

2011

OHIO & ERIE CANALWAY: CONNECTIVITY, COMMUNITY, CULTURE



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College of Urban Affairs

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T A B L E O F C O N T E N T S

EXECUTIVE SUMMARY	1
BOUNDARY & ORGANIZATIONAL LANDSCAPE	3
IMPACT ANALYSIS	9
STRATEGIC PLAN	59
MARKETING & TOURISM PROPOSAL	111
CONCLUSION	125
APPENDIX & REFERENCES	126



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EXECUTIVE SUMMARY



This comprehensive document is Cleveland State University's Maxine Goodman Levin College of Urban Affairs, Master of Urban Planning, Design & Development Capstone Class of 2011's, compilation of research, analysis and recommendations for the Ohio & Erie Canalway National Heritage Area. As a group we examined the Heritage Area from conception, designation, progressive establishment and growth and provide our resulting vision and strategic recommendations to expand and propel the corridor to greater capacity of enhancement, success and regionalization. The accomplishments of the Ohio & Erie Canalway Association, Ohio Canal Corridor and Ohio & Erie Canalway Coalition, (Canalway Organizations), various other entities, visioning partners and ensuing forged partnerships are numerous and inspiring. These partners are leading the Heritage Area to establish a renewed identity, to regeneration of Northeast Ohio cities and towns and proliferation of the tourism industry, utilizing the canal legacy of regional and national prominence.

The National Heritage Area was designated in 1996 under the Federal Omnibus Parks Bill and OECA received \$10 million for Heritage Area preservation (and later an additional \$5 million). Within the 495 square mile corridor, and up to 5 miles outside the delineated 110-mile boundary, more than 170

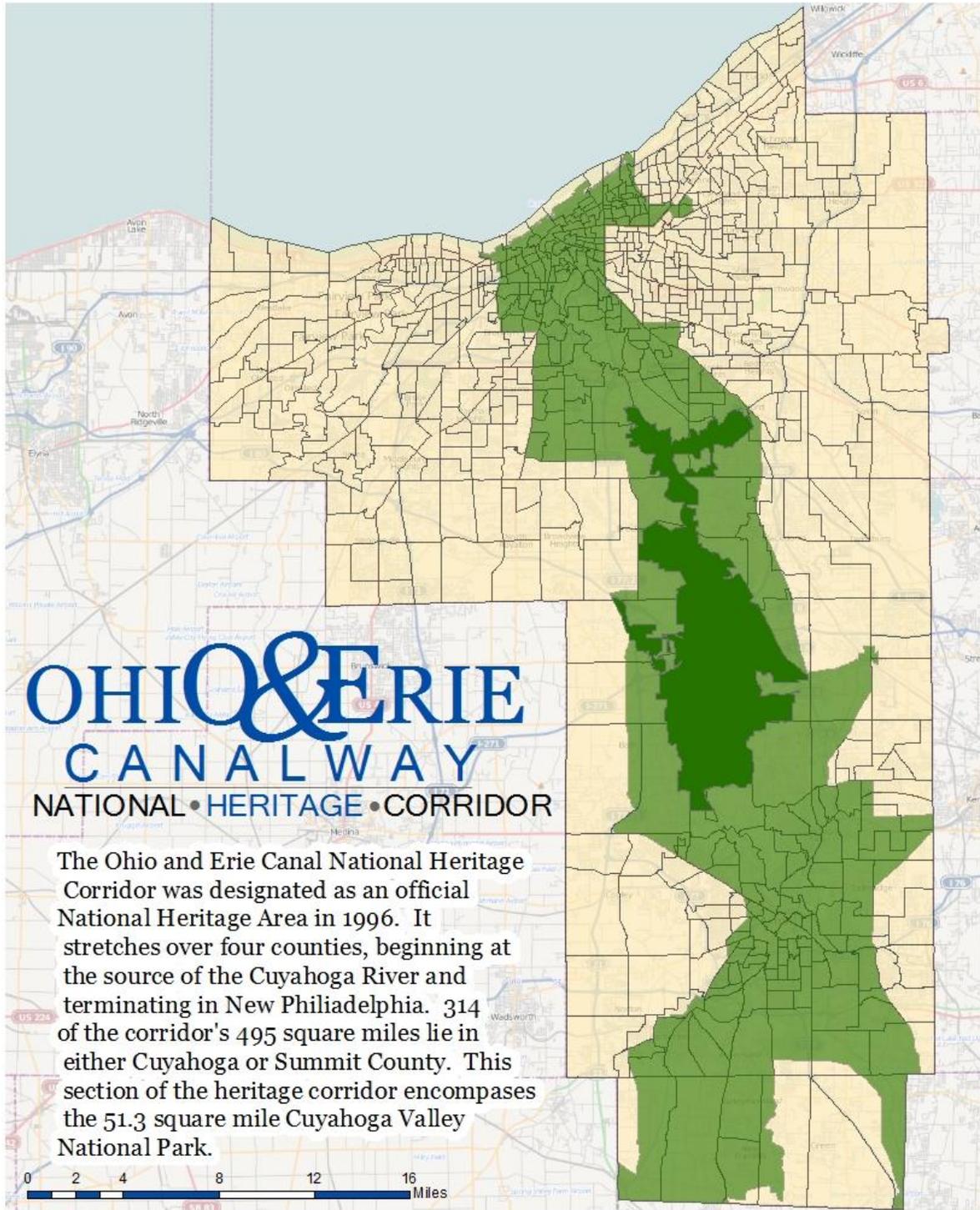
projects have received grants for greenspace, historic, education, economic development and marketing programs totaling more than \$6 million and infusing more than \$26 million into the designated area. Additionally, the state of Ohio established a statewide Heritage Area Program, which also applied designation to the Heritage Area. Although no funding has come with it, the state does offer technical assistance and the designation helps strengthen the case for additional funding. Further, the 48 local government entities, nonprofits and businesses located within, have taken advantage of the Heritage Area to varying degrees for incorporating parks, creating sections of the Towpath Trail or connectors, preserving historic buildings and structures, including remaining canal infrastructure, establishing historic preservation and design guidelines, historic education programming and revitalizing areas.

As a group of students with varying aspirations, interests and talents, we have examined this project put before us in such a way as to provide analytical and creative critique followed by an equally compelling proposal. This proposal entails detailed enough propositions, yet is flexible for various applications and use to further the Ohio and Erie Canalway National Heritage Area to renewed prominence of the canal legacy in the next 5 years and beyond. The following pages detail our research and findings, resulting SWOT (strengths, weaknesses, opportunities and threats) analyses, survey results, and lay out recommendations for strategic implementation. Suggestions include areas for community and economic development, best management practices, increasing and strengthening partnerships and collaboration, historic preservation, environmental and natural landscape conservation, improving the health of the natural and built environment, increasing educational opportunities, marketing and projects to pursue.

We hope you find the identified work to date, our analysis and further visioning and recommendations equally inspiring and urge you to consider taking part in the process, in whatever capacity you are able or compelled.

Best Regards,

Capstone Class of 2011



Cleveland State University

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BOUNDARY AND ORGANIZATIONAL LANDSCAPE

The Ohio & Erie Canalway National Heritage Area is delineated by boundaries of the primary canal growth communities and natural resources connected to the canal-era legacy of transportation, industrialization and ultimate development. The designated boundary of the Heritage Area was determined by developing various alternatives, creating assessment and theme for each, and seeking community response and input. The result created an approximate 110-mile corridor from the shores of Lake Erie in Cleveland through Akron, terminating in New Philadelphia, Ohio. The span is 5 to 10 miles wide, encompasses the entire Cuyahoga Valley National Park, is 495 total square miles and includes 48 municipal governments through the four counties of Cuyahoga, Summit, Stark and Tuscarawas.

The southern-most section of the Ohio & Erie Canalway begins in the rural, historic setting of New Philadelphia, continuing through Dover's farmland and natural landscapes. Heading north one can visit uniquely historic towns of Zoar, Bolivar, Navarre, Canal Fulton and Clinton. Further north is Massillon, which provides another historic experience with a traditional Main Street, Barberton and then Akron. The most southern portion of the Canalway is rural and agricultural and host to numerous cultural and historic amenities and museums. Canal Fulton is a replica of a canal-era town, as is Barberton. Museums and historic experiences continue north through Summit Lakes and downtown Akron. Just north of Akron, the Cuyahoga Valley National Park is approximately 50 square miles. Canalway Ohio's northern most section contains Cleveland neighborhoods such as Tremont, Slavic Village, Ohio City, the Warehouse District, Public Square, and the Flats. The Canalway terminates at what is to be known as Canal Basin Park in the Flats at the mouth of the Cuyahoga River, where the canal historically emptied.



JOURNEY OPTIONS

There are three options to traverse the Canalway – the Scenic Byway, the Towpath Trail and the Cuyahoga Valley Scenic Railroad. All three routes are to run the entire length of the corridor, though not all sections of the Towpath Trail and Scenic Railroad are yet complete. Each option allows for access to unique Heritage Area cultural amenities and venues, parks, Canalway Centers with educational opportunities and information, as well as scenic, natural, cultural and historic, rural, urban, and industrial landscapes.

The Scenic Byway roadways are well marked with Canalway signage, and as closely as geographically possible, within limits of a changed landscape from the canal era and current use and infrastructure, follow the original canal route. It must be noted that in Cleveland, after leaving Cuyahoga Valley National Park, the Byway separates into three route options. A central route takes visitors on an industrial urban landscape journey experiencing a working steel mill, surrounding industrial era infrastructure and bridges and the Leonard Kreiger Canalway Center. The western route winds through four historic district neighborhoods, Brooklyn Centre, South Brooklyn, Ohio City, and Tremont, and includes the Cleveland Metroparks Zoo and the Westside Market. The eastern route follows Broadway Avenue through downtown Cleveland to Cleveland Public Square and the Warehouse District to tour the original central business district and “Main Street” of the canal era. All three route options then terminate in the Flats at the location of the canal and Cuyahoga River connection.

The Towpath Trail is just that -- the towpath trail transformed from the remnants of the mule-trodden route as the work animals pulled the canal boat through the canal, and for the most part, is also the original path. Various east-west neighborhood connector trails have been constructed or are in the development stage, in Cleveland, Summit, Tuscarawas and Stark Counties. These connector trails are intended to improve access to the Heritage Area for various neighborhoods, particularly in urban areas such as Cleveland, to provide greenspace and natural settings for recreation, education, exercise and leisure.

The Cuyahoga Valley Scenic Railroad is a passenger recreational transportation route from Rockside Road in Cleveland to Peninsula Depot on the historic tracks of the Valley Railway, which ran its first steam engine in 1880. The three-hour round trip provides a scenic view of the Cuyahoga Valley, with eight stops that provide access to various cultural, recreational and entertainment venues along the route. Currently, the Rockside Road Station is closed for repairs and upgrades. Reopening will occur approximately June of this year.

A long-term project in the works for the Scenic Railroad is to extend the route to the Lakefront. Although much discussion and planning has gone into the desired extension and the project is listed on the NOACA 2030 Plan for potential funding, nothing definite is underway. The hope is for a station stop just below Tower City with tie-in to the casino. The holdup is a \$2-billion insurance policy requirement by CSX for track use.

Limited recreational water transport is available in Summit County. A small still-watered section of the canal, not in use for industry, is used for canal rides on St Helena at the historic site. An additional water recreation opportunity exists on Portage Lake for small boat rentals. There is intention to create recreational water transport opportunities on the Cuyahoga River in the near future.

ORGANIZATIONAL LANDSCAPE

Three nonprofit organizations partner for oversight of the Ohio & Erie Canalway National Heritage Area: the Ohio and Erie Canalway Association (OECA), the Ohio Canal Corridor (OCC) and the Ohio and Erie Canal Coalition (OECC). OECA is the umbrella organization created in 1997 for oversight and disbursement of funds allocated by the U.S. Department of the Interior, made available as a result of the National Heritage Area Designation. As the original management plan states, the "intent of designation is to help local entities protect and use historic, cultural, and recreational resources for community benefit, while raising regional and national awareness of their unique importance." The initial amount received for designation was \$10 million. A recent extension was sought with approval for an additional \$5 million.

OCC is the first Canalway organization formed in 1985 for direct, hands-on effort in the northern terminus. OECC was then established in 1990 focusing in the southern terminus. OCC and OECC are both grassroots organizations, which in their respective regions, perform oversight of the corridor, working directly with partners to ensure management plan goals are achieved through the planned initiative implementation. The management plan is the heritage corridor guide and planning document developed by the Canalway Organizations, their partners, with incorporation of public input and participation.

As previously mentioned, OECA is the umbrella organization, established to serve as a conduit for the Heritage Area funds disbursed for this designation by Congressional Act in 1996. OECA is a volunteer organization with a Board of Directors, six appointed by OCC and OECC and six are community members. Board responsibility is primarily to review grant applications submitted by other 501c3's, local governments (There are 48 within the Heritage Area), local businesses and residents. Grant approval is contingent upon projects which fulfill the well-defined Corridor Management Plan, such as trail extensions, connectors, design review assistance, corridor-related historic education programs

or rehabilitation of historic buildings, just to name a few. The average grant award is \$40,000, with \$10,000 typically received for smaller projects and \$150,000 for larger, such as trail projects. To date, more than 169 projects have received grant awards from OECA of the over \$7 million awarded since 1998.

PARTNERS

The Ohio & Erie Canalway's success is due in part to the commitment and vision held by numerous partnering agencies working together. Many of the current partners are listed below. Although this list is not exhaustive, we have not intentionally omitted any. If your name or organization should also be included, please make us aware. Please join us in expressing appreciation to these partners:

Parks

Cleveland Metroparks
Cuyahoga Valley National Park Association
Metroparks Serving Summit County
National Park Service
Parkworks
Stark County Park District

Non-Profit and Neighborhood Organizations

Ohio Canal Corridor (OCC)
Ohio & Erie Canalway Association (OECA)
Ohio & Erie Canalway Coalition (OECC)
Cleveland Restoration Society
Cuyahoga Valley Scenic Railroad
Flats Oxbow Association
Great Lakes Science Center
Slavic Village Development Corporation
Trust for Public Land
West Creek Preservation Committee
Western Reserve Historical Society
Watersheds
Cuyahoga River RAP

State/County/Local

County, Cuyahoga and Summit
Engineering/Planning Departments
Cuyahoga Soil and Water Conservation District
Summit Soil and Water Conservation District
Stark
Tuscarawas

Municipalities

Akron
Bath
Bolivar
Brooklyn Heights
Canal Fulton
Canton
Cleveland
Dover
Navarre
Zoar

IMPACT ANALYSIS

The primary purpose of this impact analysis on the Ohio & Erie Canalway is to take a closer look at everything that has been done since the designation of the Canalway as a National Heritage Corridor. As a way of measuring the progress or lack of progress that has been made, the impact analysis will help to identify strengths, weaknesses, opportunities, and threats. The scope of this impact analysis will include the years following the completion of the previous plan for the Canalway in 2000. By using the SWOT analysis, recommendations and plans for the future can be more realistic and effective.

This particular analysis focuses on what the impacts of being designated a National Historic Corridor have been. Five key areas were identified to focus on specifically: economic development,

tourism, land use and development patterns, the environment, and collaborative partnerships. A SWOT analysis was performed on each of these five areas and then combined to give a clear picture of what has happened in the years since the previous Canalway plan was completed. This section will break these five areas down and take a close look at them individually. Also, a case study representative of both positive and negative occurrences for each of the five key areas will be provided.

Economic Impact of the Ohio & Erie Canalway

The economic impact of the Ohio & Erie Canalway National Heritage Area on the regional economy of Northeast Ohio has been primarily a result of local day visitors to the heritage area. Although advantages of a strong day-trip visitor segment include significant expenditures at local museums, restaurants and bars, the Ohio & Erie Canalway significantly suffers from a lack of non-local-overnight visitors that produce greater economic development impacts on a regional economy due to significant spending for lodging, travel, food and entertainment. Additionally, the decline of manufacturing in the region and population loss in urban sectors continues to present challenges to economic development within the Canalway. Nevertheless, private investments and public programs and subsidies in the heritage area offer opportunities that can be leveraged for an improved economic future for the region.

Strengths: Geographic, Population & Transportation Characteristics

According to a Michigan State University report titled Economic Impacts of National Heritage Area Visitor Spending; Summary Results from Seven National Heritage Area Visitor Surveys in 2004 and written by Daniel J. Stynes and Ya-Yen Sun, 87% of 198 visitors surveyed at the Ohio & Erie Canalway responded they were day-tripping through the heritage area. Benchmarking against six other heritage areas across the nation, the Ohio & Erie Canalway ranked first in day-trips by approximately 15% more than the heritage area with the second greatest response for day-trips.

Benchmarking Day Trip Characteristics in National Heritage Areas		
Day Trips By Heritage Area	Day Trips	Number of Cases
Augusta Canal NHA	72%	105
Cane River NHA	31%	399
Essex NHA	63%	338
Lackawanna Valley NHA	66%	262
MotorCities NHA	51%	1,029
Ohio & Erie CanalWay	87%	198
Silos & Smokestacks NHA	47%	417
Total / Average	54%	2,748

courtesy of Daniel J. Stynes and Ya-Yen Sun 2004

Geographic and population characteristics within the Canalway drive the strength in day-trip visitations. The geographic size of the Canalway is more than 2,000 square miles which creates a diverse portfolio of regional economic opportunities that range from farmer’s markets in rural and small towns such as Peninsula, to an urban minor league baseball stadium in Akron and an urban “big-box” retail development (Steelyard Commons) in Cleveland. According to an analysis produced by the developer of Steelyard Commons, First Interstate Properties, Steelyard Commons will capture approximately \$600 million in spending from Cleveland residents that is currently spent outside the city. Moreover, the development created approximately 1,800 full-time jobs and nearly \$45 million in annual payroll (First Interstate Properties, (http://www.steelyardcommons.com/econ_impact.asp)). First Interstate Properties also paid costs to develop the Towpath Trail through the development, an indication of the potential economic impact the trail can generate.

The Towpath Trail played an intricate role in the development of each location and will continue to grow as an economic spine within the Canalway as more nodes of activity sprout up along trail. The Canalway also benefits from being situated near a major population center of approximately 2.4 million. Proximity to a significant population supply increases the economic sustainability of visitations to the Canalway and day-trips will continue to be the strength of the heritage area

throughout the recovery of the financial crisis, as families will be less likely to vacation outside the region.

Future growth of the Canalway will benefit from diverse transportation options for residents and visitors who will not be merely hostage to the automobile. Aside from the Towpath Trail, the Cuyahoga Valley Scenic Railroad provides an opportunity to connect two main urban cores of Akron and Cleveland with a clean-technology transit option that is not dependent on gasoline prices, thus creating a stronger and sustainable bond between Cleveland and Akron.

Weaknesses: Non-local Visits, Generation of New Visitors & Waterway Transit

Although the Canalway has successfully leveraged day trips of residents living near the National Heritage Area, the Canalway has failed to generate overnight trips from visitors living outside the region. According to the report conducted by Michigan State University, the Ohio & Erie Canalway ranked last out of seven heritage areas with only 13% of survey respondents partaking in an overnight trip. The average for all seven heritage areas was more than 45%.

Benchmarking Overnight Trip Characteristics in National Heritage Areas		
Overnight Trips By Heritage Area	Overnight Trips	Number of Cases
Augusta Canal NHA	28%	105
Cane River NHA	69%	399
Essex NHA	37%	338
Lackawanna Valley NHA	34%	262
MotorCities NHA	49%	1,029
Ohio & Erie CanalWay	13%	198
Silos & Smokestacks NHA	53%	417
<i>Total / Average</i>	46%	2,748

courtesy

of Daniel J. Stynes and Ya-Yen Sun 2004

According to The Plain Dealer and PolitiFact Ohio, 56% of the U.S. population is within 500 miles of Ohio (http://www.cleveland.com/open/index.ssf/2011/04/population_claim_fails_to_land.html April 2011 Robert Higgs). Ohio & Erie Canalway Association must maximize the Canalway's proximity to such population density, beginning with marketing and advertising techniques in markets outside of Northeast Ohio. The economic multiplier table displayed below representing average spending profiles for visitors of National Heritage Areas clearly acknowledges the economic value overnight visitation can have on Ohio & Erie Canalway. One may also conclude that although the Canalway may successfully leverage local day visitors, the lack of non-local day visitation and overnight visitation in the heritage area suggests strategic spending efforts (e.g., grant awards) must prioritize non-local day and overnight visitors ahead of local day visitors.

Detailed Spending Profiles for National Heritage Area Visitors				
Lodging segment	Local Day Visitor	Non-Local Day Visitor	Hotel	Other Overnight
Party Trip Spending (\$)				
Lodging	0.00	0.00	222.54	26.23
Restaurants	12.98	29.08	107.24	59.95
Groceries	1.14	4.59	10.93	23.95
Gas	4.39	8.36	34.16	22.69
Other transportation expenses	0.09	6.46	19.51	13.97
Admissions	15.07	14.25	45.06	31.47
Other Shopping	22.24	22.29	83.54	55.31
Total	55.9	85.04	522.96	233.58
Party Day Spending (\$)				
Lodging	0.00	0.00	96.52	8.41
Restaurants	12.98	29.08	46.51	19.23
Groceries	1.14	4.59	4.74	7.68
Gas	4.39	8.36	14.82	7.28
Other transportation expenses	0.09	6.46	8.46	4.48
Admissions	15.07	14.25	19.54	10.09
Other Shopping	22.24	22.29	36.24	17.74
Total	55.9	85.04	226.83	74.92
Length of stay	1.00	1.00	2.31	3.12
Party size	2.70	2.73	2.56	2.56
Number of cases	57	190	216	154
Standard Error of Mean	6.06	6.02	10.09	8.72
Percent Error (party day spending)	11%	7%	4%	12%

courtesy of Daniel J. Stynes and Ya-Yen Sun 2004

Additionally, the Ohio & Erie Canalway has not been successful in generating new visitors, local or non-local, to the heritage area. Displayed below is a benchmarking table that illustrates the lack of new visitors to the Canalway. Although the first trip characteristics may be an acknowledgement of a lack of visitors from outside the region and population decline of local residents, one may also conclude OECA has failed to attract children and families to the Canalway based on an average party size of 2.7. Efforts should be made that prioritize grant awards toward attracting children and families. Formal partnerships with local metropolitan school districts to bring field-trips to the Canalway (potentially a realistic alternative to more expensive field trips given the current budget climate) and awarding grants to destination projects along the Towpath Trail directed at increasing youth exercise (e.g., playgrounds, sports courts and fields) will generate new visitors to the heritage area.

Percent of Visitors Who Reported the Trip was Their First Visit to the NHA		
National Heritage Area	First Trip	Number of Cases
Augusta Canal NHA	27%	462
Cane River NHA	63%	396
Essex NHA	53%	347
Lackawanna Valley NHA	28%	271
MotorCities NHA	66%	1,038
Ohio & Erie Canal NHC	13%	223
Silos & Smokestacks NHA	34%	431
Total / Average	47%	3,168

courtesy of Daniel J. Stynes and Ya-Yen Sun 2004

Moreover, the Ohio & Erie Canalway lacks recreation and athletic opportunities to interact either on or in the water. The industrial, polluted past of the Cuyahoga River and Lake Erie will continue to linger over the present and future uses of the waterways. As a result, public recreation and access to Cuyahoga River has been limited, primarily due to liability concerns over water quality. Nevertheless, the water quality of the Cuyahoga River and Lake Erie has improved tremendously since the passage of the Clean Water Act of 1972. Current projects, including the Northeast Ohio Regional Sewer District's "Project Clean Lake" and its Stormwater Management Program, will dramatically improve water pollution as it aims to greatly reduce raw sewage discharges in the river and lake in order to comply with the federal Clean Water Act (http://www.neorsd.org/images/703/stormwater_vs_cso_programs_v2.pdf). Moreover, litigation between US EPA and the city of Akron may mandate the city eliminate sewage overflows into the Cuyahoga River. Although strategic plans to fully eliminate sewage overflows into the Cuyahoga River and ultimately Lake Erie will take years, signs of improvements in water quality may occur quickly and park organizations such as the Cuyahoga Valley National Park may be more inclined to offer access and services to the river. Perhaps the greatest economic weakness of the Ohio & Erie Canalway has been the lack of public access to the river and lake. Although distinct weaknesses exist in the Canalway, numerous opportunities exist in the form of large-scale public-private developments with significant hospitality-driven components, as well as water and athletic developments that may attract young, new visitors to the park and provide opportunities to create a more economically sustainable heritage area.

Opportunities: Clear Vision for Business Development, Large Developments in the Flats & Marketing

Numerous interviews and meetings with local stakeholders were conducted throughout the planning and writing of this strategic plan. In order to gauge the cohesiveness and organization of the various stakeholder organizations’ vision for the future, a survey of identified stakeholders was conducted in Phase I of our information gathering stage. The survey was sent to local nonprofit and advocacy groups, governmental planning agencies and private businesses. Results revealed a distinct and shared vision of the future for the Ohio & Erie Canalway: (1) the Canalway should play an important role in small business development in the heritage area; and (2) the completion of transportation projects to downtown Cleveland (e.g., the Towpath Trail and Cuyahoga Valley Scenic Railroad) is an essential element of Canalway success.

Survey Question 4. Should one of the main objectives of the heritage area focus on the attraction and development of small businesses serving the users of the heritage area?		
Answer Choices	Percentage of Responses	Number of Responses
Yes	77%	10 responses
No	23%	3 responses

The findings suggest OECA can play an important role assisting start-up businesses in the heritage area, primarily near the Towpath Trail. Services offered to small businesses may not necessarily include financial assistance. Data collection, marketing and public relations services, program management, business plan development, governmental relations and advocacy and fund raising can be a crucial element in the success of these vulnerable businesses. Ice cream stands and soda stands, bicycle, kayak and canoe rental stands were cited by local stakeholders as amenities that would benefit the heritage area. As the Towpath Trail is developed from Harvard Avenue toward the future end-destination at Canal Basin Park, the Ohio & Erie Canalway should become a catalyst to spur small vending stands along the trail. Due to the various athletic and recreational developments in the Flats

district of Cleveland, including a future skate park and rowing park (discussed in greater depth in the opportunities passage of this section), OECA may find success in forming a partnership with the nearby vendors at the West Side Market. Awarding grant dollars and fund raising programs directed at building vending stands along the trail may spur private development due to increased pedestrian traffic along the trail.

Survey Question 5. Please identify any potential future amenities and services that would benefit the heritage area (open-ended question).	
Identified Response Categories	Number of Responses
Completing the Towpath Trail & biking related (e.g., bike rentals)	7 responses
Kayak & canoe rentals along the river	2 responses
Retail development along the Towpath Trail (e.g., ice cream stands)	2 responses
CVSR related (e.g., extension to downtown and more stops)	2 responses
Camping grounds	1 response
Farming	1 response

Overall, the completion of the Towpath Trail garnered the majority of responses. As one stakeholder expressed: “The most important next thing is to bring the trail from Harvard Avenue to downtown Cleveland! And the CVSR train, at least as far north as Steelyard Commons. Bicycle rental at Thornburg Station.”

