



PROGRAM OF WORK

2011

All Oil Region Alliance

Program of Work
January, 1 - December 31, 2011

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**Oil Region Alliance of Business, Industry & Tourism
Program of Work
January, 1 - December 31, 2011**

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January 25, 2011

Board of Directors
Oil Region Alliance of Business, Industry & Tourism
217 Elm Street
Oil City, PA 16301

Dear Board of Directors:

Enclosed you will find the Program of Work for 2011. The Program of Work has been designed to give you and management a better tool with which to manage staff time and control spending. Included is a summary page of each strategic business unit (SBU) – Economic Development, Heritage Development, and Tourism Destination Marketing—along with very specific goals and objectives that will help the agency execute the strategies outlined in the 5-Year Strategic Plan. Additionally, you will begin to see the development of a new strategic support unit (SSU), Membership, Marketing, and Communications, which will help the agency communicate its vision, public mission, and core values.

Due to the dynamic nature of our business, this document cannot include all of the opportunities that will come our way in 2011. Even as the Program of Work goes to print, we are exploring new ventures that will benefit us in the years ahead.

Our goal for this document is to provide you, the board, and our customers and stakeholders, with a very clear and concise plan of work for increasing the opportunities to create jobs and investment in the Oil Region, increasing tourist activity and visitor spending with our local merchants, and preserving our cultural and recreational assets to improve the quality of life throughout the Oil Region.

I look forward to working with each of you to improve the economy of the Oil Region. Please feel free to contact me with any questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Randy P. Seitz', written in a cursive style.

Randy P. Seitz
President/COO

Public Mission

As a conduit and catalyst for economic growth and prosperity, we exist to enrich the lives of those who live, work, and play in the Oil Region of northwestern Pennsylvania and its designated National Heritage Area.

More fundamentally, we are a non-profit marketing company. We market and communicate information and work to create jobs, promote tourism, and preserve and enhance the cultural and recreational assets of this Region and Area.

Corporate Vision

Over the very long run we aspire to become the most successful non-profit economic development, tourism promotion, and heritage preservation agency in the eastern United States, and the most admired National Heritage Area in the North East Region.

By 2015 it is our goal to become one of the top 3 non-profit economic development agencies and the most admired National Heritage Area in Pennsylvania.

Core Values

1. **Honesty.** We will tell the truth.
2. **Respect.** We will live by the Golden Rule.
3. **Integrity.** We will honor our commitments—what we say is what we will do.
4. **Responsibility.** We will use resources responsibly—we will use moral means to pursue moral ends.
5. **Accountability.** We will hold ourselves accountable for results—moral ends never justify immoral means.

Corporate Mission

1. To achieve the performance goals set for the Alliance corporately and for each of its SBUs and SSUs.
2. To reduce operating expenses in 2011 by five percent, and to control costs and expenses going forward.
3. To grow new funding sources to increase the operating flexibility and make the Alliance less dependent of government funding sources.
4. To maximize current funding sources.
5. To complete planned-for mission-driven changes in organization form and structure.
6. To become the best-governed non-profit corporate organization in the Oil Region.
7. To use technology to make communication a foundational core competency.
8. To increase unrestricted revenue sources through the use of social entrepreneurship.
9. To become a more effective marketing company by development and use of a comprehensive corporate marketing plan.
10. To facilitate the creation of jobs and investment in the Oil Region through our Economic Development SBU.
11. To preserve and enhance the cultural, recreational, and educational resources of the Oil Region through our Heritage Development SBU.
12. To increase tourism in the Oil Region through our Tourism SBU.

Prudential Commitments

To Our Customers: We will make available high-quality programs and provide you with quality service at all times. We will return your calls and answer e-mail requests within one business day. And, we will provide you with timely, accurate, and relevant information to make business decisions.

To Our Staff: We will provide you with the tools you need to succeed. We will recognize and reward your contributions to our success. We will show appreciation for your hard work, creativity, and innovation. We will create a challenging work environment but not fail to grant you ample time off to enjoy a balanced lifestyle. We will create and maintain a good and strong culture, and management will lead by example.

To Our Board Members: We will provide you with accurate and timely information. We will invest in board training and development. We will value your time, talents, guidance, support and oversight. We will work toward consensus building.

To Our Volunteers: We will value your time, talents, and support. We will consider your interests and welcome your counsel.

To Our Non-Customer Stakeholders: We will actively seek opportunities to act in a socially responsible manner, when such opportunities are good for the community, good for the Alliance, and do not conflict with our obligations to customers.

