cumulative positive impact from investments made by ORA 
within ORNHA.

2. Interpretive potential – this criterion might place priority on the capability of a resource 
to contribute to telling ORNHA’s stories. Candidates would include venues where 
markers/waysides could be installed, buildings or settings where interpretation is available 
or could be added, and artifacts and documents that could be available for public access 
as part of a display.

3. Visitor potential – this criterion would place highest priority on resources that have the 
potential to be accessible for visitor use, and would place lower priority on resources that 
cannot be made accessible to tourists and/or residents.
4. Economic development potential – this criterion would consider the highest rated preservation projects or programs to be those that not only have the potential to attract private or public investment in subject properties but also have a potential to be catalyst projects that will encourage investment in other nearby key resources to strengthen the core of individual or multiple communities.

C. Urgency of need – is a criterion that deals with immediate threats to historic resources, which can come up suddenly when resources are proposed for demolition or radical alteration that would diminish their historic values. Funding or technical assistance for this priority can be further categorized by: 1) importance of endangered historic resource; 2) type of threat (maintenance, proposed redevelopment, alterations to existing significant fabric, change in use); and 3) precedent-setting issue (demolition by neglect, demolition by franchise development, or use of non-sympathetic materials).
7. Partnerships

7.1. Existing relationships in the ORNHA

The primary source of continuing funding to support planning and implementation within the
ORN to date has come through the Pennsylvania Heritage Parks Program established by the
state’s Department of Community Affairs (DCA) and now within the Department of
Conservation and Natural Resources (DCNR). It is assumed this source of funds will be
continued. The PHPP funds to date have amounted to approximately 59% of the resources
managed by OHR, Inc., with the remaining 41% of matching funds coming nearly half from
private sources, over a third from local government partners, and the remainder through other
state agencies.

OHR, Inc. has worked in collaboration with many public and private entities active in the region,
including nearly all of the major communities, townships, county agencies, foundations, non-
profits, the Oil Heritage Region Tourist Promotion Agency, the Crawford County Convention &
Visitors Bureau, the Allegheny Valley Trails Association (AVTA), the Pennsylvania Historical and
Museum Commission (PHMC), the Venango Museum, Oil Creek State Park (OCSP), the Oil
Creek & Titusville Railroad (OC&T), and others. Clearly, these collaborations should be
continued. Based on the emphasis of the Plan and its funding strategy, the types of priority
relationships that should be cultivated going forward include the following:

- **The Oil Region Alliance** – As noted above, the recently formed ORA will have expanded and
  broadened capacity, in comparison to what has been available to OHR, Inc. The new entity,
  with the potential to take advantage of the financing capacity of its economic development
  arm, may be able to contribute materially to preservation activities in the region and to realize
downstream income from successful projects. Additionally, the ORA’s tourism capability,
coupled with the proposed Hospitality Initiative, could serve a pro-active role in developing
new tourism support businesses as well as supporting tourism marketing.

- **Key OHR visitor interpretive venues and institutions** – The many visitor attractions within
  the OHR – including Drake Well Museum, Oil Creek & Titusville Railroad, Venango
  Museum, and DeBence Antique Music World – should all continue to be closely involved in
  implementation of the Plan Update. Most of these entities spend considerable funds for
  capital and operating expenses that will, in the future, supplement ORA activities and be
  coordinated with ORA investments. Additionally, niche venues with specialized collections
  and smaller visitor draw such as Tyred Wheels and Dan Hardesty’s Wild West Museum
  should be in a position to benefit from ongoing initiatives and to play some type of
  partnership role. This cooperation should extend to, within appropriate fiscal limitations,
development of new services and products, operational coordination, cross-marketing,
collaborative event and admissions programs, and, where appropriate, shared funding for
items of mutual benefit.

- **Recreational interests** – Three entities – the Allegheny Valley Trails Association (AVTA),
  Oil Creek State Park (OCSP), and Two Mile Run County Park – represent key regional
  recreation attractions and have partnered with OHR, Inc. in the past. The region’s

---

8 This Section is largely excerpted from the 2004 Management Plan Update, as the principal local and state partners have not changed.
communities, with their individual park systems and facilities, as well as fishing and boating interests, are also important potential recreational partners. As indicated in cost analyses of prior improvements, the AVTA has been highly effective at securing funds for trails throughout the region and at implementing these projects, securing a total of over $5.5 million from many sources, including local trusts, the National Park Service, local philanthropic interests, Federal Transportation Enhancement sources (ISTEA and TEA-21), and various state sources. AVTA will, in all likelihood, remain the key driving force behind trail improvements in the region and, for this reason, will take the lead role in trail funding, improvement, and maintenance. These activities of AVTA have been pivotal in improving and promoting increased recreational usage and tourism in the OHR. The Oil Region Alliance should support these activities of AVTA and supplement them with “gap” funding as well as with interpretive supplements to the trail and recreational system facilitating cross marketing of the region’s assets. OCSP is also a major visitor destination where collaboration among OHR, Inc., Drake Well Museum, and the OC&TRR has produced excellent results and should be aggressively continued. Two Mile Run County Park attracts significant visitation and, with its Tree House niche lodging improvements, has the potential to be an increasingly important visitor magnet and a venue where heritage resources can be cross marketed to recreational visitors. Many other recreational interests can potentially play a significant role in improving facilities and encouraging more effective use of recreational assets, including, but not limited to: the Pennsylvania Fish and Boat Commission, the Pennsylvania Game Commission, Oil Creek Trout Unlimited, the Izaak Walton League, PennDOT, the Allegheny River Tract of the Clear Creek State Forest, and the Pennsylvania Department of Environmental Protection.

- **Hospitality industry interests** – Operators of existing hotels, motels, and other niche accommodations will benefit from increased visitation to the region and, as noted in the discussion of the Economic Impact Assessment system, will also provide an important source of benchmark economic data for the region. These entities are required to report revenue to fulfill state and county tax requirements and should be able to develop systematic analyses of visitor profiles that will support the Economic Impact Assessment system and reveal larger patterns that can benefit all accommodations providers. The Oil Region Alliance should, as part of the Hospitality Initiative, pull together a regional group of accommodations providers into a formal group, or association, to coordinate activities, provide mutual support, and more effectively market their products on a regional basis. Beyond existing operators, this group would be able to provide assistance and an organizational framework that should be helpful to prospective developers and operators of new niche accommodation facilities.