As the Ohio & Erie Canalway can be an important draw encouraging small business development near the Towpath Trail, OECA must leverage large-scale public-private developments to attract more developments and market the growth to potential visitors. The future \$350 million Horseshoe Casino, developed by Rock Gaming LLC, to be located in the Higbee building on Public Square (Phase I) and a \$600 million Phase II building in the Flats overlooking the Cuyahoga River, is expected to attract thousands of visitors near Canalway. All existing plans total over \$2 billion of investment in downtown Cleveland, including the Casino, a new convention center and Medical Mart and the \$270 million (Phase I) mixed-use Flats East Bank development. These developments are primarily hospitality-driven projects that aim to draw tourists and visitors to downtown Cleveland. Coupled with previous public investments in the Gateway District (The Q and baseball field), Cleveland Browns Stadium and the Rock and Roll Hall of Fame, downtown Cleveland may be poised for a resurgence in non-local visitors. OECA must seize the opportunity to attract visitors toward the Flats and downtown Cleveland.

Construction recently began on Phase I of the Flats East Bank project, developed by the Wolstein Group and Fairmount Properties. Phase I of the development includes a 450,000 square foot office tower, a 150 room hotel and conference center, a 14,000 square foot fitness center, 14 acres of public parks, a 3 acre riverfront beach and a 1,200 foot riverfront boardwalk. Financial analysis for Phase II of the project, including an apartment component, has recently been renewed.

The Flats East Bank project has been cited as one of the most complicated urban real estate developments in recent history. The project is utilizing over 38 forms of financing, including various public subsidies ranging from Tax Increment Financing (TIF) from the city of Cleveland to over \$40 million of EB-5 funding raised by the Cleveland International Fund. The EB-5 program allows foreign investors the opportunity to invest in a development project that generates a significant amount of jobs for a community, and in return the investor is given priority in an opportunity to receive a legal passage into the United States.

Ernst and Young will anchor the office tower and the firm's training center will also be located at the site. Ernst and Young expects to bring hundreds of new hires to the building for formal training. Therefore, the hotel development was a critical component of the project for Ernst and Young. The hotel will carry the Starwood brand "Aloft" and include a "w xyz" bar. Completion of Phase II is expected in 2012 (<http://planning.city.cleveland.oh.us/projects/detail.php?ID=13>) Near the Flats East Bank development, the Towpath Trail will end at Canal Basin Park, an urban greenspace in the heart of the Flats district, near Settlers Landing. Down the river from the soon-to-be Canal Basin Park, a state of the art skating park and Rivergate Park developed by the Cleveland Rowing Foundation will be situated on the river's edge. These developments provide opportunities to increase the liveliness along the often stagnant Towpath Trail by creating nodes of activities and destinations for young and active residents. Clearly, these opportunities can dramatically improve the current landscape of the Ohio & Erie Canalway and act as a model for future development strategies throughout the heritage area.

Threats: Shrinking Population, Federal Funding & the Decline of Manufacturing

Although the potential for a renewed Ohio & Erie Canalway is real, aspects of the regional economy in Northeast Ohio and the political landscape of the federal government pose severe threats to the realization of the tremendous opportunities laid before the Canalway. As the regional population of the Northeast Ohio continues to decline, as seen in the recent 2010 Census results, and urban sectors

experience hyper-population decline, the heritage area will be challenged with abandoned neighborhoods, blight and loss of its current strength in local day-visitors. OECA will be forced to accomplish more to preserve the health of the CanalWay at a time when it may lose federal funding. The current federal budget aims to cut billions in spending. In order for the OECA to survive, partnerships must be created with local nonprofits and governmental agencies. Moreover, OECA must work with urban cities, such as Akron and Cleveland, to strategize when and where to assemble land for redevelopment.

The city of Cleveland, through the Economic Development Department, offers a variety of programs and incentives aimed at brownfield redevelopment and land acquisition of industrial properties. The Industrial-Commercial Land Bank was created in 2005 to assemble large parcels of land for future manufacturing and industrial sites. Urban cities, such as Cleveland, have struggled to compete with rural and suburban communities to assemble land for large-scale industrial parks. As a result, the city of Cleveland created the Industrial-Commercial Land Bank program and is currently offering a site for-sale in the industrial flats. This development program, coupled with other city programs, including technical assistance for brownfield redevelopment and the Brownfield Redevelopment Fund (BRF), aim to combat abandoned and vacant industrial properties in the urban core.

Conclusion

Although the Ohio & Erie CanalWay National Heritage Area designation has had an impact on the regional economy of Northeast Ohio, the impact has been limited due to a lack of non-local visitors, poor marketing and public relations techniques and the inability to attract new visitors to the heritage area. Nevertheless, stakeholders hold a shared vision for the future including the completion of the Towpath Trail and small business development along the trail, large-scale public-private developments with hospitality-driven components and significant recreational athletic developments provide growth opportunities for the Ohio & Erie Canalway. Opportunities and recommendations include prioritizing grant awards toward the attraction of non-local visitors to the Canalway, forming partnerships with local school districts to bring children and families to educational and recreational sites in the Canalway and partnering with the vendors of the West Side Market to offer vending stands at current recreational locations (e.g., Wendy Park, Cuyahoga Valley National Park), future athletic and recreational sites (e.g., Cleveland skate park, Rivergate Park, Canal Basin Park), dispersed along the trail to increase pedestrian traffic and attract private investment.

TOURISM IMPACT

Tourism can be a powerful economic driver and an important asset to any community capable of creating a tourism industry. While tourism brings in dollars from the visitors themselves, there are also many spin off effects. For starters, a growing tourism industry leads to the creation of new jobs. These new jobs offer municipalities the opportunity to see an increase in their income tax base. It also has the ability to spread money to areas not directly involved with the tourist activities. These ancillary effects could come in the form of increased demand for food, lodging, and gasoline and can incentivize entrepreneurs to start small businesses that support the local economy.

This report is focused on the Ohio and Erie Canalway Heritage Corridor and the possibilities of tourism within that geographic location that stretches from Cleveland to New Philadelphia, Ohio. The two most important types of tourism that are targeted within this national heritage corridor are heritage tourism and eco-tourism. Heritage tourism within the corridor is primarily focused on the history and importance of the Ohio and Erie Canal during the 19th century to the westward movement of the American population. Eco-tourism is another form of tourism that is, in general, centered around the exploration and interaction of a tourist with natural features such as rivers, mountains, or other natural environmental features.

Heritage tourism can be defined as, “travel to sites that in some way represent or celebrate an area, community, or people’s history, identity, or inheritance.” (Nicholls, Vogt, Jun, p. 38) Heritage tourism is enjoyed by individuals all across the globe who are looking for an entertaining and educational experience about a particular area of history. The Travel Industry Association of America estimated that in 2002 roughly 81% of all Americans who traveled 50 miles or more on a trip could be classified as heritage tourists due to their participation in at least one of fifteen arts, humanities, historic or heritage events. Participation in heritage tourism is not simply confined to Americans; 33% of all international visitors to the United States tour a historic or culturally significant tourist destination.

Heritage tourists are among the most sophisticated type of tourist and usually have some expectations about what they hope their experience will be. Most often, the heritage tourist is looking for a more intellectually stimulating experience than beach goers or other types of tourists that are simply looking for a relaxing getaway. The heritage tourist “expects outcomes that include learning about their destination and gaining an insight into its past.” (Nicholls, Vogt, Jun, p. 40) Enjoyment is still an important element of a heritage tourists experience, however, “the heritage tourist often expects a greater degree of involvement with, or immersion into the site, with a heavy educational component.” (Nicholls, Vogt, Jun, p. 40) A typical heritage tourist is middle-aged or older, well educated, and earns an above average income. These are important elements that should be taken into account

when strategizing how to market the experiences found in the Ohio and Erie Canalway Heritage Corridor.

Ecotourism is defined by The International Ecotourism Society (TIES) as, “responsible travel to natural areas that conserves the environment and improves the well-being of local people.” (www.ecotourism.org) Some of the most important principles of ecotourism are to build environmental and cultural awareness and respect, provide direct financial benefits for conservation, the empowerment of local people, and to raise sensitivity to an area’s environmental and social climate. The typical ecotourist wants to feel like their visitation is making an impact on the area they are visiting. Ecotourism is often geared towards the exploration of natural environments in developing countries, however, it has potential to affect the Ohio and Erie Canalway Heritage Corridor by conserving the natural beauty of the Cuyahoga Valley and improving the lives of the local people.

Let’s look at the strengths, weaknesses, opportunities, and threats to the national heritage area with regard to tourism. The findings outlined in this report have been formulated from various academic journals, discussions with stakeholders, and internet searches. The purpose of this analysis is to highlight the strengths and weaknesses of the national heritage area, point out some opportunities for further investigation and to make apparent any threats facing the Ohio and Erie Canalway Heritage Corridor with regard to tourism.

Strengths

The first strength of the national heritage area is its collection of historic sites. There are 279 sites in Cuyahoga County and 119 sites in Summit County that are on the national historic register. This list of 398 locations includes a broad spectrum with regard to type of sites, but are comprised of historic homes, churches, civic buildings, and farms just to name a few. The locations of these sites also range from rural areas to central cities, offering opportunities to explore the city as well as the country when investigating historical sites.

Historic sites can be a major strength and help attract heritage tourists to the region. Often times historic sites have interesting architecture which can be capitalized upon. Tours can be structured that take groups around to various sites where visitors could expect to hear the significance of each building with regard to past uses, architecture of the building, and its importance to linking the past to today’s society. There is definitely potential to create on site activities that would pertain to past use of the building(s) being visited.



One notable example within the heritage corridor would be Hale Farm and Village. Hale Farm has been successful at targeting schools and creating programming that offers students the opportunity to experience life in the 19th century. “A Child’s Life in Pioneer Ohio” is a program that Hale Farm offers schools and students the opportunity to experience day-to-day living by packing wagons, setting up log cabins, performing farm chores, and experiencing a class in a one-room schoolhouse. Another special program, “A Fugitive’s Path: Escape on the Underground Railroad” offers students the opportunity to play the role of fugitive slaves trying to get away from persecution and find freedom. Aside from the special programming Hale Farm offers, it is also a place for a family to spend an afternoon learning about the pioneer days in a “living” museum.

A second strength of the heritage corridor is its transportation spine. The corridor is well connected with roads and highways allowing for easy navigation from one destination to another. The corridor is not solely connected by automobile; there are alternative modes of transportation via bike or railway. If a tourist is looking to take a nice relaxing drive through some of the more beautiful areas of the corridor there is also the opportunity to follow the scenic byway and enjoy the sites along their trip. Visitors to the corridor also have the opportunity to experience all it has to offer on bike because of the Towpath Trail. This opportunity is open to families as well as bike enthusiasts and attracts many local and regional visitors. The last way to experience the corridor is via the Cuyahoga Valley Scenic Railroad and is another perfect way for families to spend a day seeing the sights of the Cuyahoga Valley and learning about the importance of railway transportation.



The Ohio & Erie Canalway Scenic Byway is a strong asset of the corridor and offers automobile travelers 110 miles of scenic byway. Traversing the byway takes approximately 4.5 hours, however, America's Byways has a one-day itinerary as well as a four-day itinerary highlighting the important features of the canal and its history. This four day itinerary starts in Dover, Ohio at the J.E. Reeves Victorian home and ends the trip at the Rock and Roll Hall of Fame. Along the way, the guide suggests several museums, parks, and historic districts. Some of the highlights include the Pro Football Hall of Fame, Cascade Locks Park, Zoar Village, and the Cleveland Metroparks Zoo, just to name a few. One of the major improvements made to the scenic byway has been the creation of new signage making it clearer to travelers they are staying on the right path to enjoy the byway.



The Cuyahoga Valley Scenic Railroad (CVSR) is another major asset in terms of the transportation spine within the corridor. Ridership has increased considerably from 15,690 visitors in 1991 to 189,440 visitors in 2010. The railroad has eight stops along its rail lines and offers its riders the opportunity to take a three-hour round-trip train ride. The scenic railroad also allows visitors the opportunity to get off at its stops to enjoy some sights outside of the confines of the train before catching a return trip to where they boarded the train. One of the most popular destinations along the route is Peninsula. This historic village offers guests the opportunity to explore the small shops in the village and grab a bite to eat at one of the restaurants located there. Peninsula also offers its guests many special events and concerts to add to their experience on the railroad. If sticking to the train is your desired experience, the CVSR has created audio tours that allow the rider to sit in comfort and learn about different wildlife, the history of the valley as well as the history of the Cuyahoga Valley National Park. Both the outgoing and returning trips offer different information that ensures your three-hour experience is varied.

The third strength of the Ohio and Erie Canalway Heritage Corridor is the number of park systems held within the corridor. There are four major park systems within the corridor that include the Cleveland Metroparks, Metro Parks serving Summit County, Stark Parks, and the Cuyahoga Valley National Park. These organizations are essential to the success of the heritage corridor because of

their educational programming, guided tours, and the natural amenities they offer their visitors. The wide array of programs and services cater to all ages and the natural beauty of their park systems give local residents or visitors the opportunity to experience and explore the great outdoors.

The fourth strength of the corridor is the wide variety of activities that are available to visitors. The Towpath Trail allows visitors throughout the corridor the opportunity to enjoy 81 miles of bike trails. According to the Ohio and Erie Canalway Coalition, the Towpath Trail is visited 2 million times a year, which demonstrates the popularity of this amenity in the corridor. In the winter months visitors can ski, snowboard, or go tubing at Boston Mills Brandywine. The resort offers experiences for all different skill levels from learning how to ski to participating in classes that teach more advanced skiers how to race. The corridor also provides visitors the opportunity to enjoy a round of golf at Brandywine Country Club. This golf course affords visitors the opportunity to take in the sights and sounds of the Cuyahoga Valley National Park while playing their round of golf. Peninsula also offers opportunities to take art classes, learn about historical buildings, attend concerts, and plenty of special events filling monthly calendars.

Weaknesses

The first, and major weakness of the heritage corridor is the incomplete bike trail. The towpath trail is one of the major north-south linkages in the corridor. It is essential that the Towpath Trail be finished to provide bicyclists the opportunity to ride comfortably to and from the major cities, Cleveland and Akron, within the corridor. With a completed Towpath Trail, Clevelanders would have more incentive to take the trail south and find all that is offered inside the corridor, such as visiting the Cuyahoga Valley National Park or the Village of Peninsula without having to use their automobile. Similarly, residents or tourists coming from the southern portion of the corridor would have a path to take a bike to downtown Cleveland and experience all that the city has to offer in the way of tourist destinations, restaurants, and even Lake Erie.

A second weakness of the heritage corridor deals with overnight accommodations. In order for the corridor to continue to grow, there is a need for a variety of different overnight accommodations. According to the website, trailsfromrails.com, there are 33 places in the corridor to stay overnight. The vast majority of these locations are motels and there are limited numbers of bed and breakfasts. The only campground that it lists is Tamsin Park in the Village of Peninsula. In order to attract more environmental tourists, the corridor needs to have more campgrounds that are located near the Towpath Trail. This could create some excitement amongst the tourists that want to experience the great outdoors offered by the heritage corridor. The Stanford Hostel offers merely nine bedrooms, hardly enough to help support larger scale tourism. The bulk of the hotels are found around Independence, downtown Cleveland, and Akron. However, the downtown Cleveland hotels are less

effective at getting visitors looking to experience the heritage area due to the lack of a connection to the Towpath Trail. When you separate those hotels from the discussion, there becomes a big gap in the amount of luxury hotel options within the corridor. This can be a major obstacle to attracting wealthier tourists that would most likely prefer to stay overnight in comfort and with lots of amenities. If the Towpath Trail can be completed then the luxury hotels downtown, such as the Ritz Carlton and the Renaissance Hotel, may be able to have an impact on bringing wealthier visitors to the heritage area. The hotel associated with the Flats East Bank Development would also add to the number of premium hotel space and a completed Towpath Trail might make it a more viable option.

Bed and breakfasts are another area of overnight accommodations that could have a large impact on the number of tourists that visit the Ohio and Erie Canalway Heritage Corridor. A Google Maps search reveals there are two bed and breakfast locations in Richfield, two in Northfield, three in Akron, and five near downtown Cleveland. The corridor could be strengthened with the creation of more overnight accommodations similar to these found during the search. It was stated earlier the typical heritage tourist is of middle age or older and these types of overnight accommodations are exactly what that demographic would enjoy. Since bed and breakfasts have fewer rooms than a typical hotel or motel, it is important to increase the number of them to better serve a demographic that would enjoy those spaces.

A third weakness of the Ohio and Erie Canalway Heritage Corridor is the lack of a definitive source of activities and events happening in the corridor. Since there is not a specific website that potential visitors can find online, they are left scouring through dozens of websites to create a trip that will expose the tourist to all the Canalway can offer. Two examples of creating a portal that offer visitors lists of events and activities can be seen with the Rivers of Steel and Erie Canal Heritage Corridors. Both of these heritage corridors have one website that lists activities, events, and offers different tours designed to make planning a trip easier for visitors. One way in which both of these examples could be strengthened would be posting overnight accommodations to choose from. With regards to the Ohio and Erie Canalway Heritage Area, there are three websites for the single corridor, one for the OCC, OECA, and OECC. Instead of having three different portals, a single website with information from all three organizations would make planning a trip much less confusing to potential visitors who are browsing the internet to design their next vacation.

The fourth weakness of the corridor relates to the previous weakness and entails marketing the heritage area as a whole. One easy way to accomplish this would be to create a website like those of the Rivers of Steel and Erie Canal Heritage corridors, as previously discussed. Another way to accomplish this would be to create one brand logo for the corridor. The OECA has its own logo, while the OCC has another one, and the OECC doesn't appear to use a logo based on its website. Creating a newsletter using one brand logo would help market the region as a whole. This newsletter should

include information from throughout the corridor and have contributing articles from both the OCC and the OECC.

Opportunities

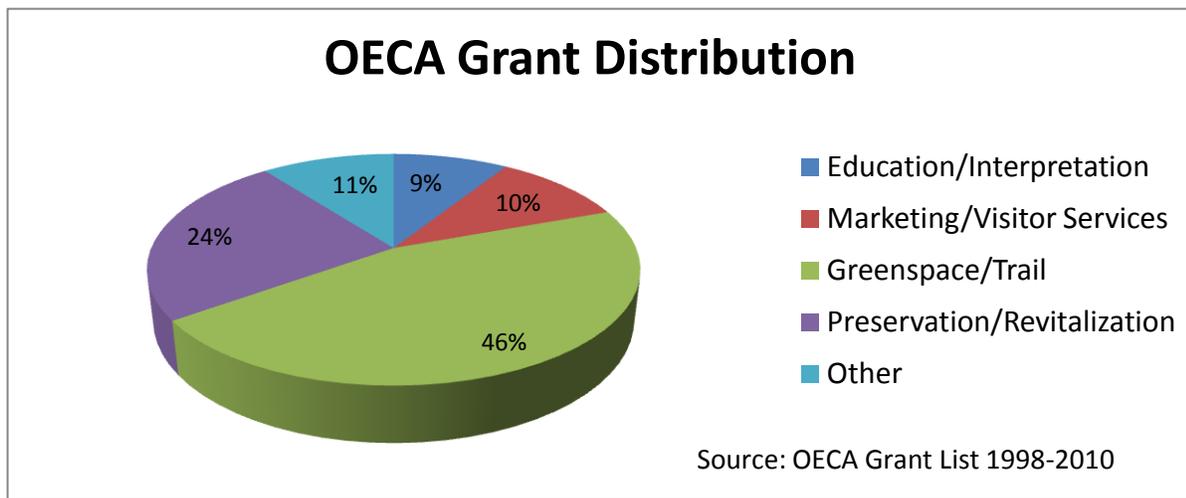
The first opportunity for the heritage corridor is to extend the Cuyahoga Valley Scenic Railroad (CVSR) north to Cleveland. Similar to the Towpath Trail, the railroad extension would be critical to solidifying the connections between the major cities throughout the corridor. There are obstacles to overcome to make this opportunity come to fruition. The major hurdle to overcome is getting CSX, the current owners of the rail lines from the Cuyahoga Valley National Park north to Cleveland, to either sell those tracks or allow for the scenic railroad to use them. A discussion with Pat Holland, CVSR trustee emeritus, made it clear that CSX has little interest in either of those options and has basically avoided any attempts to negotiate on the matter. Besides the lack of cooperation on the part of CSX, two other obstacles include the existing industrial area's freight operations, as well as the cost of the upgrading the infrastructure to accommodate passenger railways. Mr. Holland offered one strategy to help acquire the tracks that would require the Cuyahoga Valley National Park to extend the northern boundary of the park to the lake. This action would make it viable for the park to acquire the tracks from CSX and assume liability for them.

The second opportunity for the Ohio and Erie Canalway Heritage Corridor is to continue furthering current collaborations and create new ones. With regard to tourism, the Cuyahoga Valley Scenic Railroad (CVSR) has done a tremendous job creating partnerships. The primary partnership is between the Cuyahoga Valley National Park and the CVSR. The park allows the scenic railroad to use the tracks and the railroad in turn brings visitors into the park. Last year the railroad had 189,440 riders that were able to enjoy the park and at the same time it brought visitors in on alternative transportation which reduced the number of cars needed to transport visitors to the park. Another successful partnership has been with Terry Lumber Supply in Peninsula. This lumber mill provides all the wood necessary to create the atmosphere for the Polar Express, a popular themed train that runs during the winter season.

Creating new partnerships is another necessary step towards increasing the marketability of the heritage corridor. One potential partnership that could help the CVSR would be with Boston Mills Brandywine Ski Resort and Brandywine Country Club. A partnership between CVSR and the ski resort could bring groups interested in taking the scenic railroad into the Village of Peninsula for a day, or weekend of skiing. Similarly, golf outings could be hosted at Brandywine Country Club that offer the members of the outing the opportunity to enjoy a breakfast on the train while they travel to the course and drinks following their round of golf on the trip back. Another partnership that should be examined is one with Positively Cleveland. Positively Cleveland is a well known organization that

has excellent marketing experience and its talents could be used to help disseminate tourism information about the Ohio and Erie Canalway Heritage Corridor to visitors of Cleveland. If the Towpath Trail and the CVSR were to be extended to Cleveland then this partnership would be an absolute necessity.

The third opportunity for the heritage corridor is to expand interpretation and education of the Canalway history. According to the OECA Grants List, the corridor has disbursed grants totaling \$601,444 that has leveraged \$2,061,133 worth of investment in education and interpretation. The \$601,444 is merely 9% of the total grant dollars issued from 1998 to 2010.



Recipients of some of the larger grants include the Western Reserve Historical Society, Cascade Locks Park Association, and the Great Lakes Science Center. The Western Reserve Historical Society is one of the strongest educators of our region’s history and their interpretive site at Steelyard Commons is a strong use of grant money. This interpretive site will be received by a large audience that shop at Steelyard Commons and should help educate citizens on the canalway’s rich history. The Cascade Locks Park Association has used the grant dollars to create a park where there once stood a mill where oatmeal was made. This site educates the public about the importance of the mill to the development of Akron. (The company later merged with others to become Quaker Oats.) The Great Lakes Science Center has used grant dollars to create an exhibit educating visitors about the William G. Mather steamship, as well as the planning of an exhibit titled “The Great Lakes Story.” This is yet another strong use of grant dollars to help increase awareness of the importance of the Ohio and Erie Canal.

As the Towpath Trail makes its way into Cleveland, there will be more opportunities to expand interpretation and education of both the region’s and the canal’s history. One example would be to create more interpretive displays that inform visitors about the steel industry in the region. Steel and

the industrial revolution are two of the most important factors in the development and success of Cleveland, thus they should be shared with all visitors. Paint and the history of Sherwin Williams is yet another potential opportunity to expand on interpretation. In 1873 Sherwin Williams made Cleveland its home and has been an important asset of Cleveland ever since. Another Cleveland success story can be found in the history of Hector Boiardi, commonly known as Chef Boyardee. Italian born, he started his culinary career in New York before moving to Cleveland, where he worked as chef at Hotel Winton, a popular hotel in Cleveland around 1917. His Italian recipes became widely popular in Cleveland, enough that he started his own restaurant and then later factory production due to popularity. His products are still nationally renowned and worthy of an interpretive display.

The fourth opportunity for the Ohio and Erie Canalway Heritage Corridor is to develop a water trail concept. A survey produced for this class reveals there is a large community desire to have canoeing and kayaking as a feature of the corridor. In fact the highest percentage of survey participants, 48.9%, would like to see these services available within the corridor. A meeting was held on February 15th, 2011, involving key stakeholders to discuss the appropriateness and logistics of undertaking a plan to designate a water trail on the Cuyahoga River. In a discussion with Jeff Kerr from Floyd Browne, a planning consulting firm in Akron, many of the strengths and obstacles were highlighted. One of the first strengths comes from the varied experience a paddler would have rowing through three unique areas – a scenic wilderness section, an industrial section, and then a final section as you move towards the lake. He noted that a water trail would create a unique experience of navigating whitewaters in an urban environment and that Cuyahoga Falls provides some of the best whitewater paddling in a 200 mile radius. Another strength, according to Mr. Kerr, is that there are 100 miles of trail that are already in place which would equate to a \$50 million investment.

While the potential water trail has its strengths, it is not without its challenges. The first major challenge is there is no single organization responsible for the whole river. This would mean many organizations would have to work together to implement this plan. While this may be a concern, the Canalway has shown partnerships can be created to benefit the visitors of the heritage area. Other obstacles include the removal of dams, water quality concerns over segments of the river, limited public access to the water, the shipping industry's concern for sharing the river with small boats, the presence of restricted spaces, and issues with liability. The Ohio Department of Natural Resources has a water trail program that outlines seven criteria for designating a water trail. These steps would need to be followed in order to receive the designation. The next step in the creation of the water trail involves creating a master plan, searching for sources of funding, and the need for a regional agency to coordinate signage and mapping.

Threats

The first threat to tourism within the Ohio and Erie Canalway Heritage Corridor is the end of the 15-year federal funding cycle. We are currently in the last year of the heritage area's funding from the federal government, which adds more pressure on OECA, OCC, and OECC to raise local funds to keep their grants program afloat. These organizations must now turn to organizations such as the Cleveland Foundation, which awards roughly \$84 million worth of grants a year to receive funding to leverage among the private sector. Another option would be to tap into the resources of the National Parks Service to receive some small level of funding.

The second threat pertains to the state of the federal budget. As we are all aware by now, the most recent economic recession has government officials panicking about government expenditures in programs and there has been a call to work on balancing the federal budget. Since government has been spending incredible amounts of money over the past decade or so, many officials are calling for spending cuts. House Joint Resolution 48, one of the recent temporary budgets, cut \$101 million of funding to the National Parks. These cuts have yet to affect the NPS operating budget but have included the park service's construction account, historic preservation fund, and its land and water fund. The budget battle continues to pose imminent danger to a National Park Service that currently experiences a shortfall of \$600 million a year in its operations.