Board of Directors

As of January 1, 2011

Executive Committee

Michael Klapec, Chair & Chief Executive Officer
Klapec Auto Body

Susan Smith, Treasurer
NW PA Regional Planning Commission

Rodney Griffin, Vice Chair
Specialty Fabrication & Powder Coating

Warren Thomas, Asst. Secretary-Treasurer
Baytree Farm

Neil McElwee, Secretary
Oil Creek Press

James Hawkins, Immediate Past Chair
Barr's Insurance

Dr. Timothy Brooks, Member
Venango County Commissioner

Directors

Dennis Beggs
Central Electric Cooperative

Linda Lusher
Galaxy Federal Credit Union

Fred Buckholtz
Cranberry Township Supervisor

Mary Nicklin
Lamberton House Bed & Breakfast

Lynda Cochran
Franklin Area Chamber of Commerce

John Peterson
U. S. Congressman, Retired

John Cramer
Oil Creek & Titusville Railroad

Linda Routzhan
First Energy

Frank Hajduk
Volunteer

Thomas Surman
Vantage Holding Company

Dr. William Hallock
Clarion University, Venango Campus

Craig Udy
Constellation Energy

Stephen Hanna
PNC Bank

Maryann Yochim
National Fuel Gas

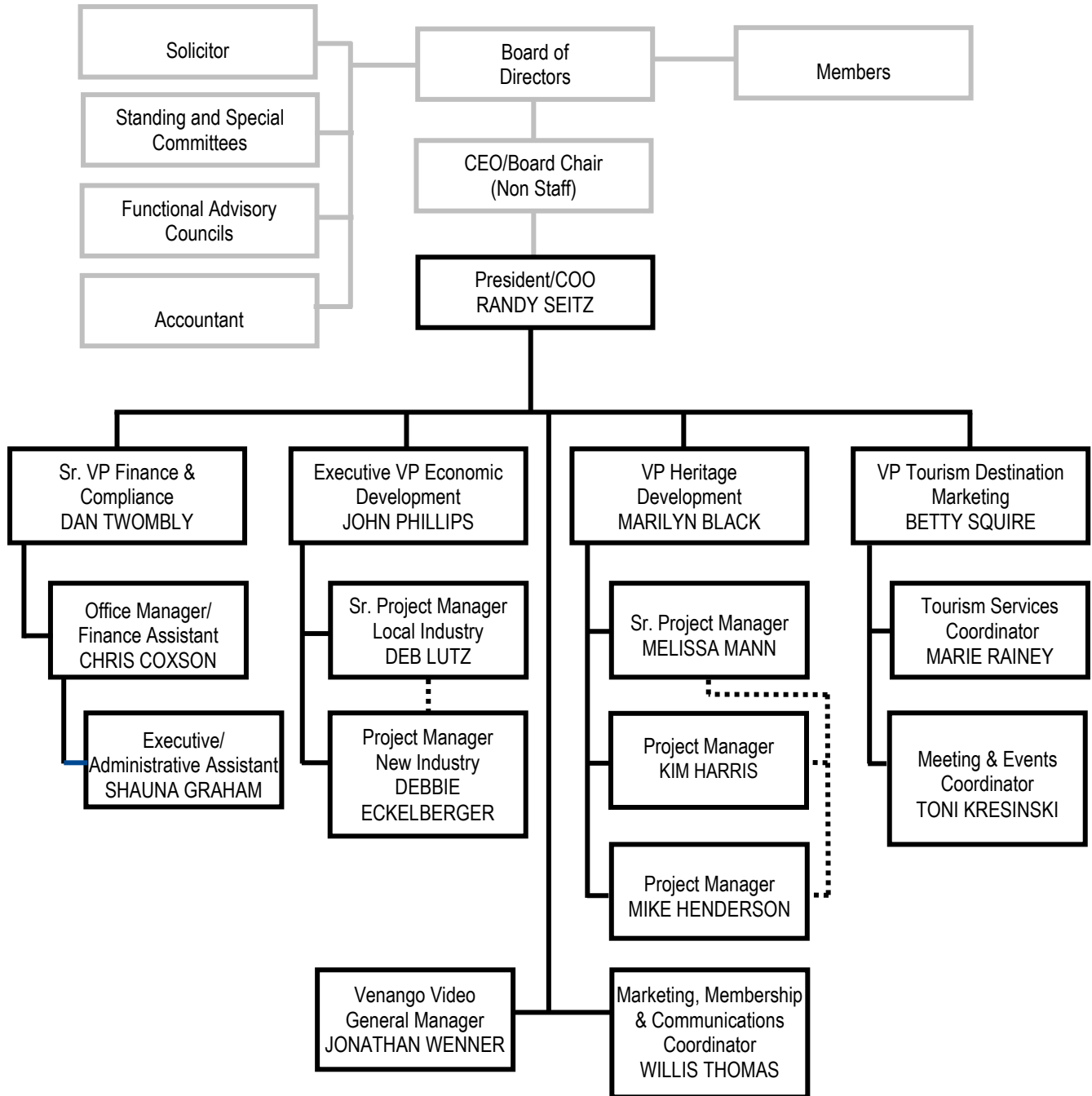
Sonja Hawkins
Mayor, City of Oil City

Barbara Zolli
Drake Well Museum and Park

James Krellner
Joy Mining Machinery

Organizational Chart

As of January 1, 2011



Economic Development

The Oil Region Alliance is the Lead Economic Development Agency for Venango County. In addition, the Alliance provides economic development assistance to the City of Titusville and Oil Creek Township in eastern Crawford County. These areas combined are known as the Oil Region. The Alliance works with other economic and community development agencies in the cities, boroughs, and townships of the Oil Region. Additionally, the Alliance supports and assists the economic development efforts of cities, townships, and boroughs that do not have economic and community development agencies.

The Alliance will provide assistance, training, advice, and guidance to the municipalities and organizations that make up the Venango County Growth Partnership and will work to complete the priority projects identified by the Partnership. The Economic Development Department strives to accomplish the goals and objectives set forth by the Board of Directors and other stakeholders.

For 2011, the Economic Development Department will begin to work on a Program of Work based on the new organizational strategic plan to reach specific short-term goals while taking significant steps toward multi-year goals.

The Program of Work is the compilation of activities that will be instituted to focus Oil Region resources toward those goals. These activities will include a more aggressive focus on Entrepreneurial activities as well as focusing on the many opportunities with Marcellus Shale. The Alliance strives to be the “Go To” agency for Marcellus Shale activity in Northwest Pennsylvania.

The Economic Development Program of Work is divided into specific project groups with defined goals and measures. The following are the project groups:

- New Industry Recruitment
- Local Industry Development (Retention & Expansion)
- Local Entrepreneurship and Community Development

The Economic Development Department will devote the majority of staff time and budget toward these areas of focus, understanding that unforeseen projects and situations may arise that will require adjustment of resources.

The Economic Development Department of the Oil Region Alliance will market to Manufacturing & Machine Technology, Logistics & Distribution, Retail and Restaurant, Natural Gas Drilling and support services, and Epoxy Ethane Manufacturers specifically. The Alliance will continue to upgrade infrastructure needed to competitively market the region with quality industrial parks. The following pages describe the goals and measures that the Economic Development Department will use to create the opportunity for new jobs in the Oil Region in 2011.

1. NEW INDUSTRY RECRUITMENT (MAP 110)

Goal: To use state and local tools to bring in new investment (industries and companies) over the next 5 years to create 1,000 new jobs.

Objective A: To use "Cluster Industry" target marketing approach. (Note: this objective also ties in with goals and strategies contain in the organization's Corporate Marketing Plan.)

Strategy: To use an aggressive marketing campaign designed to meet the needs of a specific cluster of industries.

1. The 2011 industry clusters to focus on are Mfg. & Machine Tech, Logistics & Dist., Retail & Restaurant, Natural Gas drilling support industries, and Epoxy Ethane Manufacturing.
2. Change and update current marketing material to address cluster targets.
3. Use industry specific lists to target direct mail campaign to 100 companies in the process of expanding and subsequent follow up contact with prospects.

Objective B: To use site selection firms to draw prospects to the Oil Region.

Strategy: To host and develop an ongoing relationship with 5 site selection companies educating them on Properties, Workforce, Taxes, Cost of Business, Incentives.

1. Target CB Richard Ellis, Grubb & Ellis, Jones, Lang LaSalle for visits to the Oil Region.
2. Make contact and personally invite them for a visit.
3. Coordinate schedules and visits for prime season.
4. Site Selectors visit and are toured through region with discussion on how to solidify relationship.

Objective C: To develop a library of Information related to all prospect needs that can be accessed

Strategy: To build a library of information and create a system that allows information to be sent to prospects.

1. Gather existing information with current resources.
2. Investigate any software technology that could assist with the library.
3. Implement software into the existing ORA infrastructure.

Objective D: To make all Alliance "Prospects" aware of state incentives available and help them through the application process.

Strategy 1: To use our local Governors Action Team (GAT) office to champion Alliance projects in Harrisburg.

Strategy 2: To use Alliance consultant in Harrisburg to increase probability that good incentives are provided.