- **Corporate, business, and private real estate interests** – The Oil Region Alliance, taking full advantage of its integrated capabilities, is likely to have future opportunities to work in collaboration with private sector interests while providing grants and other preservation assistance to support rehabilitation of important buildings in the region’s core communities. Opportunities for such initiatives may evolve from the Route 8/62 study underway that is investigating adaptive reuse of upper floors for residential use in the regions’ downtowns and enhancements to roadside landscapes and commercial/industrial buildings between the downtowns. Working in collaboration with these interests will be important, and may offer opportunities for future sources of revenue to the ORA, if it can negotiate for a portion of future new and increased income streams that have been enabled by its support.

- **Foundations, philanthropic, and corporate interests** – Philanthropic interests in the OHR -- including the Justus Fund, the Phillips Trust, the Kerr Trust, John Nesbit Reese and Sarah Henne Reese Charitable Foundation, and others -- have generously supported a range of
improvements and initiatives. The Colonel, Inc., the non-profit support group for the Drake Well Museum, as well as other individual contributors, have contributed time and funds to fulfill matching requirements or support new initiatives that deal with regional heritage resources. The engagement of these groups in the future will remain important to the region. The Oil Region Alliance should also look to larger foundations active in western Pennsylvania, such as the Benedum and Heinz Foundations, which, in addition to significant philanthropic support to arts and culture in their home city of Pittsburgh, have supported projects that are similar to those that will be anticipated in the OHR. Benedum has supported activities in the Wheeling National Heritage Area and Heinz has supported the Pittsburgh History Center as well as many environmental causes that are well illustrated in the OHR – for example the reclamation of the Oil Creek Valley within OCSP. With the expanded capabilities of ORA, other private individuals and locally based philanthropic interests should be actively solicited to support key activities and venues. Last, but not least, the oil industry outreach should be continued, using the highest contacts available. The Oil Region Alliance should continue its efforts to engage the American Petroleum Institute, the American Association of Independent Producers, Petroleum History Institute, and the American Oil and Gas Historical Society, as well as national and international oil corporations, in regional long-range projects. Potential areas for such support include, but should not be limited to: (a) remediation and development of former refinery sites; (b) support for Drake Well Museum and Oil Creek State Park interpretation; (c) support for educational programs that focus on the oil industry history as well as its influence on contemporary life; and (d) investment in mobile boomtown exhibits as well as potential future boomtown attractions.

- **Partners for river-based initiatives** – As noted in Chapter 6 of the 2004 Management Plan Update, a broad range of expanded river recreation opportunities should be supported by ORA. Some of these involve construction, such as new boat access points, fishing castways in core communities, or the white water park that has been discussed by some interests in Oil City. Other opportunities that are more programmatic in nature include ORA-supported promotion of river recreation opportunities such as fishing tournaments, boating events, or multi-activity overnight packages that may evolve from the Hospitality Initiative that include boating and overnight accommodations. The types of public partners for such opportunities include municipalities in areas where improvements may be under study, the Army Corps of Engineers, which has permit authority for installation of docks, marinas, and water edge modifications, the Pennsylvania Fish and Boat Commission (PFBC), the Allegheny National Forest, the Pennsylvania Department of Environmental Protection, and Pennsylvania Department of Conservation and Natural Resources. Private accommodations and outfitters are likely to be important partners for such activities, as well as other interest groups such as the Izaak Walton League, Oil Creek Trout Unlimited and local sporting businesses and sportsmen’s clubs.

- **State agencies** – As noted in the introduction to this section, state agencies have been among the most important partners of OHR, Inc. to date and will continue to be engaged with the activities recommended in the Plan Update. These entities include PHMC, DCNR through the Pennsylvania Heritage Parks Program, Pennsylvania Game Commission, PFBC, DEP, DCED, and PennDOT. Although PennDOT does not have an extensive scenic byway program, ORA should advocate for PennDOT recognition of the tour routes that weave through oil heritage resources – man-made and natural.

- **Local preservation interests and civic organizations** – Although the OHR is relatively small in terms of population, its diversity of developed communities includes several interest groups
that have supported community preservation, many of whom control, or have influence on, important heritage resources. These include community-specific entities such as the Historic Franklin Preservation Association, Venango County Historical Society, Crawford County Historical Society, and the Titusville Historical Society, who have each collaborated with OHR, Inc. to document and produce self-guided walking tours of their communities. Additionally, the Victorian Region of Northern Pennsylvania has advocated for preservation and more effective use of the area’s historic resources, operating under the aegis of the Venango Economic Development Commission (now part of the Oil Region Alliance). Another set of prospective partners include various private collectors who have important resources that may play a role in interpretation, such as the natural gas collection or private holdings that may be donated or stored in a regional archive. The Oil Region Alliance should continue to coordinate with these and other interest groups, such as Titusville Renaissance, Inc. that may evolve to support its preservation agenda.

7.2. New Partnership potentials with NHA designation

The broad range of partnerships that exist in the region, as enumerated in the previous section, can and should be continued. But, these can now be supplemented by opportunities that will be potentially available through NHA designation.

The most direct consequence of the NHA designation will include the eligibility of ORNHA to receive up to $1 million of federal funds in any given year up to a total maximum of $10 million over a period of 15 years. Such federal funds require a 50% match and are subject to appropriations. Although federal programs are now under some pressure and the Oil Region is not likely to receive the maximum annual amount immediately, this new source of funding has the potential to make a significant difference, inasmuch as the Oil Heritage Region has, to this point, received its most reliable source of funds through the Pennsylvania State Heritage Park Program.