The third threat could be considered a threat as well as a potential opportunity – the effects of gas prices on tourism. The Congressional Budget Office published a report on the effects of rising gas prices in January 2008 on driving behavior. One of the findings is that, "Freeway motorists have adjusted to higher prices by making fewer trips and by driving more slowly." (CBO Study, p. 11) The study findings show that the higher prices of gas are not as noticeable in the short term, but that the effects would be seen over the long term if prices were to stay at high levels. With all the uncertainty surrounding the Middle East, gas prices have continued to increase and Americans are looking at gas prices above \$4.00 a gallon. This may have a large impact on the number of national visitors who are planning a road trip to visit the Ohio and Erie Canalway Heritage Corridor. However, this may also be an opportunity to increase the number of local and regional residents who take advantage of the amenities offered within the corridor instead of planning a more distant vacation. This threat should be spun around and used in an effort to market the corridor to locals and regional tourists.

LAND-USE IMPACT

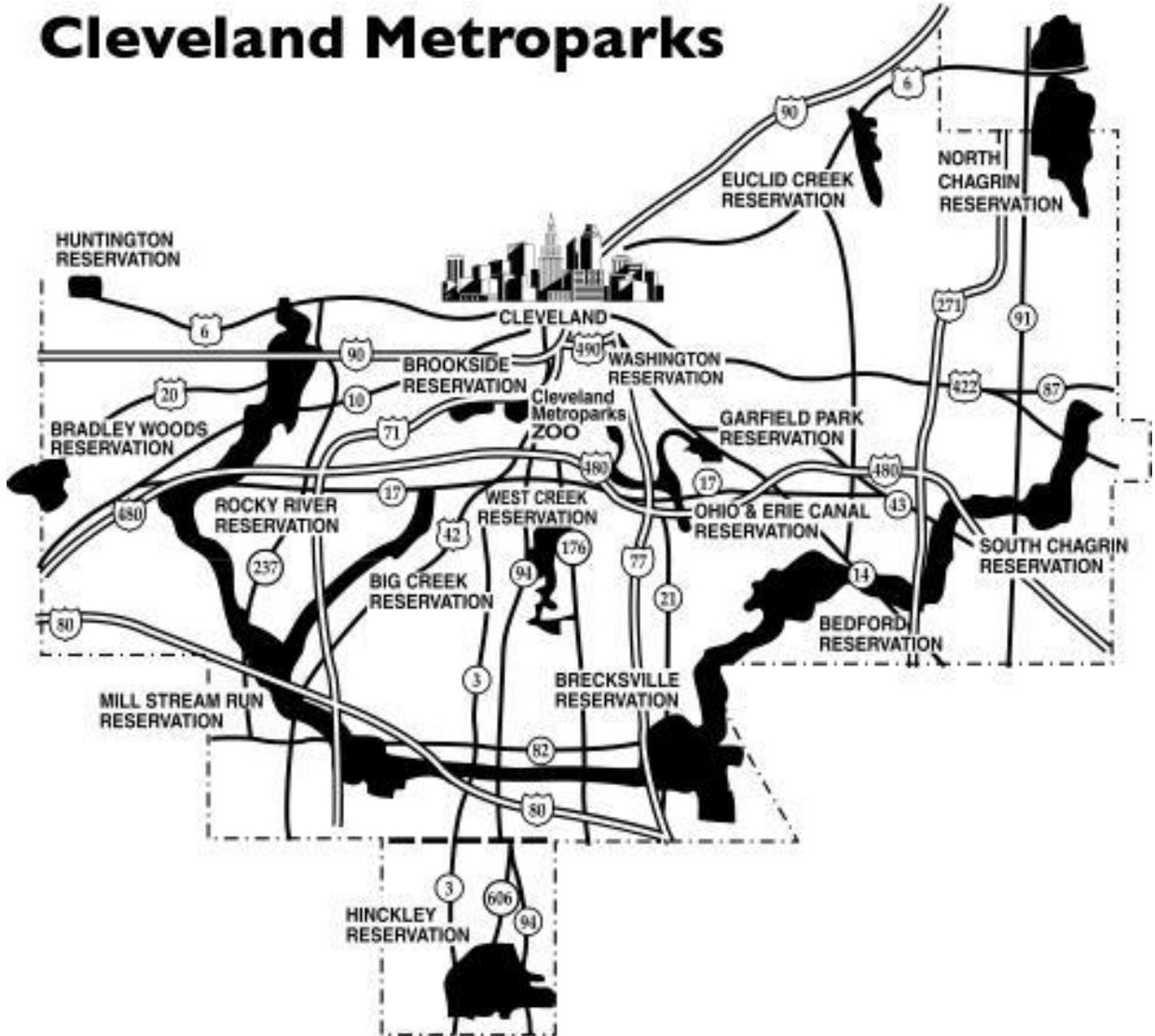
Strengths: Towpath Trail, Large Trail Network, Green Space Preservation, Destination Areas

The Ohio and Erie Canal Towpath Trail is one of the most important resources in the Ohio & Erie Canalway National Heritage area. It's the most significant trail located in Northeast Ohio and is what the public associates most with the National Heritage Area. "When finished, it will extend about 100 miles from Lake Erie at Cleveland, to Waterworks Park, in New Philadelphia." (1). The trail will also serve as the Northeast Ohio section of the planned Ohio to Erie Trail, which is a trail from Cincinnati, Columbus and Cleveland.

The Towpath Trail receives more than 1.7 million visitors per year, who use the trail for various recreational activities (2). Walking and biking are extremely popular and traffic on the trail is most popular during the months of May and October. This is largely due to the month of May being the first month of the season with consistently nice weather and the vibrant fall leaf colors that surround the trail during the month of October.

The Ohio & Erie Canalway National Heritage area also has access to a substantially large trail network that extends beyond the Towpath Trail. The Cleveland Metroparks have a trail system throughout Cuyahoga County that extends south to Hinckley. Cleveland Metroparks provides over 85 miles of paved, all-purpose trails for cycling, walking, running and in-line skating, as well as nearly 82 miles of bridle trails for equestrian use, five physical fitness trails, and two mountain bike trails. The figure below (figure 1) is a map of the Cleveland Metroparks.

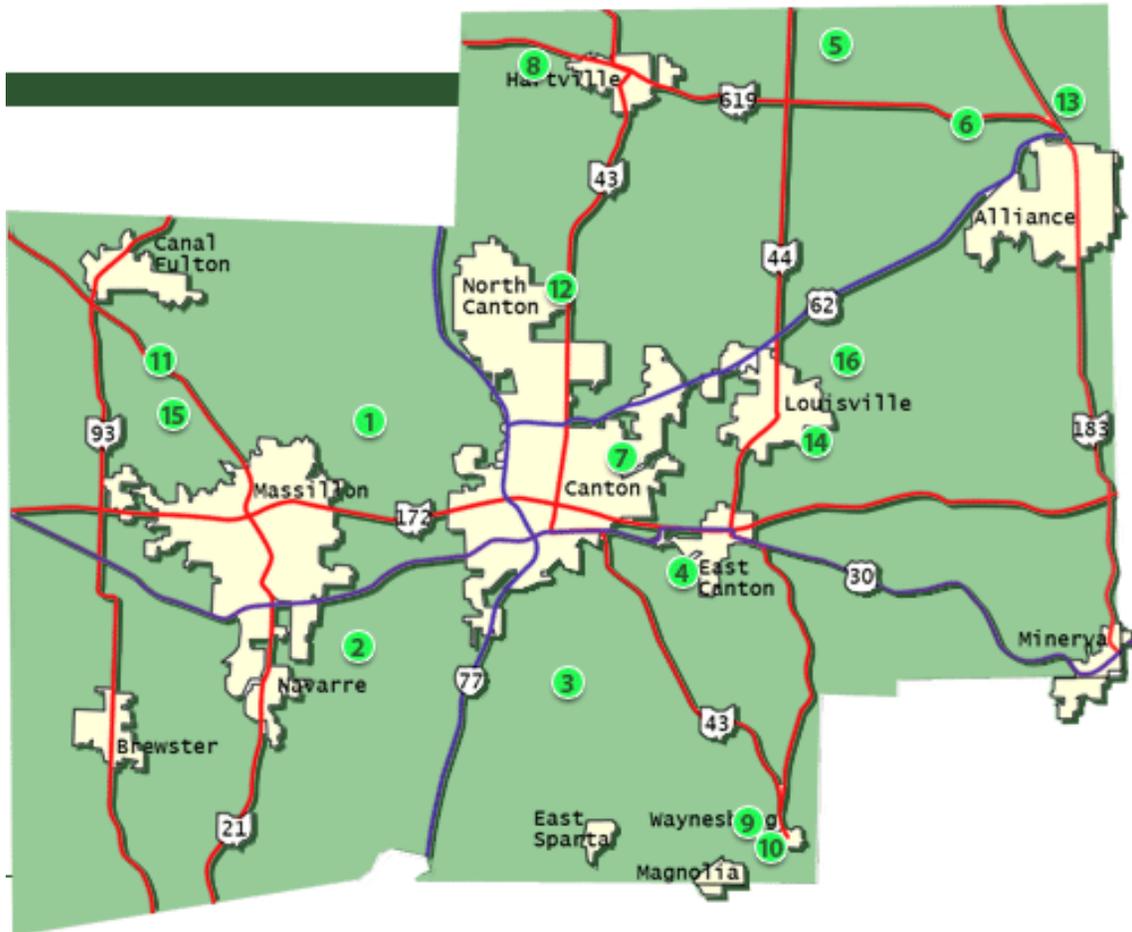
Cleveland Metroparks



<http://www.clemetparks.com/recreation/hiking/index.asp>

Extending south of Cuyahoga County is Metroparks Serving Summit County. These metroparks span over 10,500 acres including 14 developed parks, six conservation areas and more than 125 miles of trails, including the 33.5 mile Bike & Hike Trail. A total of 21.5 miles of the Ohio & Erie Canal Towpath Trail is located within the metroparks (4).

South of Summit County is the Stark County Parks System. This system connects the Towpath and National Heritage Area to 16 different planned trails throughout its 3,000-acre park system. (see figure 2 below)



http://www.starkparks.com/trail_list.asp

South of Stark County is Tuscarawas County, where fifteen miles of the towpath will be constructed. The county currently has 10 trails, including the towpath, available to hike, walk, or bike for recreational activities. With all of these different trails available to the public spanning four different counties, the Towpath Trail will become a spine that is invaluable to Northeast Ohio. The trail provides linkages to other trail systems that people would not normally have access to within the Heritage Area or for people who are visiting the Canalway from out of town.

Another trail that is in the early stages of development in the Ohio & Erie Canalway National Heritage Area is a water trail that would utilize the Cuyahoga River. This grassroots movement has been studied by a coalition of stakeholders along the river in Summit, Portage, Cuyahoga and Geauga counties. The trail could be up to 100 miles long and could open up the river for recreational rowing of many different types through Northeast Ohio. The proposal has gained support of local county park districts, river communities and government agencies in the four counties (5). This water trail is important in the future of opening up new areas of recreation to a whole new group of visitors and

tourists. Currently, there are not many places that are legal for people to row in Northeast Ohio. Adding a 100-mile water trail would open up new opportunities to attract visitors from the area and tourists from other parts of the state and neighboring states as well.

The Ohio & Erie Canalway National Heritage Area designation has assisted in the preservation green space throughout the years. An example includes the former site of the Richfield Coliseum, opened in October of 1974 at a cost of \$36 million. On September 1, 1994 the Richfield Coliseum closed its doors for good, and sat dormant on the site for five years. There were many different ideas of what to do with the building, but eventually the National Park Service purchased the site to be preserved as green space. Today there is no trace of the structure, and the 327-acre site remains part of the Cuyahoga Valley National Park (6).





As seen above, the site is now a grassy meadow and has become an important area for wildlife. “Birds such as the Eastern Meadowlark, Bobolink, and Savannah Sparrow now inhabit the area. Grasshopper Sparrow and Henslow’s Sparrow have also been seen on occasion. The site has become popular with local birders (7).” There are no trails and there are no current plans to put any on the site. This habitat has been preserved and what once was a large area of concrete for 30 years is now a sanctuary for birds and other wildlife in the area.

The National Heritage Area also has many different destination areas located within it. One of the most popular is Blossom Music Center. It is the home of the Cleveland Orchestra and also is host to many major concerts during the summer months including classical, pop, jazz, country and rock. Blossom Music Center officially opened on June 19, 1968 (8). The venue is located in Cuyahoga Falls, Ohio. It is ten miles North of Akron and thirty miles south of downtown Cleveland. The amphitheater has a capacity of 19,200 people. There is an 800 acre general admission lawn area, as well as reserved seating inside the pavilion. Typically, more than 200,000 visitors attend events at Blossom on an annual basis.

Blossom Music Center serves as a large green space located in the Heritage Area. On March 16, 2011, The Musical Arts Association, The Trust for Public Land, and the National Park Service announced that nearly one-third of the property of Blossom Music Center had been conserved as an addition to the National Park. The Musical Arts Association (MAA) own and manage Blossom Music Center. MAA asked the Ohio office of The Trust for Public Land (TPL), a national conservation organization, to assist with conservation efforts. The partners have completed the purchase of more than 233 acres, adding important forest and waterway areas to the Cuyahoga Valley National Park (11).

Weakness: Incomplete Towpath, Confusion of Location, Brownfields

One major issue that has impacted the connectedness of the Ohio & Erie Canalway Heritage Area is the incomplete Towpath Trail. The Towpath is one of the most recognizable resources in Northeast Ohio and many people do not understand why the trail is not yet complete. The current plans to extend the Towpath in Cuyahoga County call for about six miles of trail and greenway from Harvard Avenue to the proposed Canal Basin Park at downtown Cleveland. (9). The figure below shows the future alignment of the Towpath through this area.

In Summit County, there is a small section of the towpath that is incomplete as well. There is a half-mile section at Snyder Avenue to Eastern Road that is under construction currently. Two bridges must be constructed and they are scheduled to be completed in November of 2011. Stark County is also close to completing its section of the Towpath. There are two small gaps left – one in Massillon and the other is at the Tuscarawas County line. The Towpath will extend about 15 miles in Tuscarawas County when it is complete. Currently, there are two gaps and two complete sections in the county.

Another common issue is people do not associate the National Heritage Area with certain places because many of the places have inadequate signs or information. When people visit Blossom Music Center in the summer months, they often do not consider it as part of the National Heritage Area.

There are also numerous brownfields located throughout the National Heritage Area that are detrimental to the expansion of the towpath trail located in urban areas of Cleveland.

Opportunities: Incomplete Trail Linkages, New Economic Development, Preserve More Green Space

The Towpath Trail is popular among residents in Northeast Ohio, but it also frustrates many users because it has been incomplete for such a long time. The last pieces of the trail in Cleveland have been incomplete for almost 10 years now, and progress remains slow.

There are many different areas for possible economic development to occur directly in and around the Towpath Trail and Ohio & Erie Canalway National Heritage Area. The most popular and widely known project known is the creation of a new downtown casino to be built in the city of Cleveland. This casino is slated to open as early as 2012 and it could create 1,500 to 1,600 jobs (12). The first phase is a temporary casino set to open in the Higbee building in 2012, and the second phase is a new stand-alone building that should open in 2013 across from Tower City near the Cuyahoga River.

In addition to a new casino, there is a large development project in the planning stages for the East Bank of the Flats district. This project could bring mixed development to the once popular and now empty entertainment district. With a hotel, office space, and residential units planned, this district could thrive with proximity of a new casino as well.

Threats: Urban Sprawl, Preservation of Rural Areas

The threat of urban sprawl is not a new obstacle for park planners and recreational enthusiasts, as more green space is developed. This is particularly a problem in the Cleveland area since more development continues to occur in spite of a decreasing population.

In dense urban areas, land that is in proximity to green space is extremely valuable. In New York City, for example, land has been most valuable within proximity to Central Park. Much like in coastal towns and cities, where beachfront property is most expensive, the most valuable land in dense urban areas is located near green space. Since people cherish green space and parks, preservation should occur when opportunities arise.

So far, much has been accomplished within the Ohio & Erie Canalway National Heritage Area pertaining to land use. The Towpath Trail is enjoyed and a known commodity by most of the population in the area. The vast trail networks within the park systems are widely utilized, successful green space preservation has been accomplished by the National Park Service, and economic development projects are being constructed in the city of Cleveland. It is important to complete these projects so future generations can enjoy the park systems that are here today and long into the future.

ENVIRONMENTAL IMPACT

The following analysis draws from an overview of the environmental profile of Ohio & Erie Canalway’s key strengths, opportunities, weaknesses, and threats (SWOT) from an environmental development point of view. This Environmental SWOT analysis formed the basis for identifying significant gaps in the Canalway’s current capabilities while looking toward the future opportunities for high-level performance, while meeting consumer expectations. Specific recommendations are provided throughout this analysis.

Table 1

Strengths	Weaknesses
<ul style="list-style-type: none"> • Greenspace • Cuyahoga River and Lake Erie • Metroparks- Cleveland Metroparks, Metroparks Serving Summit Co. and Stark Parks 	<ul style="list-style-type: none"> • Coordination of government agencies and watershed groups • Community support • Funding/cost-benefit analysis
Opportunities	Threats
<ul style="list-style-type: none"> • Remediation- land • River cleanup • Recreational Activities- wellness, Cleveland Clinic and Metro Health • Economic efficiency/sustainability 	<ul style="list-style-type: none"> • Contaminated land-Harshaw Chemical • Watershed-flooding due to development • Health-related environmental concerns- Due to- nearby landfills, industry and Akron's-water treatment plant • Economic climate-of the region/priorities

The strengths of the Canalway include but are not limited to its greenspace, Cuyahoga River, Lake Erie, and its proximity to the Cuyahoga, Summit and Stark county Metroparks. This proximity to and the fact that much of the Canalway goes through the Metroparks has contributed greatly to its success story. Although the Canalway has developed a strong following of users, there are weaknesses which need to be addressed, namely coordination of government agencies to address environmental issues in a systematic way. When it comes to the environment, there are no political boundaries. Because the Canalway transverses 45 jurisdictions, it is important to set common goals and rules of use, while gaining community support for maintenance of the environment. Funding will also be a challenge in maintaining the Canalway, which is why a comprehensive cost-benefits analysis should be completed

and updated frequently to maintain funding support for the project. People want to see the benefits of what they are paying for and need to be reminded frequently.

The Canalway project offers a multitude of opportunities including but not limited to remediation of land, river cleanup, recreational and educational activities, and economic efficiency. The need to remediate old industrial land has come to the forefront as the Canalway project nears its completion and moves through some of the most heavily used industrial land in Ohio. This has sparked a renewed interest in the cleaning up of old industrial sites to beautify the land as people pass through the area. The cleanup of the river in conjunction with the project is demonstrated in the Scranton Road Peninsula project. Recreational and educational opportunities are an important part of the overall project and offer the chance for community involvement from organizations such as Cleveland Clinic, University and Metro Health hospitals to get involved with the project by encouraging and educating their consumers on the importance of exercise and air quality in health and wellness. The project also offers a unique opportunity to educate the public on topics such as clean water, natural habitats and the effects of watershed on our environment. Another important opportunity which is presented by the Canalway project is for government agencies to collaborate and support economic efficiency in their efforts toward sustainability. Government agencies will need to work together as populations change and as development increases near the trail to maintain best practices for land development.

The Canalway project faces threats to its sustainability and completion including ongoing land contamination; health-related environmental concerns; watershed activities and the economic climate of the region. The Harshaw Chemical plant has proved to be a real challenge to the completion of the Canalway. After many years of planning and meetings, only a small area of the site has been released for use by the project. There are many other contaminated sites that may be of concern to the public as the project matures, such as Akron's water treatment plant and nearby landfills such as displayed by Exhibit 1.

Exhibit 1



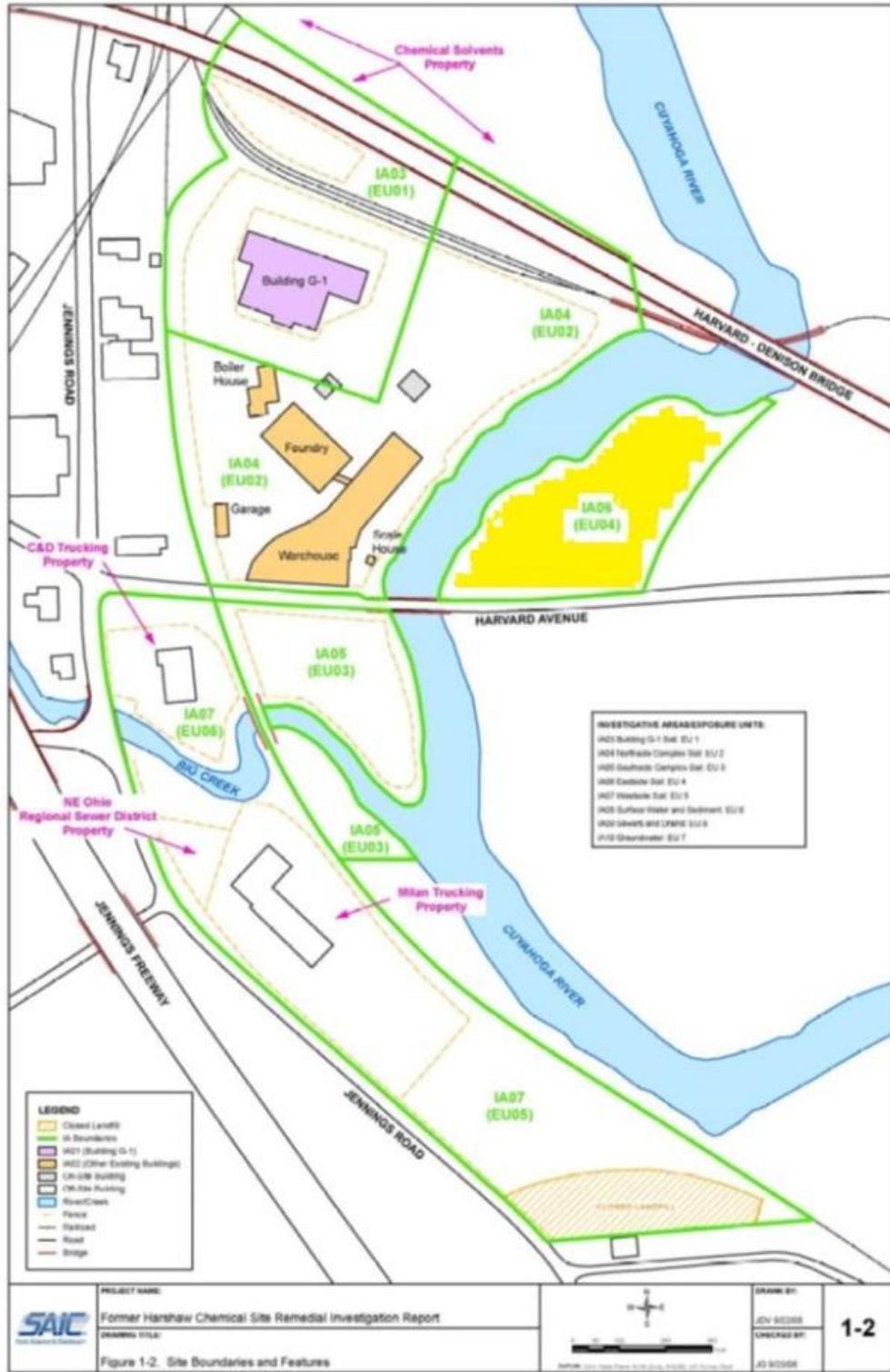
Watershed protection will become more of a priority as development increases around the trail and must be dealt with appropriately. The economic climate of the region poses a threat to the Canalway's continued maintenance and sustainability. As population continues to decline and unemployment remains high, funding support for the project has dwindled and may continue to do so, as priorities change. This is why it is important to work together and use the available resources and funding in an efficient and effective manner while continuing efforts to rally community support for the project through increased marketing and branding.

The following two case studies discuss one major threat to the project and one major success of the project to identify the strength, weaknesses, opportunities and threats with recommendations for the future. One of the biggest environmental threats to the Towpath Trail is the possible inability to complete it, due to the radioactive contamination at the Harshaw Chemical Plant site. The Scranton Road Peninsula's plan will create a new natural habitat and give new public access to the river through the use of effective partnering of government agencies.

The Harshaw Chemical Plant site was used in the production of the atom bomb to develop uranium chemicals for the government. "By 1949, Harshaw's Harvard Ave. facility was one of the Manhattan Project's largest makers of uranium chemicals." (University, 2011) Between 1942 and 1953, the plant

actively released up to 4,000 pounds of radioactive uranium-fluoride particles annually. In 1999 based on a request from the State of Ohio, the Department of Energy determined that this site should be reviewed for possible inclusion in the Formerly Utilized Sites Remedial Action Program (FUSRAP) and, referred this action to the Army Corps of Engineers. This action coincided with the Cuyahoga County Planning Commission's (CPC) plan, released in 1999, which detailed the plan for the future design and construction of approximately six-miles of the trail from Harvard Avenue to downtown Cleveland. (Agency, 2011) The plan included an inventory of existing conditions within the study area, and effectively initiated the beginning of the request to the Department of Energy for guidance on the safe use of the site. The Department of Energy turned the task over to the Army Corp of Engineers. The Army Corp has been conducting studies on the area since 2001. On March 18, 2011, the area in Exhibit 2 identified as Area 06 in yellow was released via a no action Record of Decision. (Agency, 2011) Meaning, this area has been identified by the Corp as an area on the Harshaw site that does not require remedial action for the planned recreational use. This will allow a bridge to be built in accordance with the CPC plan, which could become a bridge to nowhere if the remainder of the site does not get released in the near future. The site evaluation and investigation continues on the remainder of the former Harshaw Chemical site and is now in the Feasibility Study Phase of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) process. The CERCLA process is used to identify and evaluate potential remedial alternatives to eliminate risks to human health and the environment appropriate for the future land use of the site as a recreational area. On additional review of Exhibit 2, it is clear there is a large area outlined in green, which still needs to be evaluated and cleaned up, before the trail can be completed.

Exhibit 2



(Engineers, 2010)

The CERCLA process is a nine-step process (Exhibit 3) which must be followed and the Corp is currently on step 3 for most of the site. The process started in 2001. Now, 10 years later in 2011, (Engineers, 2010), the Corp has only released a small section (Area 06); an area where uranium production did not occur. Photos taken in 2003, see Exhibit 4, display hazardous, yellowcake lying open in building G-1, the purple building in Exhibit 2. Yellowcake is a hazardous by-product of uranium processing, used in nuclear weapon manufacture and detrimental to the health of people and the environment.