1. Periodic meetings with Capital Associates and GAT to establish good relations with the new administration and influence policy.
2. Quarterly Meetings with GAT to keep up relationships and inform of progress the region is making. Not just meet when there is a prospect.

Objective E: To create an Oil Region Incentive Program (ORIP).

Strategy 1: To secure up to \$200,000 in local contributions to use as incentives to attract new industries.

1. Systematically approach various ED related and interested entities to commit dollars toward a local incentive fund.
2. Create a separate investment fund to hold dollars collected.
3. Work toward multi-year commitments for fund by participating entities.

Strategy 2: To become a Community Development Financial Institution or partner with a CDFI organization.

1. Continue to explore requirements for CDFI Designation.
2. If a partner is needed, then approach and identify a partner.
3. Attend required trainings.
4. Prepare application for designation.

Strategy 3: To expand all Alliance Revolving Loan Programs by \$500,000 in total by 2015.

1. Explore potential new sources for funds.
2. Review requirements and discuss applying for funds and write required grants.

Strategy 4: To strengthen relationship with SBA and USDA to support ORA projects.

1. Work with SBA in the first quarter to conduct joint business seminars on topics relevant to Oil Region Companies needs.
2. Meet with representatives of SBA to showcase region and build relationships.
3. Meet with representatives of USDA to showcase region and build relationships.

Strategy 5: To grow the Venango Industrial Development Authority as a tax-free financing tool and develop better relationships with local lenders.

1. Conduct educational seminars with area financial institutions to educate about the advantages of using VIDA financing and encourage them to utilize VIDA for their projects.
2. Periodically meet with local lenders to build relationships and encourage use of VIDA.

Objective F: To transform Economic Development content on the ORA website to maximize the potential for attraction of investment in the Oil Region.

Strategy: To research best practices for using social media in ED and submit information to build the overall ORA social media platform/plan.

1. Peruse various Economic Development websites to identify superior sites.
2. Work with VP of Marketing to improve ORA website.

Objective G: To continue to be the leader in exploring opportunities with Marcellus Shale (MS) to recruit Gas Industry Companies to the Oil Region.

Strategy: To continue the educational process as well as development of various tools such as an electronic resource guide and website to provide local industry the most beneficial information.

1. Work with SBA and PIOGA to develop electronic MS resource guide.
2. Maintain and improve the value of the www.nwpamarcellusshale.com website.
3. Develop a business-to-business forum for MS to be held in 2011.

Objective H: To continue success of I-80 Barkeyville Industrial Park with continued development along I-80.

Strategy: To analyze and locate potential sites for possible industrial development and explore infrastructure needs/cost and purchase best site.

1. Begin to evaluate potential property along I-80 for development.
2. Identify various sites and find current property owners and explore their interest in selling their property.

Objective I: To build a spec building along I-80 Corridor.

Strategy: To identify site and facilitate construction of a spec building at a desirable location along I-80. This would be a developer partnership.

1. Identify several ideal ORA owned lots for spec building.
2. Develop a list of prospective partners for such a project.
3. Hold target meetings with prospective partners to discuss project.

2. Local Industry Development (Map 120)

Goal: To develop innovative programs and procedures to support Oil Region Industries and support the expansion of 20 companies by 2015.

Objective A: To refine and improve the state-supported Business Retention and Expansion Program.

Strategy: To continue BREP visits as the main communication system to our local industry with improvements toward more of a business counseling/educating model.

1. Work with NW ED Partners and Executive Pulse to customize BREP program for the NW Region.

Objective B: To expand the County Wide Revolving Loan Fund by \$500,000 by 2015. This will enable ORA to assist with larger expansion projects.

Strategy: To develop an action plan to seek grant/other funding without draining ORA resources.

1. Explore merging ORA funds with OREZ loan fund to expand lending capacity.

Objective C: To discover all Marcellus Shale Opportunities for Oil Region Industry and Municipalities.

Strategy: To investigate and implement strategies that open opportunities for local companies and municipalities to obtain more business and expand.

1. Develop Business-to-Business MS forum.
2. Work with partners to develop educational forums and programs for new workers to the MS Industry.

Objective D: To use Carbon Credits (CC) as an Economic Development Tool for Oil Region Industrial Development

Strategy: To research this strategy and establish the ORA as a potential broker of carbon credits or establish a vehicle for utilization of CCs.

1. Learn more about Carbon Credits and explore possibilities.

Objective E: To develop and implement "Strategic Response Program."

Strategy: To assemble a team of influential business partners to work with local companies in danger of closing their doors or facing major job losses.

1. Establish a format similar to SCORE Meadville Branch Erie Chapter #193 which currently serves the Oil Region.

3. LOCAL ENTREPRENEURSHIP AND COMMUNITY DEVELOPMENT (MAP 130)

Goal: To continue to be the leader in Community and Workforce Development Efforts in the Region.

Objective A: To establish the Oil Region as an "Entrepreneurship Region" and grow 10 new businesses by 2015.

Strategy: To develop an action plan for pro-entrepreneurship policies in local government and utilize economic gardening strategies.

1. Develop an 'Entrepreneurship Academy' using the program at Univ. of Pitt Bradford as a model.

Objective B: To continue to partner with the City of OC and support the Oil City Main Street Program.

Strategy: To work with volunteers and City of OC to provide guidance and resources to the Main Street Program and work for a self-sustaining program after state funding ends.

1. Establish ongoing guidelines.

Objective C: To continue to work with partners and educators to keep a trained workforce for future needs of industry.

Strategy: To continue to work with the NW WIB, CareerLink, Venango Technical, Clarion University and others to develop curriculum that meets the needs of Oil Region Industry.

1. Form a task force to research & explore training needs & opportunities utilizing the high priority occupation listing.
2. Strengthen relationship with Keystone Community Education Council.
3. Explore a merger with Keystone Community Education Council.

Objective D: To continue to be the WIB workforce representative for the region.

Strategy: To show a level of performance excellence that ensures the WIB awards this contract to the ORA from now through 2015.

1. Continue to serve on RCWE sub committees and meet all goals.

Objective E: To work with the other municipalities and support small business activities for their communities.

Strategy: To work with primary member municipalities on their efforts to spur small business initiatives through technical support from the ORA.

1. Meet with all Municipalities and discuss opportunities through the Outreach Coordinator position.
2. Establish relationships so Municipalities will direct entrepreneurs to call the ORA.

Heritage Development

The Oil Region Alliance administers and develops both the Pennsylvania Oil Heritage Region and the Oil Region National Heritage Area, encompassing Venango County plus the City of Titusville, Hydetown Borough, and Oil Creek Township in eastern Crawford County. Projects are selected from among those described in the Oil Heritage Region National Heritage Area Management Plan. Copies of the 2006 Amendment to that document are available to the public as hard copy (Executive, or full) or as a DVD.