Above and beyond specifically appropriated federal funds identified as a consequence of the NHA legislation, Section 607 of the Act, on Duties Of Other Federal Entities, states that “Any Federal entity conducting or supporting activities directly affecting the Heritage Area shall-- (1) consult with the Secretary and the management entity with respect to such activities; (2) cooperate with the Secretary and the management entity in carrying out their duties under this title and, to the maximum extent practicable, coordinate such activities with the carrying out of such duties; and (3) to the maximum extent practicable, conduct or support such activities in a manner that the management entity determines shall not have an adverse effect on the Heritage Area.”

OHR, Inc. and ORA have competed effectively in the past for assistance from Federal and State sources. However, the NHA designation has the potential to increase the competitiveness of the region in seeking such assistance from Federal agencies. Areas that would appear to have the highest potential – many of which have already played a part in the Oil Region - include: (1) Transportation Enhancement funding from USDOT, for preservation of historic transportation structures and rail-to-trail conversions, typically administered through cooperative agreement with PennDOT; (2) Department of Housing and Urban Development (HUD) funds targeted to low income communities and in support of low and moderate income housing; (3) National Park Service preservation and documentation grants, and; (4) EPA and related grants for brownfields clean-up and remediation.
8. Costs and Funding

8.1. Recommendations of the 2004 Management Plan Update

Table 2 indicates the summary cost estimate\(^9\) of implementation of the Management Plan Update as prepared in 2004, with items highlighted that should be changed to reflect current conditions and the recommendations of this Plan Augmentation. The items where changes are recommended and the reasons for such changes are listed below:

- **Economic Development and Tourism**

  **Rouseville long-term development approach** – this work item ($125,000) was developed under the assumption that some aspect of the former refinery, specifically the brick smokestack, would remain and might be a feature of a redevelopment. At this point, the entire refinery site has been cleared and, although appropriate reuse would be a regional and community priority, preservation of remaining artifacts is no longer possible and it is likely that ORA involvement here under its heritage activities will be more modest.

- **Interpretation**

  **Drake Well Museum** – this item ($4,784,390) was based on estimates of the scale of work anticipated by PHMC to do major rehabilitation to the museum, archives, and grounds of Drake Well Museum. Since the publication of the 2004 Management Plan Update, the scope of rehabilitation has increased, in part responding to suggestions made in the Update and supplemental funding appropriations and authorizations have taken place.

  **Weaver Building** – this item ($4,325,688) is no longer necessary, as the Weaver Building project will not be implemented.

- **Education**

  **Partner grants** – this item ($250,000) was estimated over a ten-year span, resulting in very modest levels of expenditure in any given year. It may be worth considering increase of this line item.

- **Preservation**

  **Partner grants** – this item ($250,000) was estimated over a ten-year span, resulting in very modest levels of expenditure in any given year. With the development of a more ambitious preservation element of the plan, this amount should be increased based on reasonable estimates of the elements of the preservation program.

  **Weaver Building** – this item ($1,132,188) is no longer necessary, as the Weaver Building project will not be implemented.

---

\(^9\) Detailed back-up information for the 2004 Plan Update is provided in Appendix H of that plan. Table [Error! Not a valid link.] in the Plan Augmentation is an adaptation of Table H-1 from the 2004 Plan Update, showing major items where consideration should be given to items that need to be changed.
• Management

Staff estimates – these amounts (a total of $730,000) should be reviewed, as requirements and opportunities associated with establishment of the NHA may be different than continuing with existing efforts.

Removal of the Weaver Building alone will deduct over $5.4 million from the estimate that was prepared in 2004, although some aspects of this reduction will be offset by new program elements and increased costs associated with costs escalations associated with the two years that have elapsed since completion of the 2004 Plan Update.
<table>
<thead>
<tr>
<th>OHR Goals</th>
<th>Projects, by Type and Element</th>
<th>Loaded Cost</th>
<th>Subtotal, New Actions Recommended in 2004 Plan Update, by function</th>
<th>Subtotal, by Major Element</th>
<th>Changes Proposed in Plan Augmentation for NHA, 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreation</td>
<td>Trails</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Petroleum Centre to Rynd Farm</td>
<td>$3,500,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rynd Farm to Oil City</td>
<td>$675,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tunnel to Emlenton</td>
<td>$195,556</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pave Sandy Creek Trail/Deep Valley Tunnel</td>
<td>$1,125,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Extend trail to Clarion County</td>
<td>$337,500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Extend trail to Mercer County</td>
<td>$562,500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Extend All. River from Oil City - County Line</td>
<td>$2,250,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Trailheads</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Emlenton</td>
<td>$31,250</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Kennerdell</td>
<td>$31,250</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>near St. George</td>
<td>$31,250</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dotter</td>
<td>$31,250</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Spur trails</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>To downtowns</td>
<td>$225,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>To other destinations</td>
<td>$4,164,375</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bike Racks</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Five locations</td>
<td>$468,750</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Watchable wildlife nodes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Six forest and river locations</td>
<td>$187,500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>River access points</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Kennerdell</td>
<td>$43,750</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>President</td>
<td>$43,750</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Emlenton</td>
<td>$43,750</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Scenic overlooks</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Per location</td>
<td>$150,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Economic Development and Tourism</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Accommodations &amp; Hospitality</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide financial assistance - grants</td>
<td>$330,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Seed funding for revolving loan fund</td>
<td>$250,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mobile Boontown Traveling Exhibit Study</td>
<td>$25,000</td>
<td>$25,000</td>
<td>$980,000</td>
<td>Modify this item</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Community Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rouseville long-term development approach</td>
<td>$125,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Community streetscape (Route 8/62)</td>
<td>$250,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interpretation</td>
<td>Interpretive Venues</td>
<td>$9,652,228</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Perry Street</td>
<td>$35,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>OC&amp;TRR</td>
<td>$49,900</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Venango Museum</td>
<td>$7,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Drake Well Museum</td>
<td>$4,784,390</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rynd Farm</td>
<td>$125,250</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Weaver Building</td>
<td>$4,325,688</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pithole</td>
<td>$150,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pumping Jack Museum</td>
<td>$7,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mather Museum</td>
<td>$140,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Venango County Historical Society Museum</td>
<td>$7,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Other museum support</td>
<td>$21,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Oil Creek State Park</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Petroleum Centre</td>
<td>$132,100</td>
<td></td>
<td>$11,640,716</td>
<td></td>
</tr>
<tr>
<td></td>
<td>New and replacement waysides</td>
<td>$171,500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Supplemental Regional Archive</td>
<td>$241,250</td>
<td>$241,250</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Natural Gas Museum Study</td>
<td>$50,000</td>
<td>$50,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Waysides along recreational trails and resources</td>
<td>$269,500</td>
<td>$269,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Along trails and at recreation venues</td>
<td>$122,500</td>
<td>$122,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Allegheny River Trail</td>
<td>$147,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Orientation Centers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Titusville</td>
<td>$115,500</td>
<td></td>
<td>$346,500</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Oil City</td>
<td>$115,500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Franklin</td>
<td>$115,500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Signage and wayfinding</td>
<td></td>
<td></td>
<td>$567,639</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Regional waysides - beyond cited venues</td>
<td>$210,000</td>
<td>$210,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>Partner grants</td>
<td></td>
<td></td>
<td>$250,000</td>
<td>$250,000</td>
</tr>
<tr>
<td>Preservation</td>
<td>Partner grants</td>
<td></td>
<td></td>
<td>$1,382,188</td>
<td>$1,382,188</td>
</tr>
<tr>
<td>Management</td>
<td>Core management staff</td>
<td></td>
<td></td>
<td>$1,780,000</td>
<td>$1,780,000</td>
</tr>
<tr>
<td></td>
<td>Supplementary interp. and educ'l program staff</td>
<td>$400,000</td>
<td>$400,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide hospitality technical assistance</td>
<td>$330,000</td>
<td>$330,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td>$30,137,534</td>
<td>$30,137,534</td>
</tr>
</tbody>
</table>
8.2. **Revised Cost Estimates and Funding Strategy with NHA Designation**