Exhibit 3

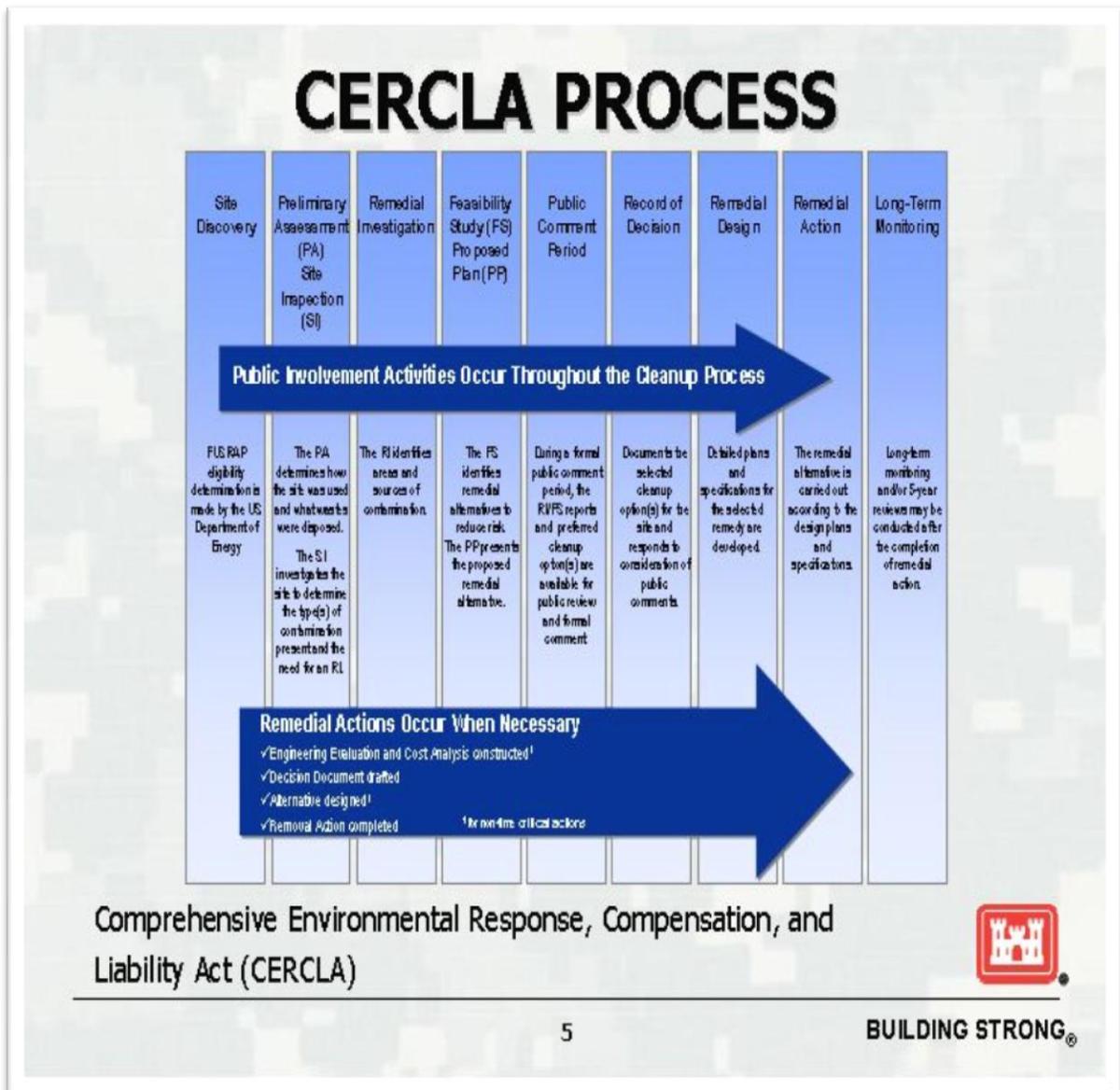
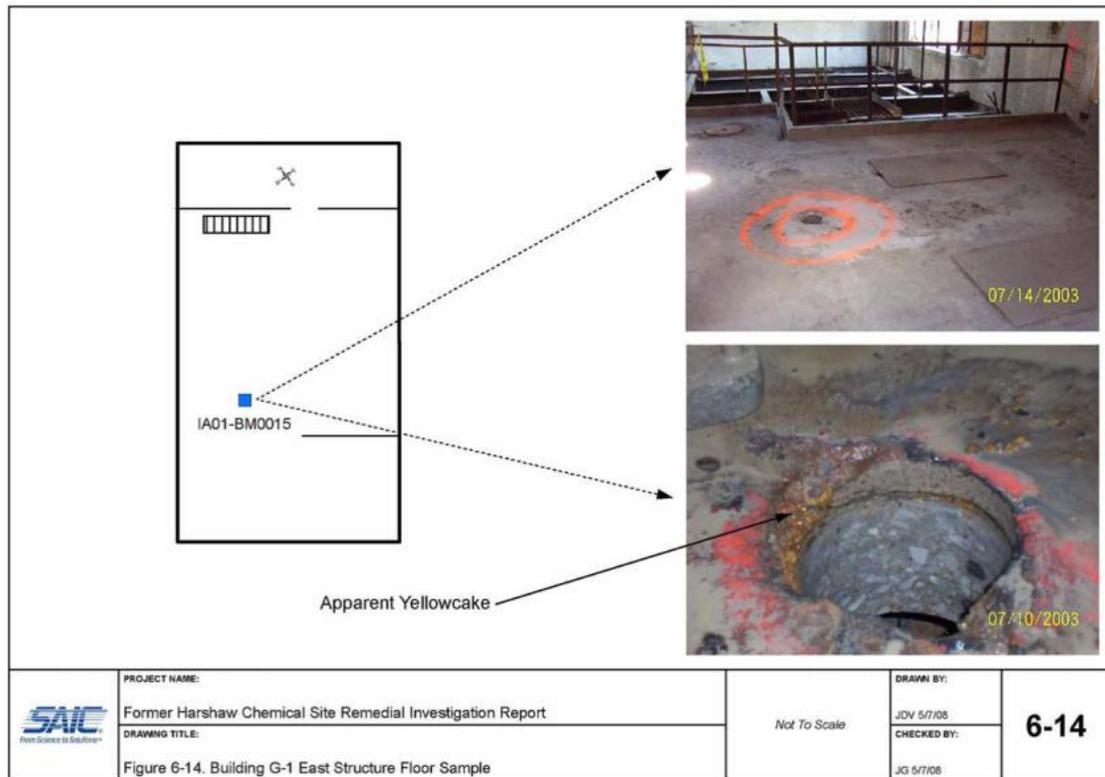


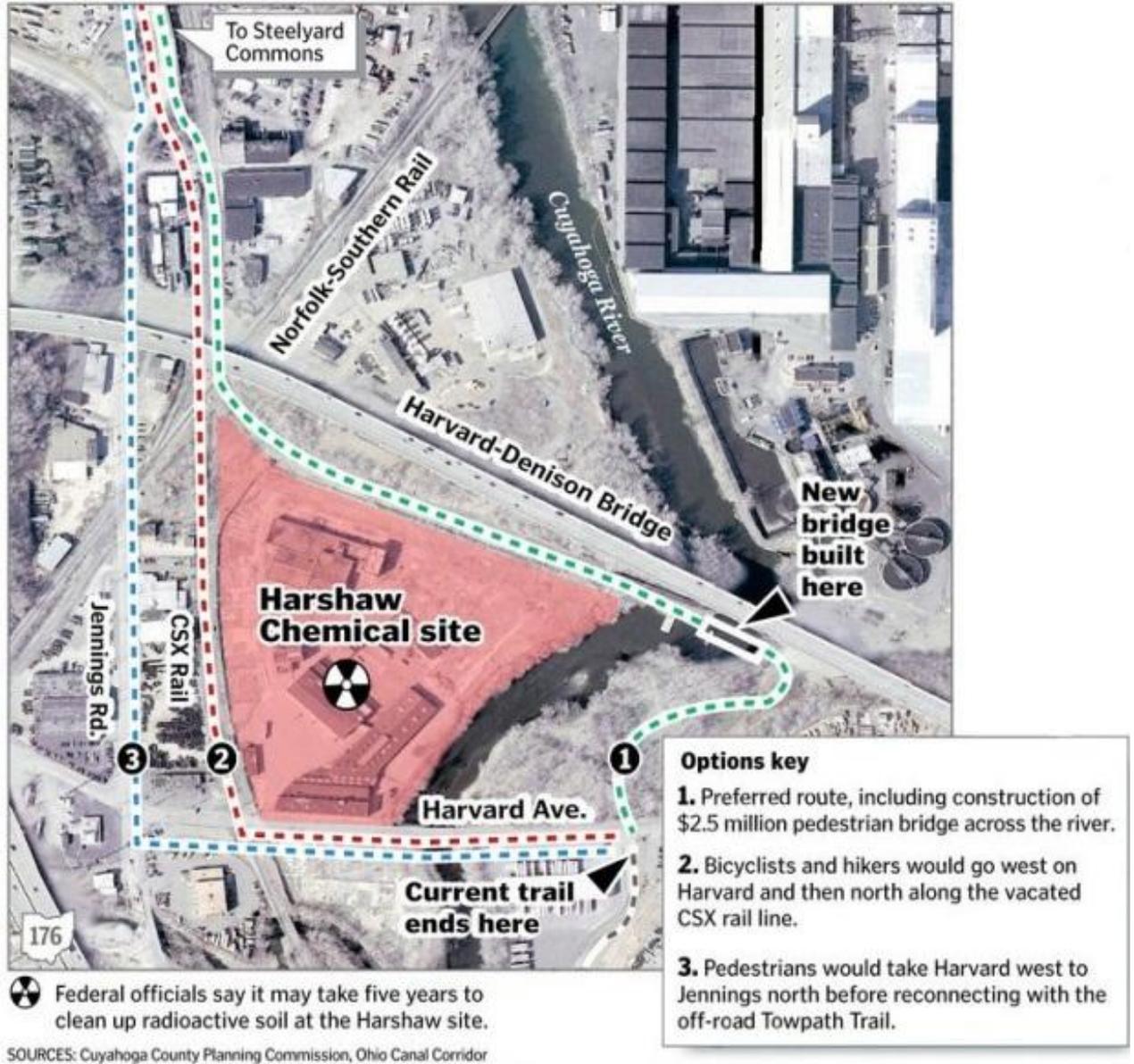
Exhibit 4



(Engineers, 2010) As you can see, the threat is real to the natural habitat and humans. Therefore, this process should not be rushed. The Corp estimates the completed study and cleanup will most likely take at least five years. (Agency, 2011) However, it is easy to see that the cleanup of a large parcel of land as outlined in Exhibit 2 could take a long time, considering the 10 years it has taken to just evaluate the land. Although pressure to clean up the site should continue, alternatives to waiting for this evaluation and cleanup should be examined. It is recommended to either permanently or temporarily change the direction of the trail to avoid this contaminated site altogether.

Two alternate routes, shown in Exhibit 5, were identified as possible temporary routes. These routes were identified as temporary due to the fact that both would require the trail to follow an existing road with auto traffic, intentionally avoided until now. (Cleveland.com, 2011) .

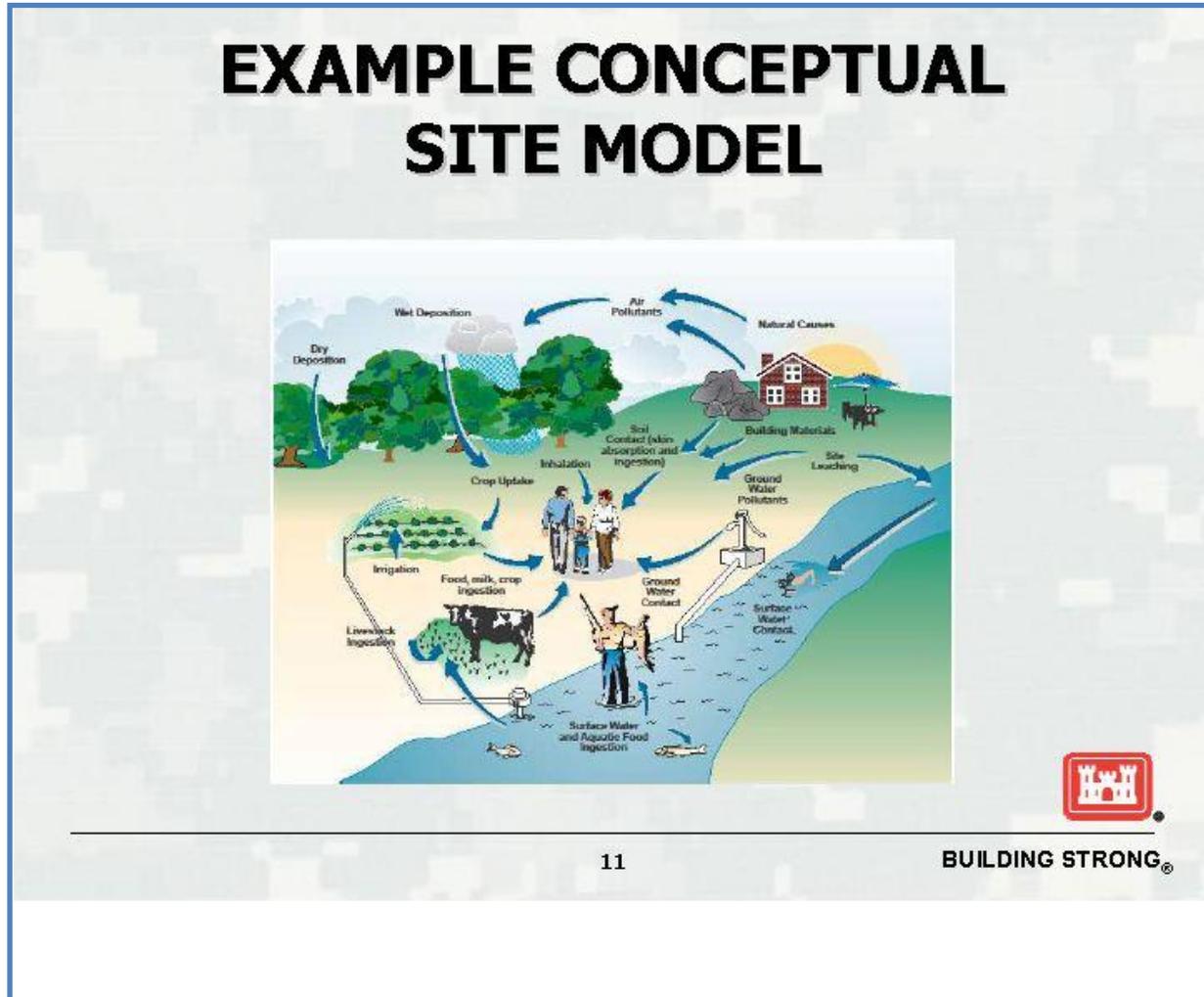
Exhibit 5



(Cleveland.com, 2011)

Our class survey further identified the majority of respondents feel that keeping the trail off road is important to the enjoyment of the trail. Both routes also go through the contaminated area in such a way that some trail users may not want to cross over on a regular basis, considering the Corp’s Baseline Risk Assessment. This states that long-term, chronic exposure (several hours a week for several years) directly to contaminated media on the Harshaw site could be harmful. Exhibit 6 shows what the Corp considers to be potential pathways to direct exposure.

Exhibit 6



Therefore, it is important to develop an alternate trail route which would not move out into an active road and avoid any exposure to the contaminated site. Exhibit 7 shows one possible route which could be used temporarily until the contaminated site is cleaned up. This route could be used as a loop trail once the Harshaw site is deemed safe for the planned use.

Exhibit 7



(Google, 2010)

Although this site has proven to be a challenge for the trail, it is also an opportunity to get a much needed contaminated site cleaned up, to the benefit of all stakeholders who come in contact with this area.

Another important environmental development which has come about in part due to the trail is the planned redevelopment of the Scranton Peninsula. After the Cuyahoga River burning in 1969, the river gained national attention and became a symbol of how not to treat the nation's water ways and ultimately led to the Clean Water Act of 1972 and the formation of the state and federal environmental

protection agencies. In 1985 the River was found to be impaired in nine out of 14 beneficial uses by the International Joint Commission's (IJC) Water Quality Board. The River was placed on the list of 43 Areas of Concern (AOCs), designated by the IJC, due to its degraded condition. The degradation of the river was found to contribute to the degraded condition of the Great Lakes. An impaired beneficial use is defined as any impairment sufficient to cause "a change in the chemical, physical or biological integrity of the Great Lakes system". The following is a list of the 14 beneficial use impairments, determined causes for making the AOCs listing:

- Restrictions on fish and wildlife consumption
- Tainting of fish and wildlife flavor
- Degradation of fish wildlife populations
- Fish tumors or other deformities
- Bird or animal deformities or reproduction problems
- Degradation of benthos
- Restrictions on dredging activities
- Eutrophication or undesirable algae
- Restrictions on drinking water consumption, or taste and odor problems
- Beach closings
- Degradation of aesthetics
- Added costs to agriculture or industry
- Degradation of phytoplankton and zooplankton populations
- Loss of fish and wildlife habitat

The Cuyahoga River is currently on the list due to the following beneficial use impairments:

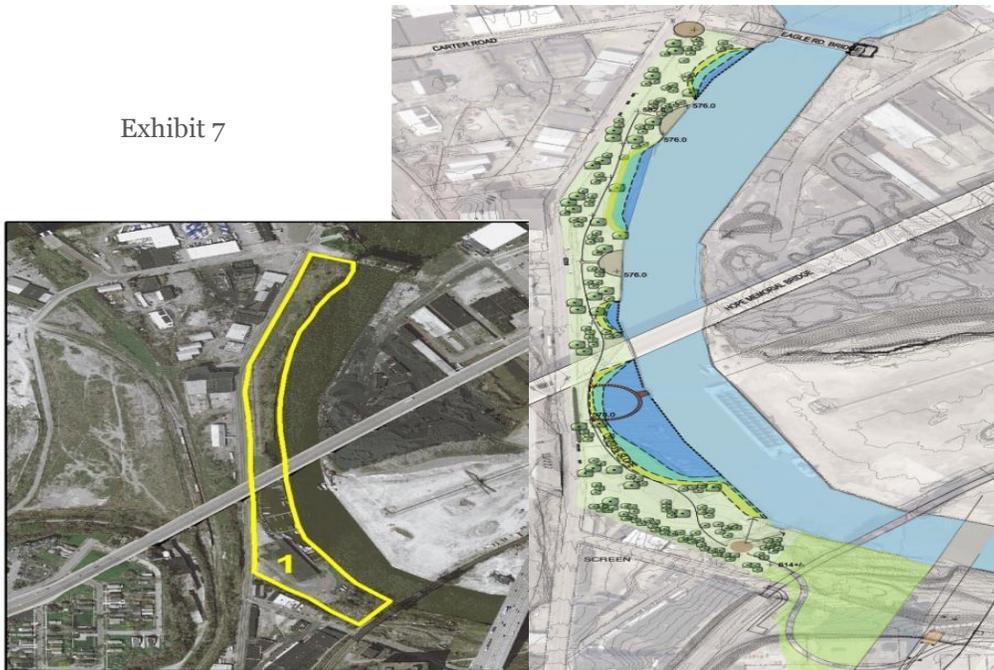
- Restrictions on fish and wildlife consumption
- Degradation of fish and wildlife populations
- Beach closings
- Fish tumors or other deformities
- Degradation of aesthetics
- Degradation of benthos
- Restriction on dredging activities
- Loss of fish and wildlife habitat

As of 2005 the Cuyahoga Remedial Action Plan has adopted the strategy of working toward delisting The Cuyahoga River by targeting segments and tributaries of the river. (Agency, 2011) The Scranton Road Peninsula, which is known as Site 1 of the Cuyahoga Ship Channel, is one segment of the river being addressed by the Cuyahoga RAP in its delisting action plan. With the partnership of several government and non-profit agencies including but not limited to: Ohio & Erie Canal Way- Site Acquisition / Trail & Coordination; Cuyahoga RAP – Aquatic Habitat/ Delisting Actions; Metroparks-

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Riparian Habitat; City of Cleveland- Planning Coordination and OEPA- Monitoring Standards, the plan will address several delisting actions including habitat restoration and public access. This is a good example of how government agencies can work together to achieve a common goal which is beneficial to its stakeholders. The plan's expected outcome includes 3,000 feet of restored fish habitat in the shipping channel, a seven-acre wildlife habitat and half mile of the Canalway trail, which will give the public access to the river's edge. Most importantly for the environment, the site will move The Cuyahoga River closer to the delisting status by addressing important beneficial uses including the needs of the natural habitats, public access and use of the water. (White, 2011) (see Exhibit 7)

Exhibit 7



(White, 2011)

This Environmental SWOT analysis addressed only a small portion of the entire project but identified key components to the projects strengths, weaknesses, opportunities and threats. A comprehensive environmental SWOT and cost benefits analysis which covers the entire length of the trail is needed and should be conducted to gain and maintain political and public support for the trail.

REGIONAL COLLABORATION & PARTNERSHIPS IMPACT

The primary purpose of this impact analysis on the Ohio & Erie Canalway is to take a closer look at everything that has been done since the designation of the Canalway as a National Heritage Corridor. As a way of measuring the progress or lack of progress that has been made, the impact analysis will help to identify strengths, weaknesses, opportunities, and threats. The scope of this impact analysis will include the years following the completion of the previous plan for the Canalway in 2000. By using the SWOT analysis, recommendations and plans for the future can be more realistic and effective.

This particular analysis focuses on what the impacts of being designated a National Historic Corridor have been. Five key areas were identified to focus on specifically: economic development, tourism, land use and development patterns, the environment, and collaborative partnerships. A SWOT analysis was performed on each of these five areas and then combined to give a clear picture of what has happened in the years since the previous Canalway plan was completed. This section will break these five areas down and take a close look at them individually. Also, a case study representative of both positive and negative occurrences for each of the five key areas will be provided.

The very nature of the Ohio & Erie Canalway makes collaborative partnerships exceedingly important. The formation and operation of the Canalway is all the product of partnerships. As a large geographical area encompassing several counties, and numerous municipalities, effective collaboration with a large network of partners is essential and inevitable. In this section the effectiveness of these partnerships will be examined. The two case studies provided will look at the completion of the Towpath Trail in Cleveland and the receiving of grant money for the rehabilitation of the Scranton Peninsula; the former an example of an ongoing failure and the latter an example of a recent success. Below is an outline of the strengths, weaknesses, opportunities and threats facing the Ohio & Erie Canalway with regards to collaborative partnerships:

Strengths

- Strong grassroots support
- Strong overall vision for the project
- Effective at leveraging funds

Weaknesses

- Lack of unified priorities
- Name recognition beyond immediate area
- Disconnected from government
- Confusing management layout
- Lack of communication between three management groups
- Public and partners do not understand the Heritage Area

Opportunities

- Promote heritage development as an economic development tool
- Make management of the Canalway more streamlined and effective
- Expand network of partners, including government at all levels, watershed groups, land conservancies, school districts, other Heritage Areas, etc.

Threats

- Potential loss of federal funding
- Trail built by different groups. Goals not unified
- Changes to management would require a transition period

Strengths

Perhaps the most fundamental collaborative partnership established since the National Heritage Corridor designation is the formation of the Ohio & Erie Canalway Association (OECA). This organization was put into place to oversee and manage funds received from the federal heritage designation for the Ohio & Erie Canalway National Historic Corridor. This association acts as the governing body over the two other Corridor organizations. The OECA governing board is made up of 6 members from these two important grassroots Corridor groups; Ohio Canal Corridor (OCC) and Ohio & Erie Canal Coalition (OECC), as well as six independent members. Prior to the OECA, all management of the Canalway was accomplished by the two separate groups – OCC in Cuyahoga County and OECC for the three counties south of Cuyahoga County within the corridor. Currently, these two organizations still exist under the umbrella of OECA. The current management structure is certainly not without its faults; however, some involved maintain the three-party organizational method has its merits. With this structure some feel the communication between all those involved has been good. The problem arguably lies not in communication but rather in a lack of unified goals.

Having three governing bodies does, however, allow the Canalway to effectively apply for and receive government money for projects. The table below shows grants and leveraged funds from 1998 through 2010.

Year	Grant (\$)	Leveraged Match	Ratio
1998	\$ 679,896	\$ 1,930,211	2.84
1999	\$ 431,145	\$ 2,380,188	5.52
2000	\$ 974,457	\$ 1,979,687	2.03
2001	\$ 543,900	\$ 2,355,030	4.33
2002	\$ 677,541	\$ 2,250,896	3.32
2003	\$ 369,058	\$ 1,895,806	5.14
2004	\$ 501,385	\$ 7,272,430	14.50
2005	\$ 517,792	\$ 1,289,497	2.49
2006	\$ 271,944	\$ 1,820,293	6.69
2007	\$ 288,551	\$ 183,975	0.64
2008	\$ 489,000	\$ 967,017	1.98
2009	\$ 327,449	\$ 1,813,140	5.54
2010	\$ 600,000		-

Table 1: Grants Awarded by OECA and Leveraged Funds by Year

The structure of the Ohio & Erie Canalway currently benefits from a strong contribution of grassroots involvement. Most of the projects get started because of citizen involvement and genuine care for the Canalway. Despite having three management groups, this is still the catalyst that gets things started in the Heritage Area. This crucial aspect relies on the passion of people who live in the vicinity of the

Canalway and most want it to succeed. Consideration must be given to preserving the civic engagement of residents with suggested organizational and Heritage Area changes.

Finally, there is already a large network of partners involved with the Canalway; however, not all of these partners currently share completely unified goals. Evidence of this is apparent in the struggle to complete the last portion of the towpath in Cleveland. There are ways for the Canalway to improve its network of partners and those will be discussed in the opportunities section.

Weaknesses

There are several key weaknesses in the partnership structure that we will analyze here. Building upon what was mentioned as strength, the Canalway Organizations each have a vision for the Heritage Area, but this vision is compromised by a distinct lack of unified priorities. Another weakness that has risen out of the three body management structure is confusion about who does what. There is much debate on how effective this management system is at working collaboratively. It is natural to think that two different geographic regions would likely look out for their own turf first and foremost. The creation of the OECA is aimed to alleviate some of this discrepancy. However, this is not always the case and a different structure may be needed. The argument has been made that there is no better way to operate over such a large physical space. A comparison to the Appalachian Trail has been used to illustrate the intentions of the OECA. The Appalachian Trail extends through many states. There is one commission for the overall guidance of the Trail while separate entities are responsible for smaller portions along the length of the trail in different states.

The Ohio & Erie Canalway has poor name recognition outside of the region, and the public and partners are confused as to what the heritage corridor actually is. The public faces confusion when looking for information about the area as well. There is no one place where people seeking information about visiting the Canalway can go to get the information they need. Other heritage areas in the United States have addressed this by maintaining a clear branding of the area and providing clear ways to obtain visiting information. OECA has done very little of this.

Finally, another weakness that has begun to plague the Canalway is a disconnection from government. The general view is that government is bad and should be avoided at all cost. This should not be the case. Government could represent the Canalway's greatest ally. As a source of current and potential funding opportunities, government should be embraced.