During 2011, we're pleased to announce the start of these exciting and important new projects:

- Begin grantsmanship leading to nomination of a new historic district in Pleasantville, PA
- Provide educational materials/posters to schools in ORNHA; conduct teacher workshop
- Develop brochures for Tarbell House, Coal Oil Johnny House, and Neilltown Church
- Provide improved climate-controlled locations for Natural Gas Artifact collection
- Coordinate and host major Symposium on "Natural Gas History"
- Activate NGH Advisory Group, and introduce new website about natural gas history
- Acquire and then conduct engineering for new trailhead and canoe/kayak launch at Oil Creek Landing
- Expand non-fiction book inventory, and widen sales distribution thereof
- Perform detailed engineering for trails/trailheads for Titusville Queen City Bike Trail, McClintock Bike Trail, and through Borough of Emlenton; all are segments on the Erie-to-Pittsburgh Trail

During 2011, this department will also continue to perform these ongoing responsibilities:

- Stewardship of ORA-owned historic resources including the Coal Oil Johnny House, Neilltown Church, and the Natural Gas Artifact Collection
- Continue to restore the Tarbell House as a demonstration historic rehabilitation project
- Continue to administer the Oil Region NHA Historic House Plaque program
- Provide preservation consultation services to property owners and municipalities
- Coordinate and host at least 6 Oil History programs and workshops throughout ORNHA in 2011
- Install historic markers and conduct educational programs about the area's oil /gas history
- Add interpretive panels to bike trails, trailheads, overlooks, and Coal Oil Johnny House
- Construct Allegheny Scenic Overlook in Oil City using designs already approved
- Assist with detailed design of facilities and materials for increased public access to waterways
- Finalize designs/ budget for new Oil Region Visitor Center inside Venango Museum in Oil City
- Coordinate Annual Oil Heritage Region Historic Preservation Awards
- Participate actively in design of Great Lakes regional signage system
- Schedule, transport, and set up Traveling Exhibit of oil history photographs around Pennsylvania
- Closeout completed project files and provide reports to respective grantors
- Assist municipalities and partners to implement and comply with ORNHA Management Plan
- Actively serve in leadership of ANHA and Heritage PA on behalf of Oil Region Alliance
- Provide interesting, productive internship and volunteer opportunities of many sorts
- Conduct grantsmanship to advance projects as per ORNHA Management Plan

Nearly all heritage projects are conducted with restricted financial assistance via grants approved by the Pa. Department of Conservation and Natural Resources' Pa. Heritage Areas Program, other Commonwealth agencies, and/or the National Park Service's National Heritage Areas Program.

Unrestricted revenues generated through these projects are dedicated for use as grant matching funds and to assist with operational support for the Oil Region Alliance.

In 2011, we're deeply appreciative of the valuable assistance provided by numerous volunteers, vendors, local communities, elected officials, project partners, and other organizations sharing the goals of community revitalization, historic preservation, recreation and open space, education/interpretation, intergovernmental cooperation, and promotion.

1. OUTDOOR RECREATIONAL FACILITY DEVELOPMENT (MAP 210)

Goal: To construct properly-engineered trails (bike, waterways, hiking, cross-country skiing, ATV, wildlife watching, and more types) providing safe, convenient public access to special scenic and historic places throughout the Oil Region.

Objective A: To ensure that the Erie-to-Pittsburgh Trail segments for bicyclists within the Oil Region will by 2015 be fully constructed and connected, including trailheads and related amenities, from Hydetown to Foxburg.

Strategy: To have Oil Region Alliance continue as project manager for McClintock Trail, as active partner for Queen City and OCSP Trails, and advocate for Emlenton-Foxburg leg.

1. McClintock Trail Construction (along Old Bankson Road).
2. McClintock Trail Construction (paving McClintock #1 and Rynd Farm Parking Lots).
3. McClintock Trail – Easements executed; engineering done; procurement conducted via PennDOT for construction.
4. Oil Creek State Park Trail Extension – Assist DCNR personnel.
5. Queen City Trail – Engineering finished including bid specs.
6. Emlenton – Engineering for in-town connection.

Objective B: To partner with municipalities and property owners in the design and construction of other trail types, thereby adding at least one Allegheny River access, at least one hiking trail, and identifying suitable ATV trail sites by 2015.

Strategy: To identify priority areas and specifics for other trail types; then undertake detailed planning with site owners/municipalities/funding agencies; and assist as needed in the subsequent construction.

1. Continue affiliations with ETPA and Council on Greenways/Trails.
2. With City of Oil City and Penn Soil RC&D, advocate for ownership change on the Warren Trail segment within Venango County.
3. Oil Creek Landing beside Dollar General in Oil City; ownership of 4 parcels transferred to ORA (survey; deeds executed).

Objective B: To construct and plan for future improvements to overlooks.

Strategy: To construct Phase I for each overlook, then assemble funds for view-opening phases and augmenting amenities in 2011, and perform remaining steps in 2011-2012.

1. Murray's Scenic View – construct central feature and signage/plaques.
2. Allegheny Scenic Overlook – construction finished.
3. Allegheny Scenic Overlook – Trees cleared; memorial plaques up.

Objective D: To provide accurate interesting interpretive panels along area trails and trailheads, emphasizing oil history and environmental themes.

Strategy: To write, design, produce and install at least 5 new Oil Region interpretive panels per year, in conjunction with local experts and property owners.

1. Interpretive Panels -- Determine topics; write; layout; produce; and install 5 panels on McClintock Trail.

2. EDUCATIONAL MATERIALS AND PROGRAMS (MAP 220)

Corporate Mission Goal: To become the premier source for non-fiction materials about oil history, especially its history in northwestern Pennsylvania; by 2015, to be ranked along with Drake Well as the top 2 sources to which customers and educators turn for such items.

Objective A: To identify, acquire, and disseminate educational materials (books, DVDs, CDs, artwork, etc.) from not only local authors but also from documentary makers, authors, and industry associations across the USA.

Strategy: To engage in increased collaboration and joint promotion with Drake Well, PHI, AAOGM, authors, makers of documentary films, educator groups, historical societies, owners of specialized oil-related collections; negotiate individual agreements for the Alliance to carry their work for sale via our websites.

1. Add at least 12 new titles to ORA's inventory.

Objective B: To conduct/coordinate educational programs for adults, conducted in person and via technology; operate at least 6 programs per year.

Strategy: To provide interesting and engaging programs for adult residents and visitors, including destination programs involving over-night lodging in the Oil Region.

1. Present at least 6 programs for adults (including Oil History Workshop(s), Oil Heritage Festival, Oil Festival, and others).

Objective C: To provide interesting and engaging educational materials for adult residents.

Strategy: To identify, acquire, distribute, and when necessary develop new educational materials for classroom and field-trip use.