This section includes a summary estimate of several categories of cost for the NHA Plan Augmentation. Summary costs are shown in Table 3 and correlate to the scope of work that is described for the preferred alternative in Chapter 5, including, as appropriate, the following types of elements:

- Items that were previously recommended in the 2004 Plan Update and whose scope remains unchanged (for example, most recommendations regarding recreation and interpretation). For such items, costs have been adjusted 10% to reflect the approximate construction cost escalation over the two-year period since the last set of estimates prepared in June of 2004.

- Items where changes have been recommended or where changes have been initiated by agencies beyond the control of ORA, as itemized in the preceding section 8.1, have been modified by deletion or cost adjustment, as appropriate. Itemized breakdowns of these estimates are included within Appendix C.

- The elements of the preservation program, as described in Chapter 6, have been estimated based on reasonable assumptions about its scale and complexity.

The intent of the estimates is to establish planning level budgets for activities and projects that will accomplish the purposes of the NHA Management Plan. It is highly likely that specific line items or sub-categories may change as more becomes known about the needs of future implementation. All cost estimates were developed based on the following assumptions and process:

- All estimates have been based on the complete cost of defined projects or programs, without pre-judgment of the sources of necessary funds.

- All estimates are based upon current 2006 cost levels, reflecting adjustment of earlier 2004 estimates accordingly.

- No adjustments for inflation have been made for expenditures in future years.

- The general time framework for the projects estimated as part of this Plan Update is approximately ten (10) years, although the pace of implementation may accelerate or decelerate depending on factors that are, at this point, unknown.

- Itemized capital costs shown in Appendix C have been estimated at a general order of magnitude, using square foot or other unit-based cost allowances commensurate with the level of detail of this Plan augmentation. These costs have not been based on specific designs, detailed investigations of site conditions, or other project-based assessments that would be premature at this time. Contingencies and allowances for design services have been included as appropriate to each item.

- Non-capital costs have been estimated using professional judgments regarding appropriate level of effort and longevity of probably need.

Table 4 shows a general strategy for allocating costs followed a multi-step process:

1. The first step in the estimate process was to review the aggregate cost estimates for each goal and project element, without regard for the source of this funding.
2. The amount of ORA probable contribution to the remaining costs under each goal was based upon an extrapolation of the funds that OHR, Inc. has typically received through the Pennsylvania Heritage Park Program (PHPP), plus related matching funds, assuming this flow of funds continues over the next ten years.

3. The remaining funding gap between the total aggregate cost estimate and the amount assumed to be available through already committed funds, PHPP and matching sources represents an amount that might be contributed through a combination of NHA Federal funds as well as by non-ORA sources. Although federal contributions of up to $10 million are authorized, these commitments will be subject to actual yearly appropriations within the federal budget.

4. Although the cost of partner contributions is large - $26,867,623 – this appears to be achievable using past experience as an indicator. Federal Heritage funds made available through authorized Congressional appropriations, up to $10,000,000, could address a large share of this gap. Additionally, regional heritage investments include over $8 million currently being programmed by the State of Pennsylvania and the PHMC to support improvements at Drake Well Museum. Lastly, looking back at the experience up to 2004, significant expenditures from various sources supported the major recreation improvements – over $5 million. If is possible that similar funds can be found over the next ten years to support expansion of the recreation system, from state, federal, private, and local sources. The sum of these three partner contributions taken together would account for $23 million or the $25 million gap, leaving an additional $2.3 million to be found. This seems achievable and within reason.

8.3. Phasing Strategy

Implementation of the ORNHA Management Plan, as modified by the 2004 Plan Update and this Augmentation to that document, may be considered as a series of phases that can overlap, to respond to changing circumstances and funding opportunities that may emerge. Even since the completion of the 2004 Plan Update a major change has already occurred through National Heritage Area designation. Other changes may occur involving the availability of unexpected funds through unexpected local, state, or private sources.

A summary of the central tenets of each phase, as described in the 2004 Plan, is provided below:

1) In the short term (2004 - 2007) – The intent of this phase was to adapt the emphasis of activities in the OHR to reflect the recommendations of the plan, while continuing to implement work in process.

a) Build Regional and Operational Identity

i) Consolidate logos and image to build regional brand. Decide on a single professionally designed logo that represents the various agencies in the Alliance. This logo, used exclusively on all print and signage products, will reinforce the OHR identity for local residents and visitors. A new logo and identity was adopted by ORA and is used for all ORA projects and publications.