Opportunities

There are several key opportunities the OECA can take advantage of. Most importantly is to promote heritage development as an economic tool. A perfect example of this is Thornburg Station in Valley View. The only reason this development exists where it does is because of the towpath. Another good example is downtown Akron. The Lock 3 Park and the summer concert series held within the park bring a tremendous amount of people to downtown Akron, who also visit bars and restaurants. Downtown Akron is experiencing a renaissance and some of this can be directly attributed to embracing and utilizing its connection to the canal.

By making people aware of the Canalway's economic benefits, the network of partners can be expanded and the vision for the area can be unified. The Canalway should look for new partners in government at all levels, watershed groups, land conservancies, and school districts. The number of potential partners are vast, OECA can benefit by utilizing the experience and resources of the many groups that have or can potentially have ties to the Canalway.

Threats

There are threats which must be addressed or the opportunities will not be realized. The most looming threat is the loss of federal funding, which is to stop in 2014. This will force OECA to reassess how it spends money. Will there still be money to invest in projects? Or will the remaining money simply have to be spent maintaining the day-to-day operations of the Canalway? Finally, should there be a management adjustment or a change in the structure of how OECA is operated, there will certainly be a difficult transition period until things operate smoothly again.

Case Studies

Towpath Trail from Harvard Road to Lake Erie

The Towpath Trail faces enormous challenges as it makes its way through the industrial valley on the way to Lake Erie. This is, by far, the most difficult section of the trail to complete due to the highly urbanized area it will have to travel through. There are many complications that will inhibit the trail along this route, including land occupied by businesses, pollution, and heavy traffic areas. While this

portion of the Towpath is certainly a difficult challenge, the benefits of having it completed are substantial and it is essential that it gets completed.

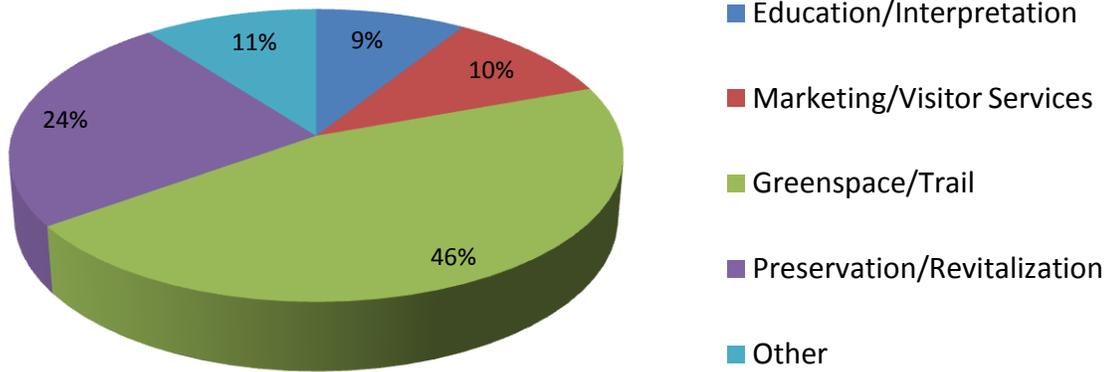
Completion of this six-mile portion of the trail has languished for an extended period of time, due to environmental issues, despite the fact that \$58.5 million was raised to fund the project. The initial plan and designation of the trails future alignment was completed in 2002 with a terminus at a proposed park under the Detroit-Superior Bridge (“Cleveland,” n.d.). This project is divided into four separate stages:

- Stage 1: Harvard Road to the south entrance to Steelyard Commons. Construction is estimated for 2015.
- Stage 2: This is part of Steelyard Commons and was completed in 2007. Stage 2 is approximately one mile and was paid for completely by First Interstate Properties.
- Stage 3: The section from the north entrance of Steelyard Commons to Literary Road. Construction is estimated for 2012.
- Stage 4: Stage 4 will bring the trail from Literary Road to the proposed site of Canal Basin Park under the Detroit-Superior Bridge. Construction for this portion of the trail is currently estimated for 2013 and construction for Canal Basin Park in 2014.

From this summary of the proposed stages, it is apparent that only one section is complete; Stage 2. This is because the developers of Steelyard Commons factored the construction of the trail into their designs for the shopping center. The remaining three stages have seen little progress, although, recent activity at the Scranton Road peninsula is bringing the Towpath closer to being built there.

With this significant portion of the trail incomplete, it becomes apparent there is a lack of priorities within the management. The vision is clearly there, as is made evident by the clearly defined stages and studies performed on the project, but the majority of this vital section still lies incomplete. This is a vital component to the Towpath Trail and certainly the most important portion in Cuyahoga County. There are great benefits to the City of Cleveland and the Canalway as a whole that can be reaped by completing this section. The chart below indicates how grant money has been spent for the years 1998 through 2010. The vast majority of funds have been spent on greenspace and trails, yet the connection to Lake Erie still has not been made.

Grant Distribution



Great Lakes Restoration Initiative Funds

An example of a recent success in the collaborative partnership realm is the awarding of Great Lakes Restoration Initiative funds to the Ohio & Erie Canalway. This is an Environmental Protection Agency investment in the Great Lakes that is the largest in 20 years with \$475 million budgeted for projects (“Great”, n.d.). The initiative focuses on five key aspects:

- 1. Cleaning up toxins and areas of concern**
- 2. Combating invasive species**
- 3. Promoting near-shore health by combating toxic runoff**
- 4. Restoring wetlands and other habitats**
- 5. Working with partners on outreach**

This program, which began in 2010 and continues until 2014, awards up to \$40 million dollars (“Great”, n.d.) to projects addressing the above listed environmental issues. The Ohio Canal Corridor was awarded \$3 million to perform work on the Scranton Road peninsula. After acquiring the necessary land and applying the \$3 million for environmental remediation, this area will be ready to have the Towpath built upon it. This is one of the most significant challenges for the Towpath in Cleveland that has been overcome. More information on this can be found on the Environmental Protection Agency’s website at www.epa.gov/glnpo/glri.

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Since the 2000 plan for the Canalway, there have been significant advances made in many areas. However, there is always room for improvement. Taking into consideration the points made in this section, OECA can make the next ten years even more productive. There is still a lot of work that needs to be done to make the Ohio & Erie Canalway everything it can be. As a significant part of our region's past, the Canalway can continue to evolve into something that will be crucial to Northeast Ohio's future.

Strategic Plan

Ohio & Erie Canalway: Ohio's National Heritage Corridor

Mission

The mission of the Ohio & Erie Canalway Association (OECA) is to ensure the long-term sustainability and promotion of the historical, recreational, educational and cultural opportunities within the Ohio & Erie Canalway.

Vision & Guiding Principles

- 1) *Encourage the Ohio & Erie Canalway to develop a place and brand that attracts a broad range of participants to ensure longevity of the Canalway as a national asset.*
- 2) *Expand funding opportunities and marketing efforts through partnerships while reinforcing the importance of regionalization by becoming an advocate for regional collaboration.*
- 3) *Evaluate current management practices and implement new ones to help the OECA become a stronger organization.*
- 4) *Adjust and grow with the community while maintaining the importance of the corridor as a heritage area.*
- 5) *Enhance recreational opportunities and the visitor experience, promoting greater usage of the Ohio & Erie Canalway's many resources.*
- 6) *Continue previous accomplishments in a flexible and cohesive manner to further the Ohio & Erie Canalway.*

Introduction

The OECA, OCC and OECC, collectively referred to as the “Canal Organizations,” have worked to create a tremendous asset for Ohio and the nation. These organizations started by achieving the national heritage corridor designation and progressed to obtain funding sources and rejuvenate the physical and educational assets of the corridor. The Canal Organizations face the challenges of completing the Towpath Trail and providing a framework to pass the vision and management of the corridor on to its successors.

The corridor has reached a point where challenging land use and urban politics have slowed progress. Costs of acquiring land and remediating environmental issues prove to make the remaining portions of the Towpath Trail the most expensive, but also the most inclusive of a diverse, large population. The completion of the Towpath Trail and connector trails, at both the northern and southern terminuses, will increase access to a significant population of potential corridor users, who then learn more about the Canalway and spread the positive experiences and knowledge.

The strategic plan strives to develop measurable goals for the next five years. The plan includes a discussion of conceptual long-term goals that should be evaluated beyond the five-year timeframe. The goals strive to maintain the traditional preservation and educational responsibilities of the Canal Organizations. In addition, these goals add the formidable task of setting up the long-term sustainability of the corridor with regard to financial, historical, environmental, and educational preservation. Two of the primary challenges identified consist of creating a unified, single brand that encompasses the corridor and the potential to become leaders of the movement for regionalization.

Past actions have made the Ohio & Erie Canalway a valuable resource to its users who identify with portions of the park system closest to them. Many of the goals presented herein center on ways the resources can combine to create a single source of information for users along the entire corridor to encourage branching outside familiar parts of the corridor and to attract new users to the full extent of the Canalway.

Regionalization has been problematic in Northeast Ohio, but is not unique to this area. Many other urban cores with significant suburban populations struggle with regional initiatives and the lack of inter-governmental coordination. Due to the nature of a canal, the geography is long and narrow, so the corridor encompasses many of the municipalities and counties that comprise Northeast Ohio, but also includes other municipalities to the south. This unique geographic area requires regional collaboration that is less traditional than what would be required by a region like the Cleveland-Akron Combined Metropolitan Statistical Area (CMSA). The geography may pose unusual and difficult issues, but it provides the Canal Organizations with the opportunity to show northeast Ohio and other CMSAs around the country that regional collaboration can work and benefit everyone involved.

Ohio & Erie Canalway Amenities

The heritage corridor has the potential to be a significant tourist attraction. The combination of an urban center with a tremendous park system would be an asset to any major city and its area's residents. However, attracting out-of-town visitors requires something that sets an area apart. The challenge of Midwestern tourist destinations revolves around the lack of geologic wonders, such as Cape Cod's beaches, Yosemite's waterfalls, and Colorado's mountains. However, many travelers appreciate several of the unique amenities offered in the heritage corridor, such as the scenic railroad, urban farming, and miles of continuous, flat, designated bike paths. These unique amenities need to be exploited to draw visitors from the region and across the country.

Short-term Goals

The goals of the strategic plan fit into six broad priority categories that are community and economic development; partnerships and collaboration; management and implementation; interpretation and education; recreation and visitor experiences; and preservation and conservation.

These priorities are loosely based on “The Route to Prosperity” document goals with the addition of partnerships as a priority. The Canal Organizations have done an outstanding job of implementing the following priorities – interpretation and education; recreation and visitor experiences; and preservation and conservation – over the last 15 years. The current recession and decline of the urban core present an opportunity for the organizations to continue providing the traditional heritage corridor preservation while shifting their focus to realize the regional economic impact potential. Therefore, the top two priorities involve economic drivers and funding sustainability to ensure the longevity of the heritage corridor and the region. Up to this point, the Canal Organizations have focused on obtaining the designation and creating amenities to draw users. Management of the Canalway could benefit from moving toward defining an implementation process that can be clearly defined and followed. The third priority sets goals that improve the accountability and progress of goals. Each of the goals is ranked high, medium, or low according to its relative importance over the next five years, and has a suggested timeline for implementation. The online survey conducted by the class helped inform the development of priorities and goals. The goals have been organized into a checklist in the appendix to facilitate annual reporting.

Long-term Goals

As stated in the Management Plan, the long-term sustainability of the heritage corridor rests on the ability to ensure funding sources. However, its value to the community lies in the diversity of its users who become advocates of the corridor. As the trail, which serves as the primary continuous amenity, becomes closer to reaching Cleveland, ways to engage the large, diverse population while preserving the historical and environmental wealth become essential.

Priorities

1) Community and Economic Development

2) Partnerships and Collaboration

3) Management and Implementation

4) Interpretation and Education

5) Recreation and Visitor Experiences

6) Preservation and Conservation

Priority Details and Goals

Priority 1: Community and Economic Development

The purpose of this priority is to encourage OECA to develop a place and brand that attracts a broad range of participants to ensure longevity of the Canalway as a national asset.

The term economic development is widely used. It is often steeped in statistics and over-generalized in the news. For the purpose of understanding our first priority for the Ohio & Erie Canalway, there is a twofold application process of economic development. First, OECA must take steps to ensure its own sustainability through marketing, promotion and growth. Second, OECA must recognize its strength as a driver of regional prosperity in North East Ohio.

The priorities for the Ohio & Erie Canalway fall in line with the large-scale measurable goals for Northeast Ohio being pursued by governments and other non-profits. These include job creation, increasing per capita income, encouraging public & private investment, raising property values and reducing poverty rates. By actively pursuing the strategies outlined within each priority, the Ohio & Erie Canalway can be the tool that acts to promote these large-scale measurable goals at a local level.

1.1 **Diversity. Attract demographic groups to expand diversity of corridor users.**

- 1.1.1 Identify Diversity: Identify under-represented demographic groups. Consider age, income/education levels, race/ethnicity and family structure. Build and maintain a relevant database of user profiles. Use this database in order to market activities and events, and also to create campaigns for non-users. Identify certain vendors and

businesses as Canalway Preferred Vendors; these are businesses located on or in Canalway whose development & operation is a direct result of Canalway's existence. This database would grow into a marketing & outreach tool for follow up development.

- 1.1.2 Identify Roadblocks: Identify reasons that each demographic group does not use the corridor. 1) Access: no transportation? 2) Knowledge: Where is it, what can I do there? 3) Perception: Is it safe? 3) Relation: Do I know someone who uses it?
- 1.1.3 Eliminate Roadblocks: Identify what can be done to overcome these roadblocks. Partner with organizations that represent these groups.

General

- Educational outreach programs to high schools and community colleges
- Traditional marketing in print, radio, online media, convention & visitors bureaus
- Co-sponsorship of events put on by relevant organizations

Specific

- Show park facilities & locations on RTA maps, in print and online
 - Make these maps available at public libraries, high schools & park kiosks
 - Implement a speakers bureau that disseminates knowledge about park programs
 - Whenever possible, encourage the construction of neighborhood link trails to promote ease of access to use of the Canalway and its amenities
- 1.2 **Events: Increase type and frequency of events in the corridor. At first, these are likely to be sponsored primarily by OECC and OCC, but can grow to include other corridor-affiliated groups. Encourage partnerships & co-sponsorships with complementary organizations.**
- 1.2.1 Economic Impact: Establish a format for collecting economic impact and cost data on events. Incorporate event data in user profile database for future marketing.
 - Strategies: traditional cost-benefit analysis, event-day attendee surveys, comparison to historical data of past events if available

- 1.2.2 Events Facility: Identify potential locations for special events facilities along the proposed sections of the trail in the urban area. Encourage use of existing Canalway Centers and historic properties. Be creative with outdoor venues during good weather and choose locations that promote projects with Corridor partners (i.e. the skate park on Scranton Peninsula, with literature about future site of Canal Basin park). Also, reach out to the private sector for largest positive impact (i.e. suggest a restaurant at Thornburg station, rather than Rockside corners). Make private businesses that border and complement the Corridor-preferred vendors.
- Reconfigure one of the Canalway centers to act as a banquet/reception facility. Encourage people to have weddings, conferences and holiday parties in the park. Promote the park as a beautiful and unique venue to enjoy a special occasion. Use Canalway’s preferred vendors to operate events. Have the revenue fund programs in education and conservation.
- 1.2.3 Asset Management: The Corridor is home to a rich diversity of resources that make it a destination place. As a destination, events held in the Corridor should be met with success and high rates of participation. To ensure event success, focus on smart asset management that allows corridor resources to be distinguished and held in high regard. These assets are the drivers of economic success for the Corridor.

Example of asset: Brandywine Falls, unique waterfall, one of the largest in the area, often used for weddings and special events

Asset Management

- **Maintenance & Development** – stream preservation, watershed management, walkway & overlook platforms in good working order
- **Promotion & Marketing** – online & print advertising, located on trail maps, signs posted on nearby roads, easily accessed by trail on foot and by the handicapped
- **Merchandising** – in the gift shops, goods available for purchases with pictures and details about Brandywine Falls, photographs, mugs or T-shirts.

- 1.3 **Revenue Sources: Identify major sources of funding to target and develop a financial plan to build corridor sustainability and to promote good financial health. Manage assets to improve long term funding sources through investing.**

- Create a “Perks” program similar to the ones used by credit card companies:

-Park users would check in with a ranger or park employee and log their activities, such as miles they biked or hiked, or events they attended. They would earn so many points per every mile or event, and receive rewards in various forms like park gear (shirts, hat, etc..),

or notoriety in newsletters. Eventually, technology could allow them to swipe their perks cards for a more expedited tracking system.

- Build a Referral Program off the Perks Program; allow Perks members to get points for referring a friend into the park system of activities
- Grow these Perks & Referral Programs to become a great asset to public health; once implemented, development officials should seek partnerships from major health systems and other health-oriented non-profits (Cleveland Clinic, Akron General)
- Link these Perks & Referral Programs to businesses that have been created as a result of Canalway; allow users to receive something for having a Perks card, such as a discount or preferred status in Canalway-oriented businesses. For example, after using the Towpath, encourage Perks people to eat lunch at a canal-side restaurant & present their Perks card

1.3.1 Donors: Identify ways to engage new individual donors as the trail is completed on both Northern & Southern ends. Consider partnering strategies that would increase the donor-user base. Ideal would be the donor-user, someone who already has an interest, uses the trail, and has money. Donors are the highest priority for revenue cultivation. They have the potential to ensure more long-term viability, as compared to the fluctuating and unreliable nature of retail sales and government funds.

Strategies

- If possible, fund the position of Corridor Development Officer and also Corridor Development Assistant. Note: these positions would NOT replace the work already being done by OCC & OECC. This position(s) would complement and coordinate the existing development effort, and seek out more long-term sustaining donor sources.
- Recognize and honor donors throughout the year to encourage more donations; events such as a Memorial Lecture Series, a Reading of Local Poetry, or a Display of Local Artwork all held in the name of a major donor show good will and appreciation, and encourage more donations.
- Keep donors abreast of major changes and updates throughout Canalway. Make sure they receive newsletters, e-mail, standard mail and follow-up phone calls.

1.3.2 Recreational: Identify recreational activities to generate revenue, specifically along the proposed sections.

Strategies

- Small fees for bicycle/kayak/canoe rental; permits & licenses for events payable to OCC/OECC.
- Create a 'general fund' for both organizations to encourage collaboration. It could offer simple, low interest loans to small businesses or start-ups that commit to working with and locating very near the Corridor.
- Coordinate a partnership with the Small Business Association and local chambers of commerce to link their resources to new small businesses along the Corridor.

1.3.3 Retail: New sections and more heavily used sections may include retail establishments such as food carts, mobile stands or kiosks.

Strategies

- Weave Corridor philosophy and goals into retail practice:
 - give priority consideration to affiliated organizations like farmers who sell food at the markets managed by the Countryside Conservancy.
 - sell items made with recycled materials.
 - establish a nursery/garden center program where people can buy & plant trees, shrubs, & flowers that are native to Ohio, promote balanced ecology and work toward reviving threatened/endangered species.

The Ohio & Erie Canalway is an engine for improving quality of life in Northeast Ohio. While defining the Canalway was an initial challenge in terms of physical area, ownership and boundaries, the focus shifted to defining priorities. The next logical step was then to relate the priorities to measurable goals that could achieve positive change for Northeast Ohio as a whole.

Though many other examples exist, the following are specific and realistic examples of how the Ohio & Erie Canalway is a driver for positive change and can distinguish itself as a regional asset:

The Towpath Trail attracts people who like to walk, jog and bicycle. Those people use the trail extensively and encourage others to do so as well. Local businesses react to this activity, and locate their shops and restaurants near the Towpath for user convenience. This is one example of how the Towpath drives direct private investment in Northeast Ohio.

Visitors from out of town often do extensive research when choosing where to vacation. By presenting a unified brand and marketing campaign, the Canalway can focus on promoting its most unique and distinguishing assets. Nowhere else can you take a scenic railway from a national park to a major urban setting, and likely site of a world-class casino and hotel complex. The Ohio & Erie Canalway can distinguish Northeast Ohio as tourism destination.

Every American needs to care for their health and well-being, not to mention that most could use more exercise. By implementing the Perks program, people throughout the region would likely be more motivated to exercise more and frequently. This could allow the Canalway to gain donations and sponsorship from hospital health systems, as the Perks Program becomes a tool to fight heart disease, diabetes, and obesity. The Ohio & Erie Canalway can be seen as driver for public health in Northeast Ohio.

As people in North East Ohio become aware of the Ohio & Erie Canalway, they are impressed by the recreational opportunities and amenities it offer. As the Canalway's popularity increases, it becomes a draw and a destination. People begin to want to locate near and buy homes close to the Canalway and its amenities. The Ohio & Erie Canalway becomes a positive force that raises and maintains property values, acting as a tool to help local residents dig out from the foreclosure crisis.

In summary, this priority focuses on maintaining and expanding the success of the Ohio & Erie Canalway. By cultivating diversity, managing assets and planning for sustainability, the Ohio & Erie Canalway can expand and thrive. Also, by recognizing its strategic role as a driver of economic development, the Canalway will secure its role in the vitality of the region.

Priority 2: Partnerships and Collaboration

Expand funding opportunities and marketing efforts through partnerships while reinforcing the importance of regionalization by becoming an advocate for regional collaboration.

Since the June 2000 Ohio & Erie Canalway Management Plan, the Canalway Organizations have developed many strong and strategic partnerships. Currently, some of their strongest partnerships include the following:

- Boundary Partners - These partners are physically located within the Ohio & Erie Canalway boundary and are therefore eligible for receipt of financial and/or technical assistance with federal funds appropriated for the Heritage Corridor.
- Corridor Journey Partners - These partners are part of the Ohio & Erie Canalway transportation linkages including: Towpath Trail, Ohio & Erie Canalway Scenic Byway, Cuyahoga Valley Scenic Railroad, and navigable waters that support interpretation along the many canal era routes.
- Heritage Venue Partners - These partners include many nationally and locally recognized historic districts, properties, and settings that recall the legacy of the canal era and its subsequent regional growth.
- Heritage Program Partners - These partners are considered the primary developers and stewards of the Ohio & Erie Canalway's resources and

include: National Park Service, regional park districts, municipalities, and other institutions throughout the Ohio & Erie Canalway.

Here are the roles of these various partnerships as outlined by the 2000 Management Plan:

- Ohio & Erie Canal Association (OECA): advocate and support corridor-wide partnership efforts; provide grants to partner entities to implement specific capital projects; provide grants to support programs and activities related to heritage resources; provide technical assistance in preservation and interpretation of Corridor resources; develop staff capacity and sources of funding support for broader Corridor-wide organizational initiatives and programs that require centralized staff support.
- Ohio Canal Corridor (OCC): sustain and expand the grassroots support and constituency for the Corridor; maintain liaison with the public and other entities to ensure their viewpoints and concerns receive due consideration by OECA; recruit and nurture expanded partnering with Corridor entities and the private sector to implement projects and programs; develop cooperative means to communicate ongoing OECA progress to the public; and provide staff support for Corridor-wide educational, cultural, and economic development programs.
- Ohio & Erie Canal Corridor Coalition (OECCC): sustain and expand the grass roots support and constituency for the Corridor; maintain liaison with the public and other entities to insure that their viewpoints and concerns receive due consideration by OECA; recruit and nurture expanded partnering with Corridor entities and the private sector to implement projects and programs; develop cooperative means to communicate ongoing OECA progress to the public; and provide staff support for Corridor-wide educational, cultural, and economic development programs.
- National Park Services: resource stewardship; interpretation and education; and operational support and services.
- State of Ohio: provide support and special purpose funds.
- The Ohio Department of Transportation (ODOT): provide ongoing assistance through matching funding programs and management of key resources throughout the Ohio & Erie Canalway; including the Scenic Byway improvements.
- Ohio Department of Natural Resources (ODNR): provide ongoing assistance through matching funding programs and management of key resources throughout the Ohio & Erie Canalway.
- The Ohio State Historic Preservation: provide technical and financial assistance to preservation activities.
- Cleveland Metroparks: provide park improvements and linking parks and greenways.
- Metroparks, Serving Summit County: provide park improvements and linking parks and greenways.
- Stark County Park District: provide park improvements and linking parks and greenways.
- Tuscarawas County: solicits personnel and funding contributions.
- Local Governments: provide local support for Ohio & Erie Canalway project; provide matching funds from federal, state, and private sources; adopt local preservation initiatives. Adopt guidelines and/or incorporate preservation and conservation concepts based on the Corridor Management Plan into decision making regarding valuable historic, environmental and cultural resources within the Heritage Area.
- Local Nonprofits: provide funding; adopt projects and programs that help advance the mission and goals of the Ohio & Erie Canalway.

- 2.1 **Advocate Regional Partnership & Collaborations: The Ohio & Erie Canalway should continuously advocate the importance of regional collaboration by showing unity among the various Ohio & Erie Canalway organizations and their partners. Advocate to municipalities, counties, nonprofits, parks, and convention & visitor bureaus. Partner with local regional organizations, such as, the Northeast Ohio Regional Sewer**

District, The Fund for our Economic Future, and Cleveland+. Use successes and failures as an opportunity to engage a local and national audience about the progressive regional collaborations in Northeast Ohio.

- 2.2 Increase/Solidify Regional Partnerships & Collaborations: Continue to build upon and expand public, private, and nonprofit partnerships; focusing specifically on the areas of projected trail completion at the northern and southern terminuses. Conduct regular partnership briefings with Ohio & Erie Canalway partners.**
- 2.2.1 **Prioritize Partnerships & Collaborations:** Identify partnership and collaboration categories. Ensure each partnership and collaboration provides substantial, mutual benefits. Assign Ohio & Erie Canalway staff members to each category (such as Towpath Trail Partners, Scenic Byway Partners, Park Partners, etc) encouraging regular check-ins with these partners. Set up a mechanism for contact reminders.
 - 2.2.2 **New Partnerships:** Identify potential partners to target for involvement or increased involvement. Identify roles that are not met. Encourage Ohio & Erie Canalway staff members to contribute new potential partner lists as part of a regularly scheduled staff meeting.
 - 2.2.3 **Partner Tracking:** Create a database of partnerships that identifies type of partnership and when these partnerships change or become obsolete. Include contact information and staff member assigned to the partner organizations. Include board members when determining which partnerships to pursue.
 - 2.2.4 **Partner Advertisement:** Create a “membership-type” funding report that assigns partners a level (such as user, contributor, connector). Focus on letting the public know which local organizations help the corridor. Add partner logos and website links to the Ohio & Erie Canalway website partner page.
 - 2.2.5 **Innovative Partners:** Identify unique partnerships, such as lumber companies, biomass energy producers, developers, and waste management facilities. Draw attention to the partnerships through national press releases that could draw national media attention.
 - 2.2.6 **Transit Partners:** Work with RTA and other transit organizations to provide car-free access and tours. Provide transportation between the facilities.
 - 2.2.7 **Volunteer Partners:** Coordinate an Ohio & Erie Canalway volunteer system to maximize efforts. Create a database of projects for volunteer groups. Connect with Hands-On Northeast Ohio to support volunteer coordination across the entire region.
 - 2.2.8 **Development Partners:** Establish regular forums with local developers to encourage development along the Ohio & Erie Canalway.