1. Distribute educational manuals to schools in ORA boundaries.
2. Distribute Oil/Gas Timeline Posters to schools and libraries.
3. Teacher workshop (possible with Ohio Energy Edu. or others).
4. Assist with field trips to area's oil history sites.
5. Begin updating "Exploring Venango County" booklet.
6. With Drake Well, do Civil War & Oil booklet.

Objective D: To increase net sales revenues to the Alliance for educational materials; at least 25% annual gain over preceding year.

Strategy: To expand distribution methods (more sales outlets, be included on lists of others' websites, greater emphasis at Alliance events) to make product sales more convenient to local residents, visitors, and others in the USA.

1. Place at least 3 titles on at least 6 more websites.
2. Place at least 6 titles in at least 12 more book stores/gift shops.

Objective E: To increase awareness of and visitation to Alliance-owned heritage properties, collections, and inventory of sales items.

Strategy: To prepare new educational materials and programs showcasing Alliance-owned heritage properties, collections, and inventory; introduce at least one new type of program or material each year 2011 through 2015.

1. Tarbell House Brochure.
2. McClintock-Steele-Waitz House Brochure/Tour Guide Booklet.
3. Neilltown Church Brochure.
4. Tarbell House – Tours/Open Houses (at least 4 conducted).
5. McClintock-Steele-Waitz House – Tours/Open Houses (4+).
6. Neilltown – Concerts/Rentals – At least 4.

Objective F: To position Alliance's traveling oil history display at diverse public locations within one-day's drive of the Oil Region.

Strategy: To schedule and then deliver the Traveling Exhibit to visitor centers, museums, libraries, colleges, malls, and other public venues (generally for one-month stays) in the same geographical areas targeted by Tourism SBU.

1. Traveling exhibit hosted by at least 10 sites in 2011.
2. Any necessary minor repairs or updates to traveling exhibit.

Objective G: To increase publicity (and thereby increase sales volume) about the educational materials and programs available via the Alliance.

Strategy: To encourage book reviews, author roundtables, speaking engagements, book signing sessions, documentary showings, art displays, etc. and to generate related publicity about those events/opportunities and these specific and other educational materials and programs available via the Alliance.

1. Speaking engagements.
2. Book reviews broadcast on Venango Video.
3. Documentaries aired on Venango Video.

3. CULTURAL RESOURCE PRESERVATION (MAP 230)

Goal: To assist owners of cultural resources (buildings, photographs, artifacts, artwork, etc.) situated within the Oil Region with improved access to information, techniques, and tools to preserve those resources; priority will be given to those related to oil history and/or natural gas industry history.

Objective A: To demonstrate best cost-effective preservation practices at cultural resources directly owned by the Oil Region Alliance.

Strategy: To be good stewards of the Coal Oil Johnny House, Neilltown Church Building, Tarbell House, and the Natural Gas Artifact Collection; and to use each of these as educational settings and subjects of preservation-related programs, at the rate of at least 2 per site per year through 2015.

1. COJ House – Finish furnishings, labels, exhibit details.
2. Neilltown Church – Paint Exterior; Interior Plaster/Painting.
3. Neilltown – Repay at least half of loan to Preservation Pa.
4. See MAP 220E for programs.
5. See MAP 230E for rehabilitation of Tarbell House.

Objective B: To provide Historic Preservation consultation services.

Strategy: To provide individual and small group consultation and training, consistent with National Park Service/Pa. Historical and Museum Commission/Preservation Pa. policies and techniques for best practice within preservation arenas.

1. Assist at least 10 property owners.

Objective C: To recognize good examples of cultural preservation throughout the Oil Region.

Strategy: To conduct awards programs, award Oil Region NHA House Plaques, install historical markers, and generate publicity about each to commend good examples occurring in the public and private sectors.

1. Nominate Tarbell House for individual listing on NRHP.
2. Nominate Neilltown Church building for individual listing on NRHP.
3. 2011 Oil Heritage Region Historic Preservation Awards.
4. Install any approved Historical Marker.
5. Nominate 2 new Historical Markers during 2011.

Objective D: To gradually inventory and document the area's historic properties, buildings, equipment, traditions, and collections; by 2015, complete at least 6 more historic districts and/or collections or individual buildings.

Strategy: To identify high priority or high-at-risk items for documentation and inventory; conduct in conjunction with other preservation groups and property owners.

1. Finish and distribute Northeast Venango County reports/lists.
2. Assist at least 2 other entities in 2011.

Objective E: To demonstrate best practices in rehabilitation of Victorian homes, the Oil Region Alliance will complete the full rehabilitation of the Tarbell House and landscape the site as a Victorian-era garden available to the public, by 2015.

Strategy: To assemble diverse partners and sufficient funding to make significant annual progress toward Objective E, and meanwhile be good steward of this historic property including conducting guided tours and workshops at site each year; and by 2012 rent out second-floor apartment.

1. ADA ramp installed; parking ADA approved; signage.
2. Interior of Tarbell House done and apartment habitable.
3. See MAP 220E for programs.

4. VISITOR CENTER DEVELOPMENT (MAP 240)

Goal: To establish Oil Region Visitor Centers in Oil City by 2012 and in Franklin by 2015.

Objective A: To finish the exhibit designs for the Oil City Visitor Center, and identify any related building upgrades needed by the hosting Venango Museum.

Strategy: To insist that the contracted Phoenixx Design Associates accelerate their design work and the related interaction with Venango Museum.

1. Finish Visitor Center detailed design; bid specs ready to issue.
2. Secure photo use rights.

Objective B: To raise sufficient funds and then coordinate the fabrication and installation of the Oil City Visitor Center, by December 2012, in conjunction with Venango Museum of Art, Science & Industry.

Strategy: To combine fund-raising and grantsmanship skills, and then the project management skills of staff at the Alliance and Venango Museum in order to install accurate interesting and inviting Visitor Center exhibits by Dec. 2012.

1. Assist Venango Museum to secure matching \$ for full project.
2. Conduct vendor selection for exhibit fabrication/installation, including lighting/electrical upgrades.

Objective C: To identify host entity in Franklin and then design Visitor Center to suit space and emphasize Franklin role in oil history and the Oil Region.

Strategy: To announce host by December 2011; and to have exhibits designed by contracted firm by December 2013.

1. Identify and compare features of potential hosts in Franklin.
2. Execute cooperative agreement with selected host.

5. NATURAL GAS HISTORY INITIATIVE (MAP 250)

Goal: The Alliance will determine in 2011 its roles in the Natural Gas History Initiative. In 2012 - 2015, the Alliance will marshal the fiscal and partnership resources to accomplish the specific objectives, including good stewardship of our Natural Gas Artifact Collection, education about the history of the natural gas industry (especially in Pa./NY/NE Ohio), and interpretive facilities here about natural gas history.