---

10 This section is largely inserted from the 2004 Plan; however, implemented recommendations during the period from 2004 – 2007 are highlighted, as are changes necessitated by the recommendations of this Plan Augmentation.
ii) Establish working modes for the Oil Region Alliance. Develop marketing to advertise the ORA’s combined services to the community. Determine who will take lead roles for activities that overlap agencies’ expertise. Develop ground rules for managing anticipated new capacity. Since 2004, ORA has organized into several divisions, appointing Vice-Presidents for Heritage, Marketing & Membership, Economic Development, and Finance & Compliance.

iii) Develop and maintain first rate OHR website. Incorporate the current OHRTPA website and ORA newsletter and expand on interpretation, events, and merchandising activities. The website has been redesigned and updated.

iv) Install wayfinding and regional roadside and community gateway signage. A comprehensive signage program will strengthen recognition of the region’s identity and provide better access to key attractions. Implement currently proposed wayfinding system and develop linking kiosks or signage at key venues.

v) Complete OHR orientation centers. Develop and install exhibits at orientation centers planned in Franklin, Oil City, and Titusville. The Titusville orientation center at Perry Street Station is now being designed.11

vi) Continue to advocate for NHA designation. Keep public and political representatives informed about progress in the region and efforts to achieve designation. NHA designation was received at the end of 2004.

b) Strengthen Program Management Capacity

i) Launch the OHR Hospitality Initiative. Ideally, a new full-time employee will be devoted to this initiative in the early years of this plan to accomplish the desired objectives of new niche lodging development, increased marketing assistance and knowledge of potential markets, and leveraging more overnight visitation. Part of the staff responsibility would be to obtain available outside funding for provision of technical and financial assistance to prospective accommodations operators.

ii) Provide technical and financial assistance to new niche accommodation initiatives. Create revolving loan and grants program, identify available tax credits and funding sources and provide assistance with applications, and provide assistance with successful operating strategies to help both existing and new initiatives.

iii) Implement economic impact assessment system. Use hospitality initiative staff person to implement and periodically assess economic impact assessment system and update of relevant data.

---

11 Negotiations should be continued with prospective partner entities in Franklin and Oil City. Given the elimination of the Weaver Building, in Oil City, the candidates for this location in Oil City would appear to be either the Chamber of Commerce or the Venango Museum. In Franklin the DeBence Museum is still a possibility, although this facility was closed for 5 months last year. However, it will be important to ascertain that the location to be selected fulfill requirements defined by PennDOT for such designation, including that the facility will be open at least 6 months every year, 10 hours each day between Memorial Day and Labor Day, and 8 hours each day during the balance of the open season. Other requirements include that the facility should have an attendant on duty during open hours and provide free access to travel literature, rest room, and drinking water. Additionally, access to the disabled is typically required.
c) **Extend and Amplify Recreational Assets**

i) *Continue to collaborate and support AVTA and its partners.* The outstanding record of success in trail building by AVTA and its partners should be supported in its planned efforts to extend existing trails within the region and beyond the region to link to larger trail systems.

ii) *Define and provide implementation assistance for interpretive installations along trail systems and new scenic overlooks.* Work with communities and private landowners to develop new waysides or other interpretive methods to highlight nearby significant natural and historic sites. *Many trail waysides have been installed.*

iii) *Define recommended approach for the “missing link” trail from Petroleum Centre to Oil City and provide assistance to implement construction.* Work with stakeholders on issues and funding of trail extension. *Engineering is underway from Oil City to Rynd Farm; federal transportation funds of $1.3 million have been appropriated for its subsequent construction.* The Alliance continues to endorse fund requests to construct the Rynd Farm-Petroleum Centre segment of bike trail.

iv) *Continue to create programs and infrastructure improvements along the Allegheny River.* Focus on construction of boat landings at Oil City and Kennerdell. Monitor progress on “rapids” project in Oil City.

v) *Link recreational assets to core community areas.* Begin feasibility studies to improve and extend riverfront parks in core communities, including location of castways here. Add bicycle racks near interpretive venues in core community areas.

d) **Reinforce the Region’s Heritage Venues**

i) *Provide assistance in designing and implementing cost-effective enhancements to DWM, OCSP, and OC&TRR.* Work with these key attractions to maximize the positive impact of ORA contributions and to determine possible alternative funding sources for proposed projects. *Funds have been identified for improvements to the Caboose Motel as well as to the OC&TRR special events car.* In parallel, Drake Well Museum has advanced its improvement plans and secured most of the required funding.

ii) *Define and produce ORA-financed and managed pilot interpretation projects.* Pilot projects might include audio tour packages that link existing boomtown-related attractions at Petroleum Centre, Pithole, and Drake Well Museum as well as audio tour of the Drake Well Museum exterior exhibits.

iii) *Work cooperatively with PHMC, oil and gas industry sources, and individual partners on the Sesquicentennial of Oil celebration in 2009.* Use celebration to increase awareness of area’s heritage and to increase outreach to potential oil industry sponsors. *A staff coordinator has been appointed for the Sesquicentennial and efforts to improve DWM are targeted to this date.*

iv) *Apply market knowledge to improve exhibit/education programs in other interpretive venues.* Assist interpretive venues in their improvement and development of exhibits and other interpretive and education programs through marketing studies and assistance with pre and post testing evaluation forms.
v) **Assist other proposed heritage venues.** Provide financial, technical, and marketing assistance to such ventures as the proposed Mather Museum in Titusville and the potential Natural Gas Museum in the Oil City area.

e) **Continue to lay the groundwork for New Venues and Ventures**

i) **Determine feasibility of short- and long-term use of former Pennzoil refinery site at Rouseville.** Concentrate Oil Region Alliance expertise on the identification of possible funding sources and any impediments to reuse of brownfield site. Develop a phased approach to reuse of the site that might include preservation, recreation, interpretation, and commercial components.