- 2.3 **Partner Outreach: Implement information campaigns to strategic partners. Create a “State of the Ohio & Erie Canalway” annual or bi-annual meeting that targets all partners and collaborators. Determine community needs along the Ohio & Erie Canalway and target discussion topics around most prevalent needs.**
- 2.4 **Partner Coordination: Develop a communications strategy for collaborative grant-writing between Ohio & Erie Canalway and partner organizations.**
- 2.5 **Partner Agreement: Create a partnership and/or collaborator agreement. List goals and responsibilities of each partner. Sign and keep on file.**

Moving forward, OECA should maintain and organize these partnerships and continue to develop strategic partnerships as follows:

- Ohio & Erie Canalway Towpath Trail Partnerships - In order for any piece or part of the Ohio & Erie Canalway to be completed and successful, partnerships are critical. For example, as of June 2000, the Ohio & Erie Canalway Towpath Trail had been expanded through the support of six partners including: National Park Service in the Cuyahoga Valley National Recreation Area; Ohio & Erie Canalway Association; Cleveland Metroparks; Metro Parks, Serving Summit County; Stark Parks District; Tuscarawas County. In the 2000 Ohio & Erie Canalway Management Plan, it was noted that to complete the remainder of the Towpath Trail, collaboration would be needed from: the City of Cleveland; LTV Steel; other steel operations; transportation companies; the City of Akron; various railroad companies; the City of Bolivar; the City of Massillon; the City of Canton; various neighborhoods; and private property owners. Certainly, there are many additional partnerships necessary to ensure the Towpath Trail is completed and utilized effectively. It is important for OECA to be strategic and coordinated about these Towpath Trail partnerships and ensure it is meeting with and updating all partners regularly on Towpath Trail development. These partnerships are particularly important because the completion of the north and south terminuses of the Towpath Trail will help to develop and encourage other development along the Ohio & Erie Canalway National Heritage Corridor.
- Ohio & Erie Canalway Scenic Byway Partnerships - Another example of an important partnership is Scenic Byway, implemented by the State of Ohio. In 1996, the State of Ohio designated a 100-mile north-south route parallel to the Ohio & Erie Canal between the Canal's northern terminus at the Cuyahoga River and I-77 in Dover as the state's first Scenic Byway. The Ohio & Erie Canalway is reliant on the work of the communities along the Scenic Byway to develop local plans that incorporate with the plans of the Ohio & Erie Canalway for residents and visitors. There is an agreement between the Canalway organizations, the County Engineers, and the Ohio Department of Transportation to design and implement byway markers and directional signs. Certainly, there are many additional partnerships associated with the Scenic Byway. It is important for the OECA to be strategic and coordinated about these Scenic Byway partnerships and ensure it is meeting with and updating all partners regularly on byway development.
- Ohio & Erie Canalway Cuyahoga Valley Scenic Railroad Partnerships - The Ohio & Erie Canalway has many partnership successes related to the Cuyahoga Valley Scenic Railroad. It is developed and operated under a cooperative arrangement among the National Park Service; county and city agencies; and a nonprofit corporation responsible

for operations and marketing of the Cuyahoga Valley Scenic Railroad. The Cuyahoga Valley Scenic Railroad would like to extend north to Tower City, in Cleveland, and extend south to Zoar. These extensions require many additional partnerships. It is important for the OECA to be strategic and coordinated about these Cuyahoga Valley Scenic Railroad partnerships and ensure it is meeting with and updating all partners regularly on railroad development.

- Ohio & Erie Canalway Trail Connector Partnerships - The Ohio & Erie Canalway, in 2000, envisioned both east-west and north-south linkages to the Towpath Trail. The idea was to connect the Towpath Trail to nearby neighborhoods, both inside and outside of the boundary. Anticipated connections relied on partnerships with Stark and Summit Counties; Cuyahoga County and Ohio & Erie Canal Reservation; the City of Parma (to connect along West Creek); railroad companies (for rail-to-trail conversions); other trail organizations (such as Buckeye Trail and Ohio to Erie Trail); City of Massillon and City of Canton (to connect to the City of Canton and Sippo Lake). It is important for the OECA to be strategic and coordinated about these Trail Connector partnerships and to continue to add to these partnership; working with community development corporations, nonprofits, municipalities, villages, townships, and nonprofits. These groups should be updated regularly on trail connectors.
- Ohio & Erie Canalway Canalway Center Partnerships - The 2000 Management Plan recommended Canalway Centers to educate visitors about canal-related history. The plan proposed three new Canalway Centers and a high-tech education center:
 - North Canalway Center in Cleveland, OH – Highlighting technological ingenuity, entrepreneurship, and industrialism that the canal enabled; as well as showcasing the evolution of communities and immigrant groups drawn to the region.
 - Canalway Center in Akron, OH – Highlighting the way the canal enabled development of Akron and other communities along the corridor through two focal points: Lock I and North Side Railroad Station.
 - South Canalway Center in Zoar & Bolivar – Highlighting rural areas along the canal and including characteristics of pre-canal era.
 - Stark County Educational Center in Stark County, OH – Providing informational and educational services throughout the corridor, using internet-based communications. Could provide: information channel, venue for curriculum development, media for visitor information services and revenue to Ohio & Erie Canalway.

Each of these Canalway Centers and the high-tech education center should be considered Ohio & Erie Canalway interpretation and education partners. These four venues support the story of the canal and should be spaces visitors seek rather than just spaces visitors stumble upon. All Canalway Centers should offer a place to relax, a gift shop, coffee, ice cream, etc. These should be considered community spaces. It is important for the OECA to be strategic and coordinated about these Canalway Center partnerships and ensure it is meeting with and updating all partners regularly on Canalway Center development. Additionally, each Canalway Center should share best practices with one another.

Moreover, there are many existing venues that inform and educate specifically on the canal. These existing venues should be celebrated, promoted and considered partners in the Ohio & Erie Canalway Canalway Center Partnerships. These include: Ohio & Erie Canal Reservation and Center/Leonard Krieger Canalway Center (operated by Cleveland Metroparks); Cuyahoga Valley National Recreation

Area “Canalway Center” (operated by National Park Service); Cascade Locks Park and Mustill House and Store (by Metroparks Summit County, Cascade Locks Park Association, City of Akron, National Park Service, Ohio & Erie Canalway Association, and Ohio & Erie Canalway Corridor Coalition); and Canal Fulton “Canalway Center.”

- Ohio & Erie Canalway Journey Gateway Partners - Journey Gateways were proposed in the 2000 Management Plan as areas along the Ohio & Erie Canalway that are interesting points of departure from the Ohio & Erie Canalway into nearby neighborhood or visitor experiences. These journey gateways should be: attractive, historic, cultural, and/or natural environments; offer multi-modal access; provide visitor services; and provide nearby overnight lodging. It is important for OECA to be strategic and coordinated about these Journey Gateway partnerships and ensure it is meeting with and updating all partners regularly on the happenings within the Ohio & Erie Canalway. These journey gateways are the marketing, recreation, and visitor services partners of the Ohio & Erie Canalway.
- Ohio & Erie Canalway Partnership Concept - The boundary of the Ohio & Erie Canalway encompasses a large area, incorporating many municipalities and including downtown areas, neighborhoods, major parks, open lands, and a full range of urban and rural land uses. The scale of community and economic development; partnerships and collaborations, preservation and conservation; interpretation and education; recreation and visitor services; and management and implementation is beyond the scope of any individual agency or entity. The success and sustainability of the Ohio & Erie Canalway is dependent on strong and strategic partnerships and collaborations among a cross-sector of constituents.

Priority 3: Management and Implementation

Evaluate current management practices and implement new ones to help the OECA become a stronger organization.

In the Route to Prosperity Plan, the following points were made about management and implementation:

- Identify opportunities and develop mechanisms to facilitate local, grassroots involvement in Corridor planning, and other future activities.
- Establish the fiscal needs of the Corridor Plan and identify a strategy to meet such needs over the long term.
- Coordinate closely with the National Park Service, the State of Ohio, Ohio Canal Corridor, the Ohio & Erie Canal Corridor Coalition, regional entities, and localities to develop a cooperative approach to implementation of the plan and its elements.

- 3.1 **Branding: Simplify and magnify unity of the corridor by developing a single partnership name for users to recognize as the organization responsible for the corridor. OECA needs to be responsible for creating the brand and marketing it.**

- 3.1.1 Uniqueness: Identify and exploit the most unique and popular amenities in the corridor as part of the marketing strategies. Focus on getting information out about a handful of activities to make a destination association. Work with local, grassroots organizations to find what makes each area unique.
- 3.2 **Succession Planning: Develop a strategy for the transition of knowledge and personal relationships. Consider tracking mechanisms and guidance manuals. Disseminate history of the organizations to ensure knowledge is retained within OECA.**
- 3.3 **Goal Tracking: Develop a method of goal tracking and evaluation. Establish SMART goals (Specific, Measurable, Attainable, Realistic and Timely) and evaluate them yearly. Create tracking mechanism that allows for easy measurement of goal attainment. Report progress on the goals to the Board of Directors yearly.**
- 3.4 **GIS: Enhance GIS capabilities. Perform a GIS needs assessment. Include projects, facilities, maintenance, recreational opportunities, and environmental sensitivity. Work with local GIS experts such as the universities. Consider hiring consultants or interns to update GIS database.**
- 3.5 **Board of Directors Development: Enhance effectiveness and accountability of board members and directors. Create committees when necessary to ensure issues are handled in a timely manner. Define roles and responsibilities of board members and committees.**
 - 3.5.1 Appointment: Evaluate appointment criteria for board members.
- 3.6 **Organizational Structure: Evaluate current organizational structure to identify strengths and weaknesses. Work to create a clear, unified organizational structure that allows all stakeholders a voice while promoting a shared vision.**
 - 3.6.1 Staff: Identify missing gaps in staff resources and develop job descriptions. Include internships to ensure innovative ideas.
 - 3.6.2 Collaboration: Define lines of responsibility and authority between board and staff members from the three organizations as work to collaborate into one publicly viewed entity. Focus on funding acquisition and distribution. Strategically align the entities to determine clear division and boundaries.
 - 3.6.3 Effectiveness: Create organizational efficiency and effectiveness through realignment of work force.
- 3.7 **Staff Development: Encourage continued training and education relevant to the goals of the corridor. Help staff members enhance their leadership skills. Encourage creative ideas from staff members. Work with all staff members to identify key areas for individual career development.**
 - 3.7.1 Receive Training: Attend training sessions relevant to pressing issues for management of the corridor. Consider less traditional training such as attending public meetings and joining technical review committees to identify unique ways in which other agencies may be successful or unsuccessful. Record what trainings were

attended; include a summary of information obtained and a discussion on the value provided.

3.7.2 Give Training: A significant part of outreach and partner development includes providing education, training, and information to partners, the public, and other colleagues. Create a fund to provide this type of training and to attend conferences as speakers.

3.8 **Accountability: Work with local partners to maintain openness and transparency to the public. Establish effective and accountable governance system that builds trust with the community and creates support and advocacy.**

Grassroots efforts have been very strong along the Canalway from the beginning. OECA should continue to support these efforts while working for ways to encourage new ones. OECA can enhance its coordination efforts by creating a more unified brand that works with all relevant organizations.

Priority 4: Interpretation and Education

Adjust and grow with the community while maintaining the importance of the corridor as a heritage area.

The Canal Organizations have implemented an extensive interpretation and education campaign. Much of the information provided on signage and exhibits explains the history of the canal and the current and past economic significance. Since the canal's purpose consisted of moving materials, goods, and people, the interpretative elements appropriately and creatively focus on "corridor journeys." One of the ways in which the efforts have communicated the canal story and its relevance to Ohio and the nation is by incorporating industries, companies and even people specific to the region and relevant to the canal and the nation's industrialization. Interpretation and education comprise an essential element to creating and managing a heritage area. The Canal Organizations should continue these worthy efforts and expand their efforts to engage larger audiences and maintain the existing audiences.

The goals over the next five years for the Interpretation and Education Priority revolve around updating the types of interpretation amenities and expanding those types of amenities offered in order to attract new audiences. It will be important to adjust and grow with the community while maintaining the historical significance of the corridor. While attracting new audiences, existing users should also be considered when investing in the corridor's informational contributions, especially as the transportation modes connect to Cleveland. This is crucial to ensuring longevity and diversity of the heritage area. . Some ways to attract new audiences overlap with the Partnerships Priority, including coordination with Cleveland Metropolitan School District (CMS) and other Cleveland area organizations. For example, CMS will comprise an important demographic group who will be the

future users and advocates for the corridor. The Canal Organizations already provide outreach programs to school districts, so these programs can be extended to targeted schools within the urban area. The Canal Organizations can partner with after-school programs for inner city youth to lead tours or assist with exhibits and grounds maintenance.

The Canalway Centers have added landmarks and credibility to the heritage corridor project. The permanent structures and parking provide a gateway for entrance to the corridor and provide a respite from traveling along the corridor. The centers contain a plethora of educational information as well as amenities for Canalway users. The centers should reflect the changing needs and interests of the community. Existing and regular users may desire new and different information at the centers they visit regularly. Technology provides a permanent fixture that can contain revolving offerings to keep the interest of regular users.

Many of the recommended goals herein incorporate technology. As our society becomes more technology oriented, the corridor should provide opportunities to utilize the technology, yet still maintain the pristine and beautifully restored natural resources. The Canal Organizations have started to incorporate technology through mobile applications and the Exploration Gateway. New technology strategies may include mobile phone applications for trails and events, a student forum hosted remotely by the Exploration Gateway, science museum-style interactive exhibits at the centers, and free wireless internet. Technology should constantly be evaluated and incorporated into interpretive and educational facilities.

Most of the goals described under this priority involve users of the corridor; however, the Canal Organizations should continue to engage regional officials, organizations, event organizers, transportation agencies, and national conferences. Many of the strategies to engage groups other than corridor users are included in other priority categories relevant to specific types of outreach. The Canal Organizations should focus on initiatives that demonstrate their leadership in coordinating on a regional level and the resulting economic benefits of amenities such as heritage corridors.

4.1 **Technology: Identify ways to incorporate new technology and non-traditional facilities and opportunities with the historic. Initiate process with a technology needs assessment.**

4.1.1 Needs Assessment: Determine what types of modernization should be included.

4.1.2 Develop Goals: Determine what types of modernization should be included.

4.1.3 Implementation Plan: Develop a guidance document for the types of facility and interpretation modernization techniques appropriate for the area. Include a mechanism for flexibility to incorporate new technology.

- 4.2 **Experiential Education: Identify experiential education opportunities within the Ohio & Erie Canalway. Identify “experts” within the Ohio & Erie Canalway that could lead experiential tours and educational opportunities for residents, children & tourists.**
 - 4.2.1 Educational Outreach: Build relationships with counselors and teachers at area high schools; encourage students to complete their required volunteer hours with the park system working toward building awareness of the corridor in younger generations . Focus on portions of the transportation corridors that are still in development stages.
- 4.3 **Organization Outreach: Seek out opportunities to present on pressing needs of the region and benefits of the corridor to address the needs. Focus on economic benefits and importance and ability to plan regionally. Target planning and public administration conferences, as well as private developer forums.**

Priority 5: Recreation and Visitor Experiences

Enhance recreational opportunities and the visitor experience to promote greater usage of the Ohio & Erie Canalway’s many resources.

Discussion of Current and Future Recreation and Visitor Experience Initiatives

Currently, in 2011, most of these goals have been completed with the areas of the Ohio & Erie Canalway that have been developed. The biggest challenge going forward is the completion of the Towpath Trail at both the very northern end leading to Lake Erie and at the very southern end leading to the town of New Philadelphia. Once completed, the Towpath Trail will finally connect 110 miles along the Ohio & Erie Canal, a vision first proposed back in the 1980’s. This is essential and perhaps the most important part of realizing the potential of this corridor and maximizing the visitor experience. New Strategic point 5.1 Temporary Connectivity is probably the most important goal, in the meantime, for the Canalway to move forward. This is something that should be a focus within the next year or two as it is unclear when people who would like to make better use of the Towpath Trail can expect to see the current trail plan make its way to the lake. Difficulties in the obtainment of land, environmental issues and receiving the correct amount of political support necessary have caused setbacks. A creative look at other routes that a visitor could use while this process reaches completion will show a serious effort on the part of OECA, OCC and OECC to make the vision a reality.

Another bullet point in the original Management Plan for the corridor that could still be improved upon is the linkage to the adjacent neighborhoods and park systems. For example, residents of Tremont eagerly await their section of the Towpath to reach completion so they can easily access the rest of the Canalway via the Towpath Trail. Other Cleveland neighborhoods, such as Slavic Village, North Broadway and Clark-Fulton could also be better connected to the Ohio & Erie Canalway Corridor.

The various other goals for Recreation and Visitor Experiences are also of the utmost importance. Over the next five to seven years, there is an expectation, with the proper levels of funding, that there will be an expansion of offerings and more urban recreation. A look at risk assessment will be done. Visitors will be impressed by the Ohio & Erie Canalway and their experience will be enhanced, facilities improved and a safe environment created.

Urban recreation is also a big part of getting more people to utilize the Canalway in cities like Cleveland, Akron and Canton. There is certainly a need for an expansion of playgrounds, basketball courts, fitness trails, ice skating rinks and various other activities that would make use of the area more popular. This is of vital importance because when there is consensus amongst the members of the project, if more people are aware of the Ohio & Erie Canalway Heritage Corridor and the many activities available to them, a greater number of people would put pressure on their local CDC, neighborhood organization and city councils to ensure more active engagement in the goals and visions of the Ohio & Erie Canalway.

5.1 Temporary Connectivity: Identify alternate routes to provide temporary connectivity to the trail routes that are projected to take longer than two years to complete. Establish a general plan that uses already existing paths, roads or properties that are willing to accommodate the needs of the Canalway and its goals. Coordinate with landowners, municipalities, counties and ODOT to provide continuous connection to any and all trails, allowing people to have a more continuous and better-connected experience within the Canalway.

5.1.1. Completion of the Towpath Trail: Create necessary partnerships, funding, vision and leadership roles within the Heritage Corridor, to make a final effort to see the 110 miles of Towpath completed on both the very north and south ends.

5.2 Expand offerings: Focus the expansion into urban areas, making available various types of experiences.d. Create an urban park to express the region’s diversity. Consider demonstration projects for “green” technology.

5.2.1. Urban Recreation: Emphasize activities that engage the population as a whole. Examples include ice-skating rinks, basketball courts, amphitheaters, farmers markets, playgrounds for children, example of urban farming and activity trails focused on fitness.

- 5.3 **Risk Assessment Map: Assign potential development areas according to the level and type of modification that can be tolerated. Examples of these would include: off-limits environmental protection and remediation upgrades, historic renovations, development potential, limited development and other types of development related to the general theme of the Ohio & Erie Canalway National Heritage Corridor.**
- 5.4 **Visitors Centers: Adjust center offerings to expound upon the offerings with the highest demand. Incorporate exhibit rotation among the centers to capitalize on existing resources. Consider center amenities that encourage frequent utilization by active users such as a "refueling" station that can be converted for event use.**
- 5.4.1. **Impress Visitors & Enhance Their Experience: Emphasize existing aesthetics and ease which lead the visitor to key points, sites and towns within the Canalway. Leave visitors with a sense of both historic relevance and the tranquility of nature. Allow for a number of opportunities for visitors to become more educated about the concept through increased numbers of visitor centers, more informational boards and technologically impressive and contemporary exhibits throughout the Ohio & Erie Canalway.**
- 5.4.2. **Improve and Facilitate Easy Access: Work with municipalities and ODOT to create better roadways to the Canalway, especially in the Northern half of the Ohio & Erie Canalway National Heritage Corridor. Clevelanders, specifically, need more opportunities to easily access the Canalway so that urbanites can begin to use this area as "urban park space".**
- 5.5 **Safety Assessment: Assess safety needs and concerns throughout the Heritage Area. Create an environment that is both fun and safe for the visitor. Work with neighborhood groups, police departments and/or government agencies to develop and alleviate any potentially problematic sections. Target areas that are currently seen as "unsafe" through survey and analysis and make the necessary changes for greater usage.**

Ohio & Erie Canalway Management Plan (2000)

Following is a comprehensive retrospective of what the past strategic plan said in terms of Recreation and Visitor Experiences (directly from Chapter 3 Goals in the Management Plan):

- **Develop strategies and actions to provide a high quality and safe visitor experience in the Corridor, which will encourage repeat use by Corridor residents and visitors.**
- **Promote creation of a continuous multi-use trail along the entire length of the Corridor**
- **Encourage creation of additional active and passive recreation and open spaces along the Corridor by public and private entities**

- **Advocate and facilitate trail, roadway, and greenway linkages between the Canal Corridor and adjacent neighborhoods and park systems**

In the future, perhaps 2020 or 2025, a reassessment of the demographics and usage of the Canalway will need to be addressed. The questions that leaders within the OECA will need to ask are:

- **Is Cleveland's aging population using the Canalway?**
- **What percentage of Canalway users are young professionals and should the Canalway cater more to their needs?**
- **Are families with younger children making use of the Canalway's amenities?**
- **How much effort should be put into marketing to minority groups of individuals who do not seem to be making good use of the Canalway?**

The goals and visions of the recreational uses should always be flexible to meet the needs of the people who will be using this resource most often. An attempt to keep the functionality high within the Ohio & Erie Canalway National Heritage Corridor is key to its future success.

Priority 6: Preservation and Conservation

Continue and expand provision of natural, cultural and historic resources by creating guidance for the larger community and ensure implementation of protection and health-based decisions,, whenever possible.



Together, OECA, OC and OECC, with public input captured in community meetings, identified preservation and conservation as an overarching concept crucial to maintaining and passing on the legacy of the Ohio and Erie Canal. The goal was developed to outline significance of the canal legacy to the region, state of Ohio, and nation through preservation of historic structures, any existing canal infrastructure, stories, cultural, manmade and natural resources specifically associated with the canal and natural and scenic landscape of the area. Though preservation and conservation are similar protection based concepts, there is a basic distinction between the two, generally, and as applied to the Ohio & Erie Canalway. Preservation is typically applied to maintenance of historic structures as related to the intrinsic quality of the construction era.

The Ohio & Erie Canalway determined pursuit of preservation as specific to maintaining the integrity of the built and natural landscape, community character and resources specific to the canal legacy throughout the Corridor. Conservation on the other hand, entails a broader definition, which does include the more specific definition of preservation, but is most often associated with protection of the natural environment of “waterways, wetlands and other natural resources,” as well as encouraging incorporation of environmental best practices into projects that occur within the Canalway. The very boundary of the Canalway delineates the intent to focus preservation and conservation efforts on key historic and natural aspects of the canal legacy.

Though OECA is not in a decision-making capacity, but serves as promoter to encourage local government and private entities to structure procedures and policies that incorporate the concepts of the Corridor Management Plan into development or redevelopment within the Canalway. OECA provides assistance with technical guidance and potential direct funding capacity, or with acquiring other organizational or entity funding; and ultimately aid communities and businesses within the Canalway to maintain the integrity of the natural, scenic and built environment through protection of historic and cultural resource characteristics and qualities.

Between the years 1998 and 2010, OECA provided funding for 42 OECA designated historic preservation projects, totaling over 1.6 million in grants to corridor projects, and 53 OECA, designated conservation or green space projects totaling over \$2.8 million, in awarded grant funds.

- 6.1 **BMP Manual: Create a Best Management Practices (BMP) Manual for Canalway Ohio. Include natural resource protection, historic preservation, and recreational opportunities. Include funding sources and contact information. Use the manual as a guide to select projects to fund.**

- 6.2 **Temporary Management: Develop management strategies for acquired properties. As segments of the trail project are acquired, develop a mechanism for temporary management of the properties. Identify funding sources or volunteer organizations to provide assistance. Explore working with the Cuyahoga County Landbank, Western**

Reserve Land Conservancy, Trust for Public Land, and West Creek Preservation Committee, which may serve to keep costs at a minimum.

6.3 **Risk Assessment Map: Assign potential development areas according to the level and type of modification that can be tolerated (off-limits, environmental protection and remediation upgrades, historic renovations, development potential, and limited development potential). Partner with Cuyahoga County Planning Commission, as it has developed a countywide assessment for potential development and protection areas.**

6.3.1 **Preservation & Conservation Target Areas:** Identify key areas within Canalway Ohio for historic preservation and conservation. Plan ways to acquire and protect these areas.

6.3.2 **Historic Resources:** Continue historic preservation aid to local communities and businesses, ensure National Park Service continues to provide technical assistance, and create a manual for agency and Canalway entity use to ensure protection of historic resources, and for planning, design and development practices.

6.4 **Environmental and Cultural Sustainability**
Sustainability Defined: As applied to the Canalway, refers to intentioned decisions, processes and programs implemented to preserve, protect, respect and utilize resources that integrate human, ecosystem, and the natural and built environment to the benefit, health and long-lasting endurance of each.

6.4.1 **Energy Use:** Develop a strategy to incorporate alternative energy sources and reduced consumption. Include educational information about the technologies and how efficiency can be achieved at home, work and school.

6.4.2 **Social Responsibility:** Identify local manufacturing companies and artisans to supply corridor products. Aim to sell only products made in the region and no products from outside the country.

6.4.3 **Environmental Stewardship:** Improve waste management by adding composting and reuse stations. Reuse stations may consist of self-directed workshops for common waste streams, or additional recycling stations for materials local businesses recycle. Include simple, noticeable information about recycling and waste stream management.

6.4.4 **Green Practices:** Identify and develop a plan to incorporate “green” practices as an organization, for the geographic area, and as a tool for informational and technical assistance provided to local Canalway businesses, residents and municipalities that do not have the staff and/or funding. Provide funding information as well.

6.4.5 **Environment Health:** Develop a Canalway pollution reduction plan geared to improve air, water and land quality, increasing overall environmental and ecosystem health. Track and report the implementation and impact of the results on a predetermined, periodic basis.

6.4.6 **Cultural Diversity:** Identify key community and neighborhood cultural ethnic diverse groups and work with agencies and organizations to create ways that honor and incorporate each into Canalway programming.

6.5 **Economic Stimulator: Realizing the revenue infusion, revenue generation, and job creation capacity of preservation and conservation, develop a plan for identification, tracking and data compilation specific to preservation and conservation economic indicators within the Corridor. Determine a reporting timeline.**

Much has been accomplished to create partnerships, establish goals and priorities, and forge a path of implementation for environmental stewardship, historic and cultural preservation. Making preservation and conservation a priority continues previous accomplishments in a flexible and cohesive manner to further the Ohio & Erie Canalway towards previously outlined environmental best practices and ensuring ongoing protection of the inherent cultural, historic, natural and scenic vistas of the Ohio & Erie Canalway and its diverse, unique, communities. Additionally, this priority as economic stimulator must be recognized and pursued as such, to multiply impacts of preservation and conservation programs and efforts of revenue generation and job creation, which are as stabilizing for communities within the Corridor as preservation of historic buildings and application of conservation environmental best practices. An additional intended outcome is to create appreciation and respect for the historic context of the area, the canal legacy, its people, and for the land and environmental settings through education and protection practices geared towards residents, students, policy makers, elected officials and visitors alike, and ultimately increasing stewardship practices. Following are recommended actions to achieve the priority of preservation and conservation strategies.