Objective A: To select the Alliance's development approach among the options examined in the 2010 Feasibility Study report about a natural gas museum; and then to prepare a time line accordingly. The options are: (a) stand-alone new museum; (b) add arm/exhibits to existing museum in the Oil Region; (c) operate traveling exhibit(s); and/or (d) only virtual exhibits on website.

Strategy: To use 2010 Feasibility Study report and input from Board of Directors as well as committees, to select realistic approach in relation to anticipated budget.

1. Detailed planning for selected approach.
2. Partner agreements executed for selected approach(es).

Objective B: To create and operate advisory group for Natural Gas History Initiative.

Strategy: To identify and recruit potential planning and funding partners to serve on new advisory group for Natural Gas History Initiative, thus broadening range of information, resources, and expertise across USA, and focusing on Oil Region as a player/peer in this specialty field, by December 2011.

1. Recruit members (at least 10 people accept invitation).
2. Activate Advisory Group.

Objective C: To identify additional historical resources and experts; to bring them to the Oil Region literally and through industry publications/websites.

Strategy: To host/coordinate annual Natural Gas History Symposium held in the Oil Region, starting in 2011. Involve MEET-U via Drake Well, plus trade associations and Marcellus Shale groups.

1. Coordinate/administer 2011 Symposium.
2. Involve Drake Well, MEET-U, and Marcellus Shale Coalition.
3. Symposium – Logistics, Registrations, etc.
4. Start process for 2012 Symposium.

Objective D: To provide improved indoor and outdoor storage of our Natural Gas Artifact Collection, and to organize items for more convenient access.

Strategy: To install monitoring equipment (temperature, humidity, light) and controls at each indoor storage location by June 2011 and to either enclose the outdoor items in the collection or move to a more secure, climate-controlled setting by December, 2011.

1. Purchase, install, and check weekly monitoring equipment.
2. Decisions regarding artifacts now stored outdoors.
3. Solicit and secure sufficient funds to carry out methods agreed.
4. Large items in secure, climate-controlled place(s).

Objective E: To broaden our website(s) to include natural gas history information, for free public use around the clock.

Strategy: To add to the appropriate Alliance website(s) a new section about the area's natural gas industry history; provide timeline, essays, photographs, company histories, pioneer profiles, major events, innovations, etc. of natural gas history emphasizing Oil Region, NY, Pennsylvania, and Ohio.

1. Assemble essays, photos, company histories, etc.
2. Assist website manager to upload/maintain.
3. Notify museums and historical societies in NY/PA/Ohio/WVA.
4. Process Q/A daily from OIL 150 and Natural Gas History websites.

6. OTHER HERITAGE DEVELOPMENT ACTIVITIES

Objective A: Provide internship opportunities.

Strategy: Provide worthwhile real-life projects in well-supervised setting to enable high school/college students to practice career skills; and encourage and provide interesting worthwhile projects for other volunteers from diverse backgrounds and with varied interests.

1. Serve as internship worksite for college students.
2. Recruit, orient, assist, and involve volunteers in ORA's Heritage projects.

Objective B: Close Out Grant Files with Respective Grantors.

Strategy: Fulfill grantors' requirements, thus demonstrating administrative and programmatic excellence, and increasing likelihood of subsequent grants to ORA from same agencies.

1. Close out grant packages for DCNR, PHMC, NPS, others.

Objective C: Create Outgoing Grant Applications

Strategy: Identify good potential grantors; prepare and submit outgoing grant applications to attain projects as per ORNHA Management Plan.

1. File at least 12 grant applications during 2011.

Objective D: Facilitate ORA's Advisory Councils, Committees, Board, Task Forces, etc.

Strategy: Provide staff support to ORA Heritage Advisory, Preservation Committee, Board of Directors, Natural Gas History Advisory, etc.

1. Conduct orderly and participatory advisory/committee meetings.

Objective E: Interact with DCNR.

Strategy: Professionally represent ORA/ORNHA throughout communications with DCNR.

1. Ongoing communications with DCNR at all levels.
2. File DCNR's required reports (interest, semi-annual, blurbs, etc.).
3. Keep DCNR assigned liaisons current on projects and overall ORA.

Objective F: Participate in HeritagePA.

Strategy: Help shape HeritagePA programs and policies consistent with interests of ORA/ORNHA, while maintaining excellent perception of ORA/ORNHA within HeritagePA, DCNR, and other state agencies.

1. Participate in HeritagePA meetings, projects, and communications.
2. Annual Pa. Preservation/Heritage Partners Conference.
3. Introduce Sr. Project Manager to Heritage PA and DCNR partners; related training.

Objective G: Participate in Alliance of National Heritage Areas (ANHA).

Strategy: Help shape ANHA programs and policies consistent with interests of ORA/ORNHA, while elevating relative ranking of ORA/ORNHA within ANHA, NPS staff views, Congress, etc.

1. Participate in ANHA meetings, projects, and communications.
2. ANHA publications, website, promotional activities.
3. Introduce Melissa to ANHA partners; related training.

Objective H: Interact with National Park Service (NPS) on behalf of ORA/ORNHA.

Strategy: Professionally represent ORA/ORNHA throughout communications with NPS personnel.

1. Participate in NPS meetings, workshops, communications, and projects.
2. NPS publications, website, promotional activities.
3. Introduce Melissa to NPS partners; related training.

Objective I: Advise/assist area municipalities and others to comply with ORNHA Management Plan

Strategy: Review county, municipal, and regional plans; help draft ordinances and project descriptions in relation to attainment of the ORNHA Management Plan.

1. Review and comment on Plan Documents.
2. Review and comment on draft ordinances.
3. Provide letters of supports for specific grant applications by others.
4. Continue to make ORNHA Management Plan available to public.
5. Active implementation of Management Plan recommendations.

Objective J: Create Regional signage

Strategy: Consistent with PennDOT, DCED, FHSA, and municipal guidelines, produce and install ORNHA directional signs throughout region.

1. Active coordination of Great Lakes Regional Signage Advisory Board.
2. Draft Great Lakes Regional signage plan filed with PennDOT.
3. With City of Oil City, update and expand destination signs.
4. On I-80, produce/install “Welcome to ORNHA” at Barkeyville Derrick; and identify location for west-bound derrick, secure agreement with property owner.
5. Wayfinding signs to other ORA facilities produced/installed (ex. – COJ House, Neilltown Church, scenic overlooks).

TOURISM DESTINATION MARKETING

While the state reports on tourism for 2010 will not be ready for many months to come we need only to look at some of the statistics for Pennsylvania provided by the DCED Office of Tourism for 2009, look at our local statistics and formulate our plan for tourism destination marketing in 2011. The Tourism Destination Marketing department is committed to hosting and attracting and increasing visitors to the region, bringing the convention and meetings availability to the forefront and to assist with the growth and economic vitality of the Oil Region Alliance and the Oil Heritage Region of Pennsylvania.