ii) **Continue to seek approval of OC&TRR extension to Oil City and Franklin.** Involve key stakeholders, including Norfolk Southern RR, OC&TRR, Merisol Antioxidants LLC, Rouseville, Oil City, and Franklin government representatives, and Congressman John E. Peterson’s office, in this process.

iii) **Assess feasibility and potential implementation of Mobile Boomtown Exhibit.** Develop design concepts and investigate capital and operating costs. Investigate potential venues for the mobile boomtown exhibits and living history programs. Determine locations where the exhibit could travel – both within the OHR and in visitor markets. For example, the Cleveland Grand Prix, one of that city’s most widely attended events, is a potential venue for these efforts. Similar events should be researched in Pittsburgh, Erie, and Buffalo.

iv) **Determine management, operational, and revenue approach to Weaver Building.** Determine what entity has the capability and interest to operate the transportation-related museum and conduct studies to identify audience and their interests. Formulate sequence of investment needed for phased development and how to cover funding gaps. Develop business plan for space rental, museum operations, and potential future revenue to ORA. The Weaver Building has been dropped from the plan, due to hesitation by the current owners to sign a long-term lease.

2) **In the mid-term (2008 – 2011)** – The focus of this phase is, while continuing to implement work in process from Phase I, to evaluate and refine operational processes and personnel, build new alliances and strengthen existing venues, and to implement or begin longer-term ventures defined in the plan.

a) **Expand the recognition and brand identity of OHR and the management capacity of ORA**

i) **The Oil Region Alliance should continue activities started in the previous phase and adapt its operations to adjust to new opportunities.** Activities should include, but need not be limited to, the following: (a) continue to identify and market to audiences with interests in outdoor recreation/oil heritage; (b) determine if any changes would be warranted should NHA designation be approved; (c) continue OHR hospitality initiatives; (d) continue to coordinate the diverse staff technical capabilities to match program needs.

b) **Continue to Reinforce Core Community Centers**

i) **Enhance community riverfronts.** Assist with permit and approval processes and funding of castways and park improvements.
ii) **Coordinate spur trail improvements.** Assist with funding and construction of new pedestrian/bike links into the heart of OHR communities.

iii) **Support rehabilitation of key buildings and areas.** Through funding and technical assistance programs, aid rehabilitation efforts proposed for pivotal buildings and areas.

c) **Expand Regional Trail System Connections and Amenities and New Recreational Facilities**

i) **Assist development of trails to region’s edges and beyond.** Work with trails groups and other interested parties to link region to Allegheny National Forest and other existing trails beyond the OHR boundaries.

ii) **Expand trailheads and associated services.** Seek feasible additional locations for trailheads and determine costs for implementation, working with AVTA and partners to add amenities, such as restrooms, informational and interpretive signage, and landscaping.

iii) **Identify specific locations and assist with development of mountain bike/ATV areas.** Work with DCNR, Two Mile Run County Park, and state game land managers to determine feasibility of facilities for mountain bike and ATV use in these areas.

iv) **Expand recreational offerings at existing recreation venues.** Work with OCSP, the Allegheny River Trail of the Clear Creek State Forest, and Two Mile Run County Park to complete proposed recreational activities and facilities specified in their master plans. Perform studies, prepare plans, and construct Watchable Wildlife platforms at specified venues.

d) **Focus on packaging recreation and heritage experiences**

i) **Develop and market sojourn type excursions.** New ORA staff or contractors may be needed to develop such programs.

ii) **Continue to develop Elderhostel and other educational programs in region.** Measure success of visitors and revenue increase of Phase I programs and expand similar successful programs to new audiences.

iii) **Work with niche accommodation facilities.** Partner with operators to assist them to develop coordinated activities that highlight recreational and heritage venues.

e) **Update and improve interpretation in the region**

i) **Develop a new long-term interpretive plan.** Using data obtained from visitor questionnaires, evaluation forms, and market studies in Phase I, complete an updated interpretive plan for the region and individual venues.

ii) **Support improvements at key interpretive venues.** Assist with funding and technical assistance for proposed new exhibits and programs at interpretive venues.

iii) **Develop, as feasible, new interpretive venues.** Subject to the success and direction of efforts in Phase I, continue with implementation of Weaver Building project, Mobile Boomtown and other boomtown alternatives, and Rouseville refinery site.

f) **Develop additional revenue sources for the Oil Region Alliance**

i) **Expand merchandise offerings.** Identify and develop new products/services that will add to revenue stream for the ORA.
ii) Create new partnership income producing ventures. Expand opportunities for income through new partnerships, with a focus on long-term returns from financial assistance to preservation and development projects.

3) In the long-term (2012 and beyond) – This phase anticipates completion and expansion of many programs, ventures, and physical infrastructure proposed in Phase I and II as well as building upon the organization’s efforts to achieve sustainability through income generating programs.

   a) Expand Activities for Broader Community Benefit. The Oil Region Alliance should continue to develop new educational and recreational improvements and programs by working with educational, interpretive and recreational venues in region to strengthen and add programs and activities.

   b) Develop long-term use/operation for new ORA ventures. As proposed ventures mature, including the Weaver Building, Rouseville site, and Mobile Boomtown or other boomtown alternatives, define any new management or direction that would benefit revenue potential and community impact.

   c) Seek ORA Sustainability. During this phase, subject to NHA designation and ongoing state and/or federal appropriations, the ORA should evolve into a sustainable organization that has direct sources of revenue. The Oil Region Alliance should continue to provide ongoing coordination and assistance for programs in support of its mission goals, supplementing grant and philanthropic contributions with sources of earned income.