Historic Preservation

Historic preservation is the protection and maintenance of character and qualities of historic buildings, monuments, other structures and sites with intrinsic architecture specific to the era of construction and of structures, buildings, monuments or sites with relevance to history, whether or not the structure holds intrinsic historic character or quality. For example, a hotel where a president or other individual of historic prominence stayed, or the home of a well known individual or a city's prominent leader or business owner that contributed to city growth and leadership, or the site of a famous battle. Preservation seeks to maintain the essence of building and the district character, material and overall structure, reuse of existing buildings or structures, reduce the need for new construction and in so doing protect the unique city or town character and greenspace.

Significant Canalway accomplishments to date include funding rehabilitation of historic buildings, assistance with application for listing on the National and State Register of Historic Buildings and funding to develop local design guidelines. This work is applauded and must continue. The remaining information compiled within this section regarding historic preservation highlights the economic stimulator aspect with intention to inform the reader of these benefits and increase interest based on this brief outline and finishes with recommendations for additional historic preservation actions on the part of the Canalway Organizations.

The economics of historic preservation evaluates based on quantitative, measurable monetary benefits resulting from efforts to protect and enhance historic structures and sites. This is

accomplished by quantifying preservation activity through evaluation of price for work, purchases, charges or any form of monetary assignment to processes in historic preservation. Methods exist to also quantify cultural aspects of historic preservation, but for the most part, preservationists prefer cultural valuation as a complimentary, additional aspect of value assessment. Information introduced here, therefore is focused on aspects of quantifiable assessment of historic preservation, as the goal is to relay the economic, or monetary benefits and leave assessment of the obvious cultural value to the experience. Quantification of conservation includes analysis of the following preservation activity; historic rehabilitation of residential and non residential structures, heritage tourism, operation of historic sites, property assessment and value, and Mainstreet Programs, (this is not included in all studies, such as New Jersey, as the program was relatively new at the time of study in 1997).

Studies gather information of money spent for all aspects of historic rehabilitation, from supplies of paint, wood to contractors, etc.; all traveler expenditures for visits to historic sites, museums, and attractions, over-night stays, retail and other gift shop purchases, restaurants and dining and other local attractions from movie theaters to amusement parks; costs of operations of historic sites and museums, including labor, and all funds for MainStreet Programs. It must also be noted that studies typically focus on statewide analysis, with the exception found of a nine county study conducted in Pennsylvania.

Early analysis of preservation primarily focused on cost analysis and financial feasibility, whereas, within the last 15 years economic analysis of historic preservation conducted, examines specific revenue-generating and job creating impacts. States that have pursued economic valuation of historic preservation found include; Alabama, Florida, Maryland, Michigan, Nebraska, New Jersey, New York, Pennsylvania, Rhode Island, and Texas. Although not all studies are a comprehensive published report, every report found reinforces the dictum that “preservation does pay”.

The most comprehensive studies published, utilize the Preservation Economic Impact Model, PEIM, which is an input-output (I-O) Model, created for historic preservation analysis by the Regional Science Research Corporation, RSRC, as reported by the New Jersey Economic Impacts of Historic Preservation study, found at http://www.state.nj.us/dca/njht/publ/ec_imp.pdf . (Various forms of this model have been adapted and used for study). This approach to evaluation examines direct and indirect benefits, as well as induced revenue spending. Specifically, this means the study determines investment in historic preservation, how those dollars are spent, on what items, who is paid to perform the work, (direct) then evaluates benefits or revenue to the producer of goods purchased and those employees, (indirect). Further, induced benefit examination looks at how those paid employees spend their earned income. Analysis of this type is performed with the realization that earned income and spending cuts across all fields of the economy and creates a multiplier effect. Therefore every potential business is examined for impact, using the NAICS business code reporting system. While PEIM results are estimates, the analysis is a reasonable evaluation of historic preservation activity.

This method of study was found to be applied to state-wide historic preservation analysis for Florida, New Jersey, Nebraska and Texas.

A portion of the Nebraska program analysis is summarized below. The table below using PEIM, is a summary of the annual historic building rehabilitation program, by Rutgers University, Center for Urban Policy Research, and partners, conducted in 1997. More detailed information is available in the report, for all aspects of historic preservation, which can be found at http://www.nebraskahistory.org/histpres/publications/Nebraska_Hist_Pres_Econ.pdf. The study indicates that a historic building rehabilitation investment of \$46 million in one year alone creates 746 jobs within the state and 1,004 nationally. In-state income for the same investment and time period generates over \$23 million. See table below. These tables indicate the extensive benefits of historic preservation investment in way of job creation, income, and revenue generation for local, state and federal taxes, gross state product, (GSP) and wealth. The figures are telling, and indicate the advantages and payback of historic preservation public and private investment.

Total Economic Impacts of the Annual Nebraska Historic Building Rehabilitation (\$46 million)			
	In -State	Out-of State	Total (U.S.)
Jobs (person-years)	746	258	1,004
Income (\$millions)	23,022.5	8,315.9	31,338.4
Output (\$millions)	50,710.3	31,408.5	82,118.8
GDP/GSPa (\$millions)	29,592.0	15,800.6	45,392.6
Total taxes (\$millions)	4,222.0	28,769.8	32,991.8
Federal (\$millions)	3,192.0	294.2	3,486.2
State/Local (\$millions)	1,030.0	28,375.6	29,505.6
In-State wealth (\$millions) (GSP minus federal taxes)	26,400.0		

3 Study: Total of Annual Historic Preservation

	TOTAL	JOB			TAXES		IN-STATE
	SPENT	PERSONS/YR	INCOME	GSP	FED	LOCAL/STATE	WEALTH
NEW JERSEY	\$580	10,140	\$263	\$543	\$83	\$215	\$460
NEBRASKA	\$169.66	3689	\$71.7	\$99.6	\$10.4	\$7.3	\$89.1
FLORIDA	\$4.193	123,242	\$2,766	\$5,266	\$597	\$657	\$4,669

(Millions of Dollars)

This second table is a summary of three studies, applying PEIM to total annual historic preservation activity. These studies were conducted by the Rutgers University Center for Urban Policy Research. As indicated, expenditures of \$4.193 million for historic preservation in Nebraska in one year, averages

3,689 jobs per year, \$71.7 million in household income, and state and local tax revenue of \$7.3 million. As the summary of information indicates, continued investment for historic preservation creates a ripple effect.

Continuing efforts of preserving historic resources will reverberate throughout the Corridor, communities, state and nation. The Canalway Organizations need to increase efforts to provide information to local government and community members as to ALL benefits of historic preservation that exist, in addition to that of aesthetics and protection of community character. Additionally, as mentioned in Priority 6 of the Strategic Plan, creation of a Best Management practices manual, which makes available to all entities within the Corridor, applicable information of preservation of historic structures and sites, as well as potential funding sources, and will ensure the above mentioned benefits are realized throughout the Canalway Ohio Heritage Area.

Another possible action towards ensuring preservation of architecturally significant buildings or sites, is for Canalway Organizations to create an inventory of those structures or sites currently unprotected and actively pursue the proper decision-making entity for each site. Providing information and assistance of the potential benefits, ho-to, technical assistance and funding options may create a new historic preservation advocate and add another structure to the National Preservation List of Historic Sites, and result in infusion of additional historic preservation revenue.

An example of this is the Flats. The Flats historically became a primary area for industry location, in part due to not being conducive to residential use. Though some may consider sections of the Flats unsightly, the industrial structures, buildings and bridges are of historical significance and provide the Corridor with a fascinating mix of an urban, industrial landscape. As efforts to clean up sections such as Harshaw Chemical, referred to previously in this document, and the new development and park are constructed, the industrial landscape should be maintained as a valuable resource of history to the economy and growth of Cleveland, (excluding of course areas of contamination and health hazards). Through continuation of forging relationships, existing companies should be encouraged to remain and made aware of their value to the local economy, urban landscape and their existence as part of this section of the Canalway Ohio Heritage Area, exemplified as living history, and contributor to the mix of scenic landscapes within the Heritage Area.

Another opportunity to consider is the historic train station on the Sherwin Williams site, at the top of the hill, before descending into the Flats. While effort was put into renovation for an immigrant museum, a few years ago, it was not completed, and sits empty. This building and location, as it did historically, has the potential to serve as an entryway or connector. Instead of bringing and taking people to and from the area, it has potential to connect the downtown district to the Flats district. If done right, such as inclusion of streetscaping, wide sidewalks of concrete can become a welcoming, inviting, bike and pedestrian access to and from the Flats and downtown Cleveland. The renovated structure could serve as a welcome respite from cold or heat in between the districts, particularly after

a climb up the hill from the Flats, and if the museum offers refreshments, (with an outside bike rack of course).

The last point to be made is a recommendation to conduct a cost-benefit-analysis within the Canalway Ohio Corridor. As the first Canalway Heritage Corridor in Ohio, this is an opportunity to establish Ohio as an example of the benefits of preservation and conservation and create an educational as well as promotional tool for the Corridor. The cost-benefit-analysis as a tool will be read and evaluated by individuals and organizations across the country, and indirectly, becomes a work for promoting the Corridor and what it has to offer as a heritage tourist attraction. The key is to ensure accuracy of the concluding document, with careful documentation of all information and findings, which will then provide a framework for future heritage areas and preservation and conservation efforts.

Environmental Conservation: Planning for Healthy Communities, Individuals & the Environment

As a nation we have come a long way since the burning of the Cuyahoga River, and enactment of the Clean Water Act. Understanding the progress made, coupled with progress yet to be accomplished is crucial to continued success of environmental protection and restoration. Some of the progress was identified earlier in this document; the focus of this section is to suggest alternative actions which continue progress and ultimately improve health of the people and ecosystems within the Heritage Corridor. To begin, work to-date specific to the Corridor should be noted. Initial actions focus primarily on greenspace and Towpath Trail construction and development. Additionally, Canal Organizations, the Cuyahoga County Engineers Office and other partners have incorporated restoration efforts for the Cuyahoga River into planning of the Towpath Trail in the urban neighborhoods and industrial sections of Cleveland. The plan consists of improving access to the Towpath Trail, cleaning up the neighborhood park, providing a buffer for nearby industry, access to the river for fishing, landscaping and constructing an environmental regeneration zone along the Cuyahoga River. While these efforts are note-worthy, there is much yet to be accomplished.

A list of potential environmental conservation programs to apply to the Heritage Area is extensive. Narrowing identification to a specific set of actions to protect and preserve the environment is one of the greatest challenges, coupled with the challenge of the current economic climate, and thirdly, the multiple local decision-making bodies. Therefore, initially, the scope needs to be broad and general, with small incremental step, low cost programs that can be initiated quickly and provide the same quick results. This provision of small successes is to encourage all partners and decision makers that

something is and will be accomplished and encourage continued efforts for the long range, particularly larger scope and higher cost projects.

The Canalway Organizations and partners are transforming the canal legacy into a regional asset of greenspace and tourist journey experience. The kind of greenspace and journey ultimately created is in need of consideration. Purposeful planning for a healthy greenspace environment includes consideration of community and individual health as a crucial overall component of the decision making process. For example, planning for community and individual health is one of the most vital changes that need to occur within the practice of planning. Since the mid 1950's, planning for the automobile transformed our country and changed how we do what we do, evolving to the point of creating an obesity epidemic, and other chronic illnesses, particularly in young people. Zoning and planning decisions are utilized by local government, from power given through the state, to base land use decisions in part for the public health and welfare. Somewhere in the advent of invention and progress, we missed the boat, and zoning and planning became the impetus for unhealthy plans, and resulted in communities that discourage physical activity and exercise and encourage convenience of the automobile. The Canalway Ohio Heritage Area, with its' tribute to and core theme of transportation, possesses the ability and opportunity to begin reversal of these planning mistakes in Northeast Ohio and serve as an example to other regions.

A valuable indicator of a healthy community is low rates of chronic diseases such as asthma, diabetes, heart disease and obesity. The planning changes referred to in the previous paragraph are indicative of higher rates of these diseases. Communities geared to accommodating travel to the automobile is the norm; suburbs without sidewalks, development and parking lots situated with the expectation of auto travel, and construction of walkable, neighborhood schools replaced with expectation of auto transport.. The following excerpts indicate impacts of land use decisions on individual health, as reported by Dr. Richard J. Jackson, Director of the National Center for Environmental Health of the Centers for Disease Control and Prevention, in his report, Creating a Healthy Environment:

“According to the U.S. Surgeon General’s Report on Physical Activity in America, changes in our lifestyles and communities have played the greatest role in the decline of activity levels among Americans’.

- **Millions of Americans drive to and from work and use a car to run almost every errand.**

In 1977, children aged 5 to 15 years walked or biked for 15.8 percent of all their trips; by 1995, children made only 9.9 percent of their trips by foot or bicycle — a 37 percent decline.

- **Results of a study in South Carolina showed that students are four times more likely to walk to schools built before 1983 than to those built more recently. This would seem to point to some basic change in the “walkability” of newer schools, possibly because these schools aren’t as**

geographically close to the students they serve or because the school's property and its environs were designed to meet the needs of automobiles rather than the needs of pedestrians and bicyclists.

"From 1976 through 1994, the prevalence of U.S. adults who were overweight or obese rose from 47 percent to 56 percent, and by 1999 had risen to 61 percent.

- **Overweight children and adolescents almost doubled during this same period.**
- **Some researchers have estimated that as many as 300,000 premature chronic disease deaths each year are due to obesity."**

Additional health related negative indicators of planning for the automobile was cited research at the Third Ministerial Conference on Environment and Health held in London in 1999, which identified auto traffic as "the main source of ground-level urban concentrations of air pollutants" Other studies reinforce the correlation between auto traffic and disease, also reported in Creating a Healthy Environment:

- **"in the summer of 1997, smog pollution was responsible for more than 6 million asthma attacks, 159,000 visits to emergency rooms for treatment of asthma attacks, and 53,000 asthma-related hospitalizations.**
- **Results of a study conducted by the Centers for Disease Control and Prevention (CDC) during the 1996 Olympic Games in Atlanta, at which time vehicular traffic was kept at artificially low levels by city authorities, showed that the peak daily ozone concentrations decreased 27.9 percent and peak weekday morning traffic counts dropped 22.5 percent; at the same time the number of asthma emergency medical events dropped by 41.6 percent. Nonasthma medical events did not drop during the same time period.**
- **"Asthma rates among children in the United States more than doubled from 1980 through 1995, from 2.3 million¹⁷ to 5.5 million."**

Planning for healthy communities is as much about environmental protection as it is about the health of individuals within the community, particularly our children and future generations. Other studies geared toward prevention identified the benefits of regular exercise or physical activity. One recent study found the most effective method of treatment for adult-onset diabetes is curbing the diet and a routine of physical activity over medication. Other cited benefits include, reduction of heart disease and strokes, obesity and depression. Why, how, when and where we plan, and in what way will determine the health of future generations and the planet we leave our children. Learning from past

mistakes is the starting place, as is providing for and encouraging physical exercise and alternative transportation options to the automobile for work, play and errands

The last point before listing recommendations is the impact of water quality. A large amount of impervious surface due to roadways, highways, and parking lots, creates a negative impact on water quality. When rainwater runs off these surfaces, taking oil, exhaust and other pollutants with it, current systems for stormwater often cannot handle the high volume. This leads to pollutants in our rivers and Lake Erie. The expanse of greenspace throughout the Heritage Area provides an opportunity to reduce stormwater runoff directly into streams, rivers and Lake Erie, and create filtration systems to purify water throughout the Corridor, before it flows into the rivers and lake.

The Canalway Ohio Heritage Area provides urban residents an outdoor recreation opportunity. Recommendations to promote and provide access is a major step in the direction to positively impact the health of local residents. Developing programs of access to as many residents as possible is crucial to create and/or instill a healthy lifestyle, particularly in children and young adults. Getting children and adults outdoors is a start, and simultaneously address planning and land use decisions and alter the planning process for inclusion of pedestrian and cyclists options, as well as the automobile.

The following are recommendations to address some of the issues referred to here. It must be noted, the issue of health concerns addressed is not exhaustive, nor is the list of recommendations. The intention is to provide a flexible starting point and that further discussion, input and research will result in additional future action steps.

The first step proposed is to work with ODOT and NOACA, RTA, the Cuyahoga County Planning Commission, and other partners to create a systematic approach for incorporating land use policy into Heritage Area Communities through identification of areas which should be set aside for preservation and greenspace, for development to occur and transportation policy recommendations geared to safety of pedestrian, bicyclists and the automobile, and which will encourage alternative options of transportation.

These transportation policies can occur incrementally, but should begin as quickly as possible to ensure mistaken transportation infrastructure does not continue to be done as it has been, for automobile only. For transportation projects currently in the planning stage, this is the time to make changes. NOACA can be tapped as a source for implementation, by encouraging principles of innovating to create projects geared for the pedestrian, bicycle and auto for funding approval. Money talks, in order to receive a grant, transportation projects must not adhere to the dictates of the automobile. This form of policy approach has begun to incorporate these concepts into funding offered, as in the Transportation for Livable Communities Initiative, with the intent to “help redevelopment of the region’s urban core communities, increase transportation options for all

residents and produce future infrastructure projects.” A very small step to be encouraged for greater strides.

Recommended Courses of Action:

- **Consider grants beyond trail “greenspace” funding and seek out or request proposal applications for funding of environmental preservation and health programs, such as green roofs or urban gardens.**

Establish a green society or group, who put on spaghetti dinners and other events, such as outdoor concerts/picnics to raise money for funding projects and volunteer for helping with those projects.
- **Develop and/or adopt a program for impacting global climate change.**
- **Develop and/or adopt a program to reduce waste and increase recycling and reuse. Encourage residents and businesses to join in. Include composting and mulching, available at no cost to corridor residents and businesses. Create a collection group to receive uncooked food waste such as potato and banana peels, etc. for composting.**
- **Energy efficiency/alternative energy**
 - **Work with communities to offer low cost/discount for energy audits**
 - **Provide information, including technical assistance and funding for alternative energy and energy-efficient options.**

Stormwater management; As a result of the Clean Water Act, point-source pollution is drastically reduced. There is a long way to go, as non-point source pollutants present an even greater challenge. Reduction will take a collective effort for impact; therefore education and promotion are crucial.

- **Partner with watershed groups who have knowledge and information to provide residents and businesses on how to reduce non point source pollution, such as using green fertilizer and weed killer, or planting native vegetation. Create a rain barrel program to capture rain water for watering gardens and flowers. Promote the program through neighborhood groups, municipalities, the parks, and local businesses.**
- **Identify areas along waterways with erosion issues, and develop a plan , working with local government, neighborhood groups, watersheds, or interested parties to implement erosion control, through planting native vegetation and reinforcement, if needed.**
- **Identify areas within the Heritage Area to begin replacing grass with native vegetation. Utilizing already established programs such as pride day, to organize volunteers for cleanup of areas or to plant a section or portion of native vegetation.**

- Consider working with local governments on moving toward utilizing a natural filtration system for water purification.
- Develop education and training programs for communities, businesses and local governments on why and how to of native vegetation, rain gardens, alternative methods of fertilization and weed control.
- Involve partners, such as park systems to conduct and/or participate and sponsor community education events.
- Identify low lying sections within the Heritage Area with persistent flooding problems in rain and melting season that close portions of the Towpath Trail to use. Work with county engineers or an engineer willing to do pro bono work to design and construct rain water retention ponds in those sections. Do this in such a way as to cause rain water and melting snow to flow into the pond and away from the path. Take into consideration area water-flow patterns that ultimately flow to the river and/or Lake Erie. Also utilize native vegetation to create a scenic natural filtration, purifying system.
- Partner with Parkworks to assist with planting projects, (they have some experience with mass planting and worked with community groups to put in native vegetation rain gardens).
- Identify community garden clubs or groups for possible volunteering for planting. Individuals in these groups are passionate about gardening. Therefore some will be willing to help, offer advice, but will also become educated on alternative solutions for gardening, weed control and stormwater management issues, and hopefully pass it on.
- Create a sponsorship program, or naming rights of a planting section to raise funds for products needed.
- Illicit volunteers and partners from neighborhood groups and youth organizations for assisting with planting rain gardens of native vegetation.
- Develop a manual for healthy indoor/outdoor air quality.
- Encourage LEED or alternative green building practices for healthier buildings that reduce negative impacts on the environment.
- Develop education and advocacy programs for all of the above; geared towards the community, students of all ages and schools for age appropriate field trips and internships, elected officials, businesses and other organizations.

- **Document everything. All actions taken, time spent, costs, for use in a cost-benefit-analysis. Include partners and partner contributions.**

This last section of environment and health is a dual program of historic preservation combined with identification of environmental impact reduction. The Maryland Historic Tax Credit Program established in 1996, determined and tracked, the environmental impacts of historic preservation rehabilitation projects. A summary table is attached for review. It must be noted that each project differs, and application will be project specific. This is a tax credit program developed using Smartgrowth principles and provides applicants tax credits for a percentage of eligible rehabilitation costs. Credits have varied annually since inception, but reports that for 2009, the credit was 20% with a \$10 million cap and a \$3 million per project ceiling.

**Table 1. Environmental Impact of Historic Preservation:
Benefits of \$1.0 Million Investment in Historic Tax Credits
(Assumes 20% credit and Rehab Cost of \$100 psf)
Benefit Quantification**

Benefit	Quantification
Renovated Space	50,000 sq ft
Environmental Impacts:	
Lower VMTs (30%-40% savings compared to sprawl)	92 – 264,000 VMTs
Lower travel-related CO2 compared to sprawl	92 – 123 metric tons CO2
If the rehab is also LEED equivalent for energy efficiency, the cO2 “saved” relative to conventional construction in suburban location	164 – 195 metric tons CO2
This is equivalent in gallons of gasoline	18,700 22,000 gallons of gas
This is equivalent to taking vehicles off the road	30 to 35 vehicles
Retained “embodied” energy	55,000 MBTUs
Greenfield land preserved	5.2 acres
Lowered run-off per sq ft or DU, relative to low density sprawl- percentage reduction	30 to 40%
Less demolition debris in landfills, relative to demolition and new construction	2,500 tons
Value of natural resources conserved, relative to new construction	\$100,000
Infrastructure investments “saved”	\$500,000 to \$800,000

Analyzing the Maryland program and Smartgrowth information to adapt for use within the Heritage Area could be a starting point for energy conservation, and lead to include the additional recommendations of energy audits, energy efficiency and alternative energy options.

Explanation of specific items from the above table will provide insight of study conclusions and provide valuable applicable information for integration of additional, conservation efforts into the Canalway Ohio Heritage Area, (some of which are included as recommended course of actions). The report from which the table was pulled, The Environmental and Energy Conservation Benefits of the Maryland Historic Tax Credit Program, “is a fully documented analysis directed only toward the

environmental and energy benefits”. The analysis was conducted by Evans Paull, Senior Policy Analyst of the Northeast-Midwest Institute, and is available at; www.nemw.org.

As the table indicates, the evaluation is for a \$1 million investment of Maryland Historic Tax Credits, assuming a 20% cap and \$100 per square feet, which equates to renovation of 50,000 square feet of a historic structure.

The first line, Lower VMTs (vehicle miles traveled), investigated auto travel per mile reduction resulting from historic structure rehabilitation, over sprawling new construction. VMTs are an important indicator of lower or higher levels of greenhouse gas emissions. As the report explains, gains made by increasing fuel efficiency of the automobile, are nullified by the fact that Americans are increasing their driving time. The Maryland report cited four studies by organizations such as; the Urban Land Institute, A Center for Clean Air Policy, an Atlanta regional study, and a King County Washington Study, all of which conclude dense or compact development as opposed to sprawling development reduces VMTs between 20-40%. An additional point addressed in the report is the fact that historic structures are primarily located in dense urban areas, and therefore based on proximity alone, will contribute to energy conservation through reduction of VMT. The second line is correlated with the first, as reduced VMT leads to reduced emitted greenhouse gas emissions from automobile trips. The report states the “factor that has proven to be most highly correlated with VMT reduction is density. Several studies found that doubling density corresponds to a 25 to 30 percent reduction in VMT.⁵ One model for predicting VMT reduction and greenhouse gas impacts employs density as a sole input variable, because density is also highly correlated with all of the other VMT determinants, listed below.⁶ The factors that are positively correlated with VMT reduction are, generally in rank order:⁷

- _ Density
- _ Mixing uses;
- _ Proximity to transit;
- _ Proximity to city center or job centers;
- Connectivity of the streets and the pedestrian friendliness of the public thoroughfare (grid streets)”

Additional studies cited within the report reveal even greater reduced volume of VMT and ensuing greenhouse gas emissions, as high as 72%. The increased success of these instances appear to validate the previously stated relevance of higher density compact development, and proximity to work, Concluding indicator; rehabilitation of historic residential and non-residential buildings, reduces dependence on the automobile for varied reasons such as closer proximity to work and public transit, increased walking trips, and thus reduced dependence on the automobile and VMT, leading to reduced greenhouse gas emissions. In order to quantify VMT and the resulting greenhouse gas emissions, a process of identification, weighting and ranking of the factors relevant to the area was conducted. This information is detailed in the report.

Therefore, reducing VMT, creates a multiplier effect; reducing greenhouse gas emissions and smog, thus improving regional air quality. Improvement of regional air quality ensures a healthier environment. A healthier environment means healthier ecosystems and people.

The third line, referring to LEED certification of rehabilitation of historic buildings over new construction and resulting reduced greenhouse gas emissions, compares this option to that of new suburban construction. An additional aspect included is the concept of Dual Energy benefit. This examines a building structure energy use, energy from operation and location of the building conducive to simultaneously reduce VMT. In 2004, the USGBC, (United States Green Building Council) developed a LEED - Existing Building Guide. The guide provides information for the field of rehabilitation of existing buildings. A relevant notation in the report eradicates the misconception that older buildings are energy wasters, stating, “Data from the US Energy Information Administration indicates that buildings built before 1920 are approximately equivalent to buildings built from 2000 to 2003, and the worst energy offenders are actually those built in the 1970’s and 1980’s. The reasons that historic structures are relatively energy-efficient have to do with the use of materials that are superior insulators, use of natural ventilation, and siting/orientation for efficient heating and, especially, cooling in the pre-air conditioning era..” (15)

Consideration of energy used for building envelope and operation includes, embodied energy, which addresses energy use for all aspects of building materials manufacture and processes, including transport to the site. Embodied energy can be calculated from the following website:
<http://www.thegreenestbuilding.org/>

Another aspect of energy reduction specific to the building includes the aspect that rehabilitation is less energy intensive than new construction. The report states that new construction is more energy intensive than labor, while rehabilitation is more labor intensive than energy. The report goes into further detail of the comparison and quantification process.