During 2010 the Oil Region hotel excise tax revenue increased by 5.8% and the number of rooms was up by 6.8%. As we move into 2011 one portion of our plan is to involve the hospitality industry in developing sustaining programs to increase overnight stays. The plan is to increase our marketing visibility in the group tour market and motor coach market by attending several regional Sports, Travel and Consumer shows and providing additional travel packages for families who want to take leisure day-trips; according to recent statistics each visitor spends an average of \$100 per day.

Additionally we want to take a more aggressive approach on attracting the Small Conventions/Meetings audience. Meetings and events create 15% of all travel in the domestic and international scene. There is very aggressive competition for this market with demanding customers. One of the major hurdles we need to get over is they want all-in-one site – no driving.

On March 4, 2010 President Obama signed the Travel Promotion Act which was championed into legislation by Roger Dow, President of the U. S. Travel Association. This piece of legislation was a long time in coming as it now forms an agency to market America as a tour and travel destination worldwide. We will continue to work with the Pennsylvania Tourism Office to get our region on the map.

One of our major outdoor programs that we will continue to aggressively market and expand is the Allegheny GeoTrail project. During 2010 in a mini survey taken, the largest group of cachers was in the 50-59 age bracket; income levels varied from \$30K to \$75K+; spent the average of \$300 per trip, with most of them being day-trippers. Many of the cachers returned to attend outdoor recreational opportunities in the region. We will also be a participant in the annual geocaching event, GeoWoodstock IX that will be in our part of the country for the first time ever. This event annually brings in over 6,000 visitors to the region.

With the decrease in the funds available from the Commonwealth it is imperative that we continue to build our relationship with our partners in the Pennsylvania Great Lakes Region (PGLR) (Crawford, Erie, Mercer & Venango counties). Some of our marketing efforts in 2011 with PGLR will include marketing in the Pennsylvania Travel Guide; redesign and printing of the PGLR Fishing Guide and PGLR Hiking and Biking Guide. We will also continue to update www.pagreatlakes.com with information about Venango County and Oil Region and its events and attractions on a regular basis.

Our major market penetration areas for 2011 will continue to include the Toronto, Buffalo, Pittsburgh, Cleveland and Washington, DC regions. According to the Forbes Attractions List of 2008 Niagara Falls rated the #7th most visited site with 12 million visitors. These visitors are only a three-hour drive from the Oil Region! Our tourism marketing efforts are geared towards bringing the visitors from a range of 50 miles or further to visit the Oil Region and to increase the overnight stays at our lodging providers. Average age for Pennsylvania based on overnight marketable trips is 45.4 years; they average three to six nights per trip. Visitor spending for Venango County in 2009 (last report available) was \$162 million.

We will work with the newly-developed Membership-Marketing-Communication department to increase our visibility on the social media platform. This will include an updated newsletter; upgrading of www.oilregion.org; greater utilization of social networks such as Twitter, FaceBook, YouTube and other forms of communication. We will also have our Oil Region Visitor Guide book included on the web so that visitors can look at the individual pages and print them out if they wish (this will possibly decrease a small amount of postage to send them). We would also like to perform a website intercept survey as well as a visitor intercept survey if additional funds can be found to allow this to happen. According to the Randall Travel Marketing Tourism Trends Report the following are things the visitors will be looking for in 2011 and beyond to 2013 before a full recovery to the 2008 level is reached:

- VALUE-VALUE-VALUE
- Time poverty – more so than ever before with burnout being a big factor
- Pent up demand - “some things I’ll cut, others I won’t” - 1 in 5 workers spends 50 hours/week; email take 1 full hour per day
- “Feel good” travel Simple pleasures, good bed, good food
- No hassles – or else!
- Continually growing reliance on user-friendly technology
- 2011 = Slow, steady gain through 2013
- New consumer behavior – long term modest spending, greater demands

During 2011 we will be working with the new governor, Tom Corbett, as he works with the Pennsylvania Convention and Visitors Bureau (PACVB) to continue with the marketing budgets for both the individual counties and the PA Great Lakes Region.

In March 2011 the Destination Marketing Organizations and Tourist Promotion Agencies of Pennsylvania will hold The Pennsylvania Industry Summit – Together for Tourism in Harrisburg. This will also include members of other related tourism industry partners such as the PA Campgrounds Association, the Wine Association, Snowmobile and Skiing Associations, etc.

Our program of work will include our need to continue working hand-in-hand with our members to make a greater impact on the tourism industry in the Oil Region and to increase the economic impact that tourism brings to a region.

1. OUTDOOR RECREATIONAL OPPORTUNITIES (MAP 310)

Goal: To position the Oil Region as a premier destination for outdoor recreation.

Objective A: To promote outdoor recreational opportunities throughout the region.

Strategy: To produce and maintain an inventory of travel itineraries and coupons and to make downloadable packages available on-line on ORA web-site.

1. Contact all hospitality providers to request discount coupons to put on the www.oilregion.org site.
2. Design travel itineraries that include not only those providing coupons/update downloadable packages on www.oilregion.org.

Objective B: To design and produce 75,000 yearly visitor guides.

Strategy: To place the guides into the hands of our targeted market audience.

1. Prepare RFP for printing & design.
2. Prepare materials outlining costs to participate to members/non-members.
3. Sales team to make contact for ads/creation of ads and design.
4. Assist design team selected to write copy and finalize front cover and all materials.
5. Upload the visitor guide on our website so the visitor can view by page.

Objective C: To attend three consumer travel and tourism shows per year.

Strategy: To distribute visitor guides, getaway packages, regional information, and a survey form to attendees on their intent to travel to the Oil Region.

1. Make reservations for shows; design the survey after requesting complimentary tickets as award from Oil Creek & Titusville Railroad; prepare materials to take to shows.
2. Hamburg Sports & Travel Show.
3. Erie Sports & Travel Show.
4. Attend the One-Tank Show-Sabellas, Erie, PA - request local hospitality providers to attend and participate.

Objective D: To promote the Allegheny River as a prime destination for fishing.

Strategy: To attract anglers by providing a weekly web-based fishing report directed to specific groups that includes the conditions of the area's waterways.

1. Four-page fishing report provided by outside vendor for distribution on www.oilregion.org and on his Blogspot.
2. Assist vendor when outdoor writers have made contact to come to the region to do fishing familiarization tours and write about the region.

Objective E: To heavily promote that we are the largest Geo-Caching program in the U.S. (by number of caches and by geographic area); consequently, we will exploit our advantage by increasing the number of Geo-cachers by 10 percent over the next 2 years.

Strategy: To (1) establish a strategic financial partnership with a company that manufactures hand-held GPS units (e.g., Garmin); (2) To establish a strategic financial partnership with a company that has an unrelated product; (3) To exploit the Alleghany Geo-Trail brand and to create retail sales related to that brand, and (4) and participate in the National GeoWoodstock IX event in July, 2011 in PA.