Periodically throughout the implementation process, it will be appropriate to re-assess progress on this plan to adapt to the changed circumstances within the OHR and beyond.
<table>
<thead>
<tr>
<th>OHR Goals</th>
<th>Projects, by Type and Element</th>
<th>Unit</th>
<th># units</th>
<th>Cost/Unit</th>
<th>Cost</th>
<th>Design &amp; contingency</th>
<th>Loaded Cost plus 10% to account for escalation, 2004 - 2006</th>
<th>Subtotal, New Actions Recommended in Plan Update, by function</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreation</td>
<td>Trails</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Petroleum Centre to Rynd Farm</td>
<td>allowance</td>
<td>1</td>
<td>$2,800,000</td>
<td>25%</td>
<td>$3,850,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rynd Farm to Oil City</td>
<td>miles</td>
<td>6</td>
<td>$90,000</td>
<td>$540,000</td>
<td>25%</td>
<td>$742,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tunnel to Emlenton</td>
<td>sq yd</td>
<td>12516</td>
<td>$13</td>
<td>$156,444</td>
<td>25%</td>
<td>$215,111</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pave Sandy Creek Trail/Deep Valley Tunnel</td>
<td>miles</td>
<td>10</td>
<td>$90,000</td>
<td>$900,000</td>
<td>25%</td>
<td>$1,237,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extend trail to Clarion County</td>
<td>miles</td>
<td>3</td>
<td>$90,000</td>
<td>$270,000</td>
<td>25%</td>
<td>$371,250</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extend trail to Mercer County</td>
<td>miles</td>
<td>5</td>
<td>$90,000</td>
<td>$450,000</td>
<td>25%</td>
<td>$618,750</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extend All. River from Oil City - County Line</td>
<td>miles</td>
<td>20</td>
<td>$90,000</td>
<td>$1,800,000</td>
<td>25%</td>
<td>$2,475,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trailheads</td>
<td>Rynd Farm</td>
<td>each</td>
<td>1</td>
<td>$25,000</td>
<td>25%</td>
<td>$34,375</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kennerdell</td>
<td>each</td>
<td>1</td>
<td>$25,000</td>
<td>25%</td>
<td>$34,375</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>near St. George</td>
<td>each</td>
<td>1</td>
<td>$25,000</td>
<td>25%</td>
<td>$34,375</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dottin</td>
<td>each</td>
<td>1</td>
<td>$25,000</td>
<td>25%</td>
<td>$34,375</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spur trails</td>
<td>To downtowns</td>
<td>refer to support Table H-3 (costs include escalation to 2006)</td>
<td></td>
<td></td>
<td></td>
<td>$247,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To other destinations</td>
<td>refer to support Table H-3 (costs include escalation to 2006)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$4,580,813</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bike Racks</td>
<td>each</td>
<td>16</td>
<td>$450</td>
<td>$7,200</td>
<td>0%</td>
<td>$7,920</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Castways</td>
<td>each</td>
<td>5</td>
<td>$75,000</td>
<td>$375,000</td>
<td>25%</td>
<td>$515,625</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Watchable wildlife nodes</td>
<td>Six forest and river locations</td>
<td>allowance</td>
<td>1</td>
<td>$150,000</td>
<td>$206,250</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>River access points</td>
<td>Kennerdell</td>
<td>each</td>
<td>1</td>
<td>$35,000</td>
<td>25%</td>
<td>$48,125</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oil City</td>
<td>each</td>
<td>1</td>
<td>$35,000</td>
<td>$35,000</td>
<td>25%</td>
<td>$48,125</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emlenton</td>
<td>each</td>
<td>1</td>
<td>$35,000</td>
<td>$35,000</td>
<td>25%</td>
<td>$48,125</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scenic overlooks</td>
<td>Per location</td>
<td>each</td>
<td>6</td>
<td>$20,000</td>
<td>$165,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economic Development and Tourism</td>
<td>Accomodations &amp; Hospitality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide financial assistance - grants</td>
<td>room</td>
<td>60</td>
<td>$5,000</td>
<td>$300,000</td>
<td>10%</td>
<td>$330,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seed funding for revolving loan fund</td>
<td>allowance</td>
<td>1</td>
<td>$250,000</td>
<td>$250,000</td>
<td>0%</td>
<td>$250,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mobile Boomtown Traveling Exhibit</td>
<td>feasibility study</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Development</td>
<td>Rouseville long-term development approach</td>
<td>allowance</td>
<td>1</td>
<td>$50,000</td>
<td>$62,500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community streetscape (Route 8/62)</td>
<td>allowance</td>
<td>1</td>
<td>$250,000</td>
<td>$250,000</td>
<td>0%</td>
<td>$250,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interpretation</td>
<td>Interpretive Venues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perry Street</td>
<td>refer to support Table H-2 (costs include escalation to 2006)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$38,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OCATRR</td>
<td>refer to support Table H-2 (costs include escalation to 2006)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$54,890</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Venango Museum</td>
<td>refer to support Table H-2 (costs include escalation to 2006)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$7,700</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drake Well Museum</td>
<td>refer to support Table H-2 (costs include escalation to 2006)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$8,630,600</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Syring Farm</td>
<td>refer to support Table H-2 (costs include escalation to 2006)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$137,775</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pithole</td>
<td>refer to support Table H-2 (costs include escalation to 2006)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$165,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pumping Jack Museum</td>
<td>refer to support Table H-2 (costs include escalation to 2006)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$7,700</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mather Museum</td>
<td>refer to support Table H-2 (costs include escalation to 2006)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$154,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Venango County Historical Society Museum</td>
<td>refer to support Table H-2 (costs include escalation to 2006)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$7,700</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other museum support</td>
<td>refer to support Table H-2 (costs include escalation to 2006)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$23,100</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oil Creek State Park</td>
<td>Petroleum Centre</td>
<td>refer to support Table H-2 (costs include escalation to 2006)</td>
<td></td>
<td></td>
<td></td>
<td>$145,310</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New and replacement waysides</td>
<td>refer to support Table H-2 (costs include escalation to 2006)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$188,650</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplemental Regional Archive</td>
<td>refer to support Table H-2 (costs include escalation to 2006)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$265,375</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Natural Gas Museum Study</td>
<td>refer to support Table H-2 (costs include escalation to 2006)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$55,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waysides along recreational trails and resources</td>
<td>Along trails and at recreation venues</td>
<td>each</td>
<td>25</td>
<td>$3,500</td>
<td>$87,500</td>
<td>40%</td>
<td>$134,750</td>
<td></td>
</tr>
<tr>
<td>Allegheny River Trail</td>
<td>refer to support Table H-2 (costs include escalation to 2006)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$161,700</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Orientation Centers</td>
<td>Titusville</td>
<td>allowance</td>
<td>1</td>
<td>$82,500</td>
<td>$127,050</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oil City</td>
<td>allowance</td>
<td>1</td>
<td>$82,500</td>
<td>$127,050</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Franklin</td>
<td>allowance</td>
<td>1</td>
<td>$82,500</td>
<td>$127,050</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Signage and wayfinding</td>
<td>refer to support Table H-2 (costs include escalation to 2006)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$624,403</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional waysides - beyond cited venues</td>
<td>allowance</td>
<td>1</td>
<td>$150,000</td>
<td>$500,000</td>
<td>40%</td>
<td>$231,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education, Arts &amp; Cultural Preservation</td>
<td>Partner grants</td>
<td>year</td>
<td>10</td>
<td>$50,000</td>
<td>$500,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resource documentation assistance</td>
<td>refer to support Table H-4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$122,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning assistance to communities</td>
<td>refer to support Table H-4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$465,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building conservation technical assistance</td>
<td>refer to support Table H-4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$99,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education and recognition programs</td>
<td>refer to support Table H-4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$70,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ORA investment/partnership in rehabilitation projects</td>
<td>refer to support Table H-4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$720,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional tools to preserve cultural resources</td>
<td>refer to support Table H-4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$47,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td>Core management staff</td>
<td>year</td>
<td>10</td>
<td>$210,000</td>
<td>$2,100,000</td>
<td>2%</td>
<td>$2,100,000</td>
<td></td>
</tr>
<tr>
<td>Supplementary interp/pres./educl program staff</td>
<td>year</td>
<td>10</td>
<td>$90,000</td>
<td>$900,000</td>
<td>2%</td>
<td>$900,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide hospitality technical assistance</td>
<td>year</td>
<td>5</td>
<td>$60,000</td>
<td>$300,000</td>
<td>10%</td>
<td>$330,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$33,200,396</td>
<td>$33,200,396</td>
</tr>
</tbody>
</table>
### Table 4: Allocation of Plan Augmentation Costs, by General Source