1. Determine appropriate products for retail sales.
2. Provide staff assistance for GeoWoodstock IX.
3. Provide marketing support for GeoWoodstock IX.

Objective F: To position the Oil Region as a prime destination for golf outings.

Strategy: To work collaboratively with local hospitality providers, golf course owners and managers to implement cost effective packaging.

1. Build relationships with golf industry.
2. Create a golf package outline the lodging facilities and other hospitality venues to complete.
3. Prepare materials for distribution at the Welcome Centers of Pennsylvania.

2. REGIONAL “WEEK-END” TOURISM OPPORTUNITIES (MAP 320)

Goal: To become one of the premier destinations in the northeast for weekend getaways.

Objective A: To bring together local businesses and work with them to organize, develop and implement theme-based week-end getaway travel packages.

Strategy: To work with local hotels, motels, bed-and-breakfasts, and camp sites, to accommodate week-end getaways.

1. Design sample itineraries for lodging partners utilizing the 2-day overnight statistic.
2. Write weekend getaway packages that vary with the seasons and special events in the region.
3. Upload packages on www.oilregion.org; pagreatlakes.com; where&when.com; visitpa.com.

Objective B: To implement the Corporate Marketing Strategy in relation to weekend getaways.

Strategy: To utilize the plan to attract weekend getaway packages that includes print, television and on-line marketing.

1. Design/print brochure for distribution.
2. Produce 30/60 second commercial specific to weekend getaways utilizing content from the DCED Economic Impact of Visitor Spending.
3. Purchase television spots /offer co-op opportunities to local members for Spring 2012.
4. Purchase space in Ohio Magazine & Pittsburgh Magazines for spring 2012.

Objective C: To develop niche market promotional materials directed at families, day-trippers and those looking for discount packages.

Strategy: To design, print and distribute 10,000 coupon books with discounts for local and regional distribution.

1. Obtain RFP for printing coupon book.
2. Prepare cost factors & materials for co-op advertisers.
3. Sell space in coupon books to members & non-members.
4. Design, print and distribute coupon book.

3. CONFERENCE MEETING OPPORTUNITIES (MAP 330)

Goal: To position the Oil Region as a premier conference site for meetings and/or conventions for groups of 20 to 75 in Northwest PA in the next 5 years.

Objective A: To introduce the Oil Region as a premier destination to major meeting planners.

Strategy: To attend 2 to 3 shows annually to talk first-hand with group leaders for SMERF group planners.

1. Design a profile sheet outlining attributes of all regional conference amenities.
2. Attend 2 Glamour shows –undetermined destinations.
3. Respond to all contacts made at the Glamour Shows.
4. Design a Conference Site on our website.

Objective B: To build strategic alliances with SMERF members to exploit our local resources.

Strategy: To (1) work with local businesses to develop SMERF packages; (2) to work with SMERFs to sell packages.

1. Set up meeting with local convention sites to begin conversations and obtain materials necessary to publicize their establishments.
2. Develop/design packages with lodging facilities.
3. Purchase PA Meeting Profile list from PTLA.
4. Mailings and follow-up calls to prospects from the Profile List.

4. MOTOR COACH OPPORTUNITIES (MAP 340)

Goal: To increase number of motor coach trips to the Oil Region.

Objective A: To increase motor coach trips into the Oil Region by 3-5 percent annually.

Strategy: To work cooperatively with partners and offer co-op advertising in trade publications such as Group Tour and Leisure Group Tour.

1. Obtain current pricing for publications
2. Determine co-op opportunity costs
3. Purchase marketing ads

Objective B: To develop a Motor Coach Development Plan to work collaboratively with local businesses and hospitality providers to encourage motor coach trips to the Oil Region.

Strategy: To work with local hospitality providers to execute the Plan.

1. Obtain pricing for PA Bus Association.
2. Design and place ads in publication.
3. Attend the 2011PA Bus Assn. meeting in June 14-17 at Niagara Falls (1st time in our part of the country).

Objective C: To create a publication that highlights regional itineraries featuring lead attractions that can be marketed to potential targets and specialty groups such as music, trains, and art.

Strategy: To work with local groups to design the publication and determine a pricing structure.

1. Obtain quote to design book & write itineraries
2. Award bid to produce booklet
3. Work with local hospitality providers for pricing for the coming year
4. Design tracking method for members

Objective D: To organize yearly Familiarization (FAM) Tours.

Strategy: Attend group tour shows; visit AAA office and encourage them to visit the Oil Region so they are better prepared to sell our area to their customers.

1. Obtain list of AAA's within 3-hour drive.
2. Set up appointments for visits.
3. Make visits to AAA's or Group Tour Shows; provide visitor guides and specialty brochures on the region.

5. CULTURAL VISITATION OPPORTUNITIES (MAP 350)

Goal: To become a premier destination for people with an interest in architecture, festivals, theatre and culture.

Objective A: To design exciting and unique programs to tell the story of our local culture, arts, and humanities to attract visitors who will strengthen our local economy.

Strategy: To create experience-based packages for overnight stays in our lodging facilities, including local cottages and campgrounds.

1. Plan for future activity.

Objective B: To collaborate with regional partners about the HUB, "Arts on 8" and bring new visitors to northwest PA who enjoy and follow the arts.

Strategy: To develop an action plan with priorities, responsible parties and potential partners in designing a brochure to brand the HUB, "Arts on 8"; include on websites and social media.

1. Meet with partners to develop plan.
2. Obtain quote for basic brochure & award printing bid.
3. Brochure printed and ready for distribution.
4. Distribute brochures via members.
5. Add to Arts on 8 website.

6. TOURIST PROMOTION AGENCY SPECIFIC ACTIVITIES

Strategy: Market Venango County with hotel excise tax revenue

1. 2011 Marketing Plan with the Commonwealth and County
2. To provide advertising; printing; promotion; dues; fulfillment
3. Services; Regional partnerships; Internal Marketing Program;
4. Interactive services and salaries and support staff.

Budget

Revenue

Grants	\$ 1,505,559.00		
Property Sales	532,000.00		
Contributions	333,193.00		
Membership	160,000.00		
Fees	59,600.00		
Rent	57,026.00		
Advertising Sales	47,000.00		
Special Events	30,600.00		
Municipal Contributions	27,000.00		
Foundations & Trusts	27,000.00		
Inventory Sales	26,400.00		
Interest	12,900.00		
	\$ 2,818,278.00		

Expenses

Economic Development	\$ 1,026,122.47		
Heritage Development	843,005.70		
Tourism Destination Mark.	330,715.58		
Operations	321,247.25		
Fundraising	154,550.00		
Property Management	134,241.00		
	\$ 2,809,882.00		

Net Income

\$ 8,396.00