<table>
<thead>
<tr>
<th>OHR Goals</th>
<th>TOTAL</th>
<th>OHR, Inc.</th>
<th>PARTNER</th>
<th>TOTAL</th>
<th>ORA</th>
<th>PARTNER</th>
<th>TOTAL</th>
<th>OHR, Inc. &amp; ORA</th>
<th>PARTNER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recreation</td>
<td>$5,988,463</td>
<td>$672,343</td>
<td>$5,316,120</td>
<td>$15,515,094</td>
<td>$2,000,000</td>
<td>$13,515,094</td>
<td>$21,503,557</td>
<td>$2,672,343</td>
<td>$18,831,214</td>
</tr>
<tr>
<td>Economic Development and Tourism</td>
<td>$8,156,006</td>
<td>$1,012,299</td>
<td>$7,143,707</td>
<td>$917,500</td>
<td>$458,750</td>
<td>$458,750</td>
<td>$9,073,506</td>
<td>$1,471,049</td>
<td>$7,602,457</td>
</tr>
<tr>
<td>Interpretation</td>
<td>$5,738,858</td>
<td>$2,162,858</td>
<td>$3,576,000</td>
<td>$11,414,303</td>
<td>$1,197,274</td>
<td>$10,217,029</td>
<td>$17,153,161</td>
<td>$3,360,132</td>
<td>$13,793,029</td>
</tr>
<tr>
<td>Education</td>
<td>$112,188</td>
<td>$112,188</td>
<td></td>
<td>$500,000</td>
<td>$250,000</td>
<td>$250,000</td>
<td>$612,188</td>
<td>$362,188</td>
<td>$250,000</td>
</tr>
<tr>
<td>Preservation</td>
<td>$972,009</td>
<td>$972,009</td>
<td></td>
<td>$1,523,500</td>
<td>$761,750</td>
<td>$761,750</td>
<td>$2,493,509</td>
<td>$1,733,759</td>
<td>$761,750</td>
</tr>
<tr>
<td>Management</td>
<td>$746,145</td>
<td>$746,145</td>
<td></td>
<td>$3,330,000</td>
<td>$1,665,000</td>
<td>$1,665,000</td>
<td>$4,076,145</td>
<td>$2,411,145</td>
<td>$1,665,000</td>
</tr>
<tr>
<td>Total</td>
<td>$21,713,669</td>
<td>$5,677,842</td>
<td>$16,035,827</td>
<td>$33,200,396</td>
<td>$6,332,774</td>
<td>$26,867,623</td>
<td>$54,914,063</td>
<td>$12,010,616</td>
<td>$42,903,450</td>
</tr>
</tbody>
</table>

### Notes
- (A) = B + C
- (B) = Total spent or committed to date since 1994 OHR Management Action Plan
- (C) = OHR, Inc. and project-based expenditures by partners without OHR, Inc. participation
- (D) = Total of New Actions Recommended in Plan Update
- (E) = Potential ORA Contribution plus match from PHPP and others recommended in Management Plan Augmentation
- (F) = Estimated Contribution by partners recommended in Plan Update
- (G) = Total from inception, from OHR and all other sources, since 1994 OHR Management Action Plan, plus recommendations for ORA from Management Plan Update and Augmentation
- (H) = I + J
- (I) = Estimated total OHR, Inc. and ORA Contribution plus match since 1994 OHR Management Action Plan, plus amount required to meet recommendations of Management Plan Update and Augmentation

### Calculation Formulas

- Total Actual and Committed Expenditure on OHR Related Projects in initial ten years (from 1994 through spring 2004)
- Summary Estimated Cost of Recommendations of Management Plan Update as modified by Plan Augmentation, from 2005 to 2016
- Cumulative Totals of Actual, Committed, and Recommended Costs of all improvements within OHR, from inception in 1994 through 2016