The report also allows for demolition qualification for energy savings, based on the simple fact that the building “would have been a demolished building, allows the calculation of energy “saved” by avoiding demolition. The report cites two internet calculators for the energy conservation impacts of avoided demolition.

One, <http://www.thegreenestbuilding.org/>, calculates the energy saved for 10.2 million sq ft of (19) http://www.epa.gov/climatechange/wycd/waste/calculators/Warm_home.html

The remaining table entries are self explanatory, though the report will provided details to the process of quantification and possible comparison to the alternative of new suburban construction, (does not include potential urban new construction).

The last point, before concluding, is a noteworthy indicator used in the evaluation of VMT, which is a walkability factor and the best indicator of a mixed use development. This tabulates a site location's walk score by ranking specific criteria. The report states, "the website (www.walkscore.com) explains the measuring and scoring as follows: "Walk Score calculates the walkability of an address by locating nearby stores, restaurants, schools, parks, etc. Walk Score measures how easy it is to live a car-lite lifestyle—not how pretty the area is for walking." The walkscore for an address "is a number between 0 and 100:

- _ 90–100 = Walkers' Paradise: Most errands can be accomplished on foot and many people get by without owning a car.
- _ 70–89 = Very Walkable: It's possible to get by without owning a car.
- _ 50–69 = Somewhat Walkable: Some stores and amenities are within walking distance, but many everyday trips still require a bike, public transportation, or car.
- _ 25–49 = Car-Dependent: Only a few destinations are within easy walking range. For most errands, driving or public transportation is a must.
- _ 0–24 = Car-Dependent (Driving Only): Virtually no neighborhood destinations within walking range. You can walk from your house to your car!
(This measuring site was created by Brookings Institute.)

Historic preservation is a holistic approach to revitalization, incorporating aspects of protecting valuable cultural and structural sites, while simultaneously protecting the environment, inducing energy efficiency and conservation, and creating economic opportunity while reducing greenhouse gas emissions.

The validity of this information to the Canalway Ohio Heritage Area is to reinforce the value of the recommendations to pursue change of the regional transportation planning approach, the potential for economic development and the value of Canalway Ohio provision of alternate transportation in urban areas. A pro-active economic development priority of Canalway Ohio will lead to job creation, and thus potentially provide jobs for residents in proximity, reducing VMTs. The added health benefits previously discussed in this section from a walking option lifestyle and improved environmental quality, reinforce the concept already stated, historic preservation as a holistic approach, does pay.

Concluding Priority 6, Preservation and Conservation, as outlined in the section strategies, recommendations and discussion information, potential abounds for application to the Canalway Ohio Heritage Area. By no means is this priority as written, an exhaustive conception of Preservation and Conservation, but instead a bridge to carry the goal from previously accomplished work to a wider beareth of opportunity and flexible to allow for additional ideas, application and changing circumstances. The exciting aspect of the priority lies in the unlimited potential of protecting our cultural, structural and environmental heritage for future generations, while simultaneously creating

additional opportunities of economic gain through job creation and revenue generation and enhancing quality of life for residents and the natural environment.

STRUCTURE

To date, much has been accomplished within Ohio's National Heritage Corridor through the work of three outstanding organizations:

- **Ohio & Erie Canalway Association (OECA)**
- **Ohio Canal Corridor (OCC) – northern terminus**
- **Ohio & Erie Canalway Coalition (OECC) – southern terminus**

While the value of both a northern and southern organization is understood for funding and community partnerships, we would recommend that externally these organizations be viewed as one organization. In other words, all organizational structures would remain the same; however all employees of OECA, OCC, and OECC would share the same website, mailing address, phone number, and email addresses (such as @ohioeriecanalway.org).

Similarly, it is obvious that the Director of OCC is an expert on the northern terminus of Ohio's National Heritage Corridor and the Director of OECC is an expert on the southern terminus of Ohio's National Heritage Corridor. However, for the sustainability of the organization, we would recommend the organization consider who is responsible for the entire Ohio & Erie Canalway National Heritage Corridor. In other words, who is responsible for these regional responsibilities:

- **Overseeing communications between North & South staff**
- **Overseeing program coordination between North & South**
- **Managing staff & financial resources to get the most efficient use of dollars**
- **Promoting the Ohio & Erie Canalway to a greater market-area**
- **Facilitating public & private partnerships to make the Ohio & Erie Canalway brand known and recognized**
- **Maintaining the overall vision, so that both organizations work together for common goals**
- **Expanding the scope and vision of the Ohio & Erie Canalway statewide or nationally**

Understanding the regional responsibilities are currently being coordinated between the North & South staff, we would recommend this structure:

NORTHERN FOCUS

President & CEO
Ohio & Erie Canalway – North

Operations & Development
Ohio & Erie Canalway – North

Project Manager
Ohio & Erie Canalway – North

SOUTHERN FOCUS

President & CEO
Ohio & Erie Canalway – South

Operations & Development
Ohio & Erie Canalway – South

Project Manager
Ohio & Erie Canalway – South

Office Manager
Ohio & Erie Canalway – South

REGIONAL FOCUS

Regional Coordinator

Ohio & Erie Canalway

Marketing & Development

Ohio & Erie Canalway

Regional Partnerships

Ohio & Erie Canalway

Grants Manager

Ohio & Erie Canalway

Heritage Development

According to the National Park Services, in order for an area to be designated a National Heritage Area “certain key elements must be present. First and foremost, the landscape must have nationally distinctive natural, cultural, historic, and scenic resources that, when linked together, tell a unique story about our country.” (<http://www.nps.gov/history/heritageareas/FAQ/>).

The Ohio & Erie Canalway National Heritage Corridor was designated by Congress in 1996. Since receiving this designation, leaders in the Canalway have worked to tell a story through preservation

and interpretation of the area's resources. Over 170 projects have been awarded grants from the Ohio and Erie Canalway Association (OECA) in support of this goal.

Projects have been categorized by the OECA into the following types:

- Preservation/Revitalization
 - Greenspace/Trail
- Education/Interpretation
- Marketing/Visitor Services
 - Rail
- Economic Development
 - Other

The Towpath Trail, extending over 100 miles from Cleveland to Dover, has enriched the corridor and created a tangible connection from one end of the Canalway to the other. Connector trails and loop trails will continue to enhance visitor experiences and activity and should be maintained as a top priority.

The development of tradition and the appreciation of heritage go hand in hand. For over a decade the individuals, organizations, municipalities, and counties within the Ohio & Erie Canalway National Heritage Corridor have worked tirelessly to tell the story of our past within the corridor. The corridor has been so thoroughly laid that no one could argue that OECA has failed to define what, to many others, looks simply like a very large piece of Ohio.

As OECA's endeavors have been so vast, the primary goals outlined in its management plan have been very well accomplished. The following list indicates goals listed in the Ohio & Erie Canalway National Heritage Corridor Management Plan that have been well accomplished.

Accomplished Well

- Preservation and Conservation
 - Preserved significant historic structure
 - Preservation and enhancement of key manmade, natural, and cultural resources
 - Protection of waterways, wetlands, and other natural resources
 - Promote sound environmental practices in project design and implementation

- Interpretation and Education
 - Communicate the story of the canal and its influence to enable people throughout the corridor to understand its impact on the region, state and nation
 - Develop an interpretive program that combines existing resources and new initiatives to convey a coherent story

- Develop educational opportunities and activities to enable people of all ages to learn about and appreciate the Canal Corridor and its significance, using traditional methods
- Recreation and Visitor Experience
 - Develop strategies and actions to provide a high quality, safe visitor experience in the corridor, which will encourage repeat use by residents and visitors
 - Promote creation of a continuous multi-use trail along the entire length of the corridor
 - Advocate and facilitate trail, roadway, and greenway linkages between the Canalway and adjacent neighborhoods and park systems
- Community and Economic Development
 - Promote the use of economic incentives to encourage compatible development that will enhance the resources of the Canalway
 - Encourage communities and jurisdictions along the Canalway to adopt measures to support appropriate uses and compatible development adjacent to the canal and its associate resources
- Management and Implementation
 - Identify opportunities and develop mechanisms to facilitate local and grassroots involvement in Canalway planning and other future activities
 - Coordinate closely with the National Park Service, the State of Ohio, the Ohio Canal Corridor, the Ohio & Erie Canal Corridor Coalition, regional entities, and localities to develop a cooperative approach to implementing the plan and its elements.

Some of the goals that can be improved upon include:

- Community and Economic Development
 - Promote the use of economic incentives to encourage compatible development that will enhance the resources of the Canalway
 - Encourage communities and jurisdictions along the Canalway to adopt measures to support appropriate uses and compatible development adjacent to the canal and its associate resources
 - Unify and strengthen connections between communities and neighborhoods and promote regional collaboration
 - Take advantage of the unique economic potentials that will be created through the Canalway's extensive trail and transportation systems, including developing means and methods to support visitor use through state-of-the-art information systems
- Interpretation and Education
 - Develop educational opportunities and activities to enable people of all ages to learn about and appreciate the Canalway and its significance, using contemporary technology and systems
- Recreation and Visitor Experience
 - Encourage creation of additional active and passive recreation and open spaces along the Corridor by public and private entities

- Management and Implementation
 - Establish the fiscal needs of the corridor plan and identify a strategy to meet such needs over the long term

Alliances & Coalition Building

Few would argue that alliance and coalition building is a positive goal, especially in such a large area. Alliances can address the goals that need to be further developed. As discussed, there are many partners, stakeholders, and individuals participating in the Canalway, though often in competing and disjointed manners. The partnerships between participants should be strengthened through further cooperative event planning, project planning and implementation, as well as project fundraising. One of the simplest programs that can dramatically increase coordination among corridor stakeholders is a collaborative and coordinated calendar of events. That could be easily accessed on every participant's website and promotional materials.

Beyond creating and strengthening the alliances within the corridor, collaboration among nearby Heritage Areas should be increased. Building relationships with other heritage areas benefits all partners involved by increasing awareness of heritage areas, as well as promoting day trips and tourist sharing.

Heritage Development

The Corridor should continue and increase its focus on economic development. This recommendation is echoed in the management plan, as well as from many individuals participating in the development of the corridor. A different form of development should be equally as important. The designation of a heritage area focuses on the stories of the area's past, which is lost to so many if the traditions of today are not incorporated. With such a large area to develop in, and so many organizations wishing to do so, now is the perfect moment to encourage living heritage development in the corridor.

The Case For Securing Sustainable Private Funding

The Ohio & Erie Canalway Association (OECA) is the organization designated to oversee the Heritage Corridor and the funds from the federal government. OECA is the parent organization of the Ohio Canal Corridor (OCC) and the Ohio & Erie Canalway Coalition (OECC). OECA plays an inactive role in the day-to-day operations of the Heritage Corridor, but no dedicated staff. Most of that responsibility has been delegated to OCC and OECC. Therefore, any additional fundraising opportunities fall to these two organizations.

To date, these organizations have received funding from a variety of private entities. For example, both organizations have personal membership programs. The memberships for OCC and OECC are different and only cover one of the organizations. Family memberships are \$25-\$30 and business memberships range from \$100 to \$1,000. Membership for families and individuals doesn't really include anything that isn't already available for free online. Business memberships include perks such as free event tickets and discounted advertising.

To date, OECA, OECC and OCC have received funds through memberships and donations from dozens of small businesses and many of the largest companies in Northeast Ohio including: Akron General, ALCOA, ArcelorMittal, Cargill, Dominion East Ohio, Forest City, and PNC. Although we do not have a complete list of corporate donations made to any of the organizations or their predecessors through the years, it appears many other companies should be solicited. In the early days of this movement, the company that played the most active role was BP America, but their merger/departure ended BP's involvement and there has not been a driving force from the private sector since that time.

As of September 30th, 2012, the authorizing legislation prohibits the disbursement of any additional federal funds to OECA. The discontinuation of federal funds is a major problem because most of OECA's funding is through the federal grant. And OECA passes that federal money directly through to OCC and OECC who rely heavily on OECA (federal) funding.

For example, OECC received over 20% of its 2010 income from OECA, which it needs as a match to acquire additional funding. Additionally 27% of OECC's 2010 funding came in the form of grants, most of which were from a single state program that is in danger of elimination. Therefore 47% of OECC's income in 2010 came from sources that are likely to disappear. Membership fees provided 7% of income, projects 22%, and events 18% of OECC's income. The remaining 6% of the income came from a variety of smaller sources. Thus, the most reliable source of funds is going to dry up and an extension is unlikely in the current political-economic environment of the federal government.

OCC and OECC cannot survive, let alone thrive, by relying on the meager remaining funding. The following recommendations could be implemented by OECA, or, since the Cleveland Metroparks will be maintaining the Towpath Trail north of the National park, the Metroparks may implement, or form another entity jointly with other stakeholders to implement all or some of the plans.

Activities to Stimulate Investment & Boost Tax Revenue

Corporations are willing to spend large sums of money to advertise and the Towpath Trail is OECA's greatest asset. Few people know what park district they are in, what city, which non-profit

organization is responsible for it, who built it or who maintains it. As the class survey shows, everybody knows the one thing linking this whole corridor together is the Towpath Trail. Therefore, the region must capitalize on the great recognition, respectability, and good will the trail brings to this community, and use to drive economic development.

Particularly near Downtown Cleveland, the most visible remaining gap in the Towpath Trail, the opportunity to leverage the assets for economic development is very high. Currently several multi-million dollar projects are happening near the Towpath including the Casino, the skate park, the rowing facility, Flats East Bank, and the aquarium at the Powerhouse. The Towpath will be key to linking pedestrians and cyclists to all of these new facilities with the existing diversity of the Flats.

While the thought of linking people to investments is advantageous, it should be remembered that this is not the primary goal of the Towpath itself, just as this was not the ultimate intention for construction of the canal. The purpose of the Towpath, like the Ohio & Erie Canal, is for transportation. Efficient transportation networks change to meet the needs of the society they serve. Cities with the best transportation networks have an advantage and tend to have the most productive economies. Through sparsely populated areas like the National Park, the Towpath is probably completely used for recreational places. But in the villages and cities, the Towpath needs to also effectively serve basic transportation needs, thereby boosting economic activity.

Stimulating Revenue: Sponsorships

OECA should consider selling sponsorship rights to portions of the trail. The Greater Cleveland Regional Transit Authority (RTA) sold rights to rename the Euclid Avenue route The HealthLine and sold sponsorship rights at key stations to local companies like Medical Mutual. On Euclid Avenue, the benefit of private participation in the marketing of new infrastructure was realized. Public investments, sponsor investments, and numerous other major investments transformed Euclid Avenue. The Towpath Trail should strive for something at least as high. Consideration should also be given to sponsoring the Cuyahoga Valley Scenic Railroad (CVSR), or possibly trading naming rights away for track usage rights if necessary.

Cleveland Clinic and University Hospitals will jointly pay \$6.25 million over 25 years to name the nine-mile Euclid Corridor route the HealthLine. Annually, that fee amounts to \$250,000. RTA is also selling sponsorships to ten stations. For naming rights, sponsorships, and other deals RTA could raise up to \$18 million over 25 years, or \$720,000 per year (Hollander). Additionally, the hospitals invested millions of dollars into additional amenities along their portions of the routes.

Since the Ohio & Erie Canalway National Heritage Area already suffers from a lack of name recognition, branding along the length of the trail itself, like the HealthLine, may not coincide with the goal of achieving a more simplified identity. OECA can, however, capitalize on sponsorships of key nodes along the trail. For example, in places where neighborhood connectors tie into the trail neighborhood groups and local businesses near that trail might want to sponsor the intersection to gain rights to place advertisements for their establishment, in a manner not dissimilar to the informational signs along freeways giving notice of IHOP and Sunoco at the next exit. Businesses may want to sponsor kiosks, benches, water fountains, landscaping, trash receptacles, exhibits, fishing areas, or other items along the trail that people may interact with.

Sponsorship rights can be set up to provide either an up-front amount of cash (if capital is necessary to finish the trail), an annual payment to OECA (if operating the corridor is the priority), or both. The annual payment method, like the HealthLine, would be most practical as it could serve as a substitute for the federal stipend OECA will not receive past 2012. An annual payment would also serve OECA well, as it would help to keep the private sector partner(s) engaged. Sponsorship rights could be sold at key linkage points, at strategic scenic points, or in any number of ways.

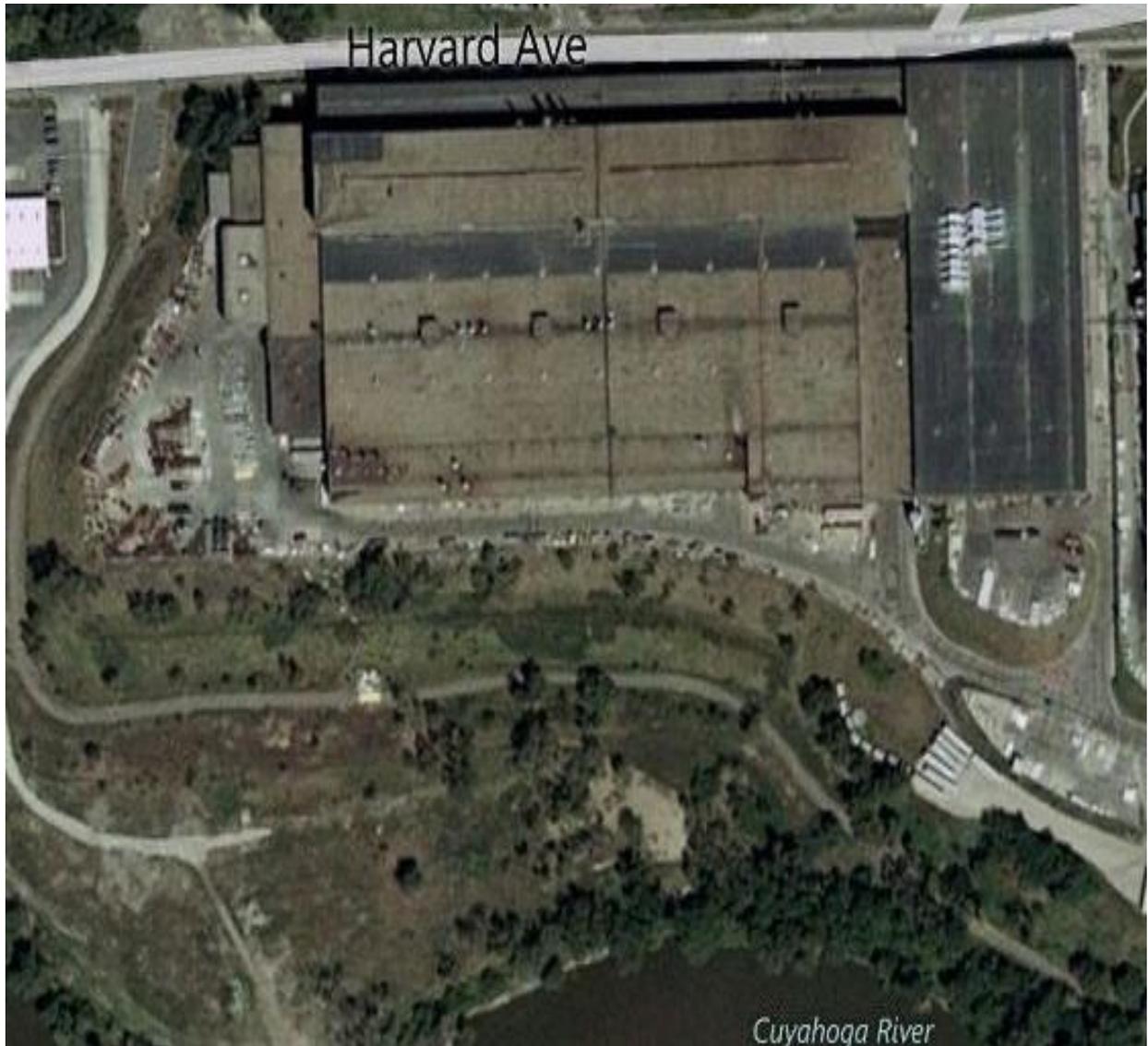
Another key place for sponsorships may occur where Towpath Trail users come into sight of specific businesses. For example, one possibility is the coffee shop off Granger in Valley View. This business could partner by providing sponsorship near their shop, particularly to overcome the county built cable-stayed bridge construction which more-or-less created a bypass of their shop.

The Towpath Trail may not go through the campuses of a series of behemoth, flush-with-cash medical institutions dominating its route like the HealthLine, but what it does have is a diverse group of major retail and industrial companies in addition to several hospitals. Akron General, MetroHealth, St. Vincents Charity Hospital, and Lutheran Hospital are all located within walking distance of the Towpath Trail. These hospitals could be solicited individually or possibly more powerfully as a group. Joint sponsorships, like the HealthLine might be a way for these institutions and others, although smaller than their local competitors, to raise their public profile while contributing to the health and wellbeing of the region.



In Cuyahoga County, the Towpath Trail has a connection to two of the newest and also largest shopping centers in the region. From the trail in Valley View, the CityView Center up the slope in Garfield Heights is highly visible. While just south of Cleveland’s Tremont neighborhood, the Towpath forms a loop through Steelyard Commons. The direct route provides a grade-separated path with an up-close view of a rail yard and steel mill. The loop provides an at-grade pathway through the shopping center with access to dozens of retail chains and restaurants. Starbucks, Target, Wal-Mart, Burger King and other retailers all provide products people using the Towpath could potentially want, from bicycles and sunglasses to milkshakes. Pitches should also be made to the dozens of independent local businesses in Independence, Valley View, and throughout the Flats, Tremont, and Warehouse District neighborhoods.

The urban experience this section of the Towpath should celebrate is the mix of functions across the landscape, tying trail and community together. One need not worry about ruining the experience of the trail with advertising. Limits can be set, but compared to hundred foot tall piles of slag, iron ore freighters so close you can almost touch them, the sights and sounds of moveable bridges, vast industrial complexes that stretch as far as the eye can see, and roaring locomotives, even enormous billboard advertising would seem subtle. The valley is wide and deep, the roads are often high above, and the scale of the industries so vast, that stamped pavement logos, kiosks, markers, and signs may be the only human-scale items seen for miles.



Stimulating Investment: Projects To Promote Our Heritage and Our Future

The history of industry and the history of the canal are nearly one in the same. Many of the old industries that built this town still exist in the Flats including chemicals and metal manufacturing. OECA should engage these industries to create an experience for Towpath users. A specific example, is for OECA to engage Alcoa to create a cool experience showcasing Alcoa as the Towpath winds along the rear of their property at Harvard Road by expanding its current exhibit.

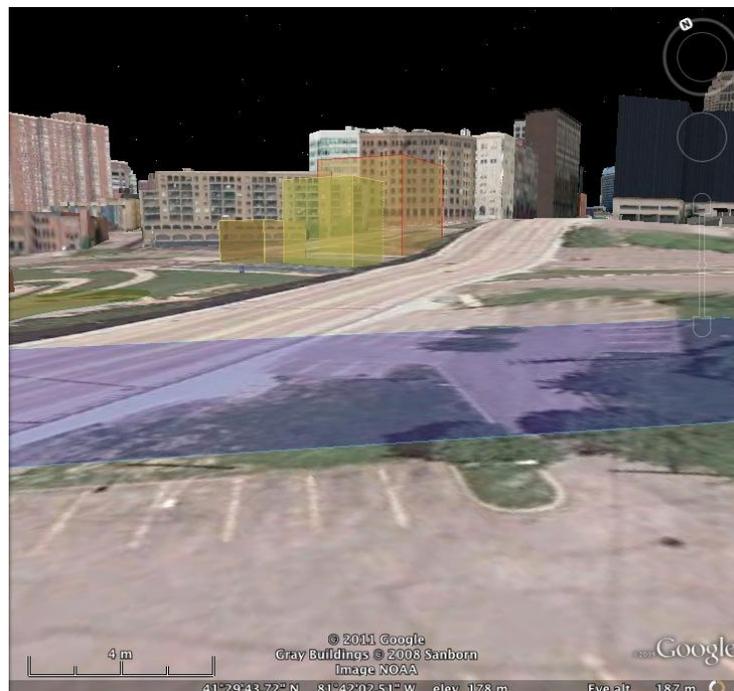


Although Alcoa is perceived as an old economy metal producer, it is truly a high tech company and Clevelanders can be proud of their local innovations. They make products such as the aluminum bulkheads for the United States military's newest supersonic stealth fighter jet, the F-35. These components are the structural supports of the jet and can weigh several tons apiece and are full of innovative technological advancements. The technology at work by Alcoa in Cleveland enables one of America's most advanced military weapons to defend our way of life. That is National Heritage, it's cool and it should be celebrated. OECA should work with Alcoa to develop the trail to raise awareness of Alcoa to Towpath users and improve the site. OECA could partner with Alcoa to display cool components around the site, as an educational tool, a marketing tool, a work of art, or whatever else can be dreamed up. Further active engagement of companies like Alcoa will create a truly lasting relationship where both parties have an incentive to help the other succeed.

Stimulating Projects to Increase Tax Revenue

Numerous sites throughout the corridor are ideally suited to develop businesses. Some of the greatest potential lies in areas yet to be developed. The Rockside Road node has additional potential as it is already physically and economically linked to the Towpath and the CVSR. Although Tremont has a dense and growing population close to and eagerly awaiting the Towpath, and the Scranton Peninsula has vast untapped potential, this report will focus on a specific area around Canal Basin Park.

This section will not address what Canal Basin Park should be, but examine the area around Canal Basin Park, and provide solutions for revival with the impending construction of the Park. The needs of the area fall into three categories: reclaiming waste lands, creating a wall of businesses along West Avenue and Merwin Street, and recreating a small section of the city from asphalt parking lots. Some of the lands are in public ownership (City of Cleveland, RTA), and some of the lands are privately held. OECA need not own all of this land or even a majority of it. OECA's goals for Canal Basin Park shouldn't lie in purchasing private lands with taxpayer dollars but their goals should be to bring all parties together to repurpose the lands to bring revenues back in the form of tax dollars. If OECA cannot add value to this project and accomplish this, another entity has to take the lead on this task. The Flats Oxbow Association, the neighborhood Community Development Corporation (CDC) of the Flats, recently folded. The Mayor's office, OECA, and the city council representative should consider establishing a new CDC or institution in another form to focus specifically on redevelopment of the area from Flats East Bank to the proposed skate park.



First, around proposed Canal Basin Park there are several orphaned parcels from prior infrastructure projects that should be repurposed, including one at Superior Avenue Hill and Lockwood Jr. Drive, directly between Canal Basin Park and the Warehouse District. This site, between the Superior Avenue hill and the Detroit Superior Bridge is the site of piers and part of the eastern abutment of the Superior Viaduct, which was dismantled when the now 100-year-old Detroit-Superior Bridge was built. This is an odd parcel on a hillside, but it is suitable for apartment or condominium development in this growing residential neighborhood. A building with a footprint not dissimilar to the Crittenden Court Apartments could be built here.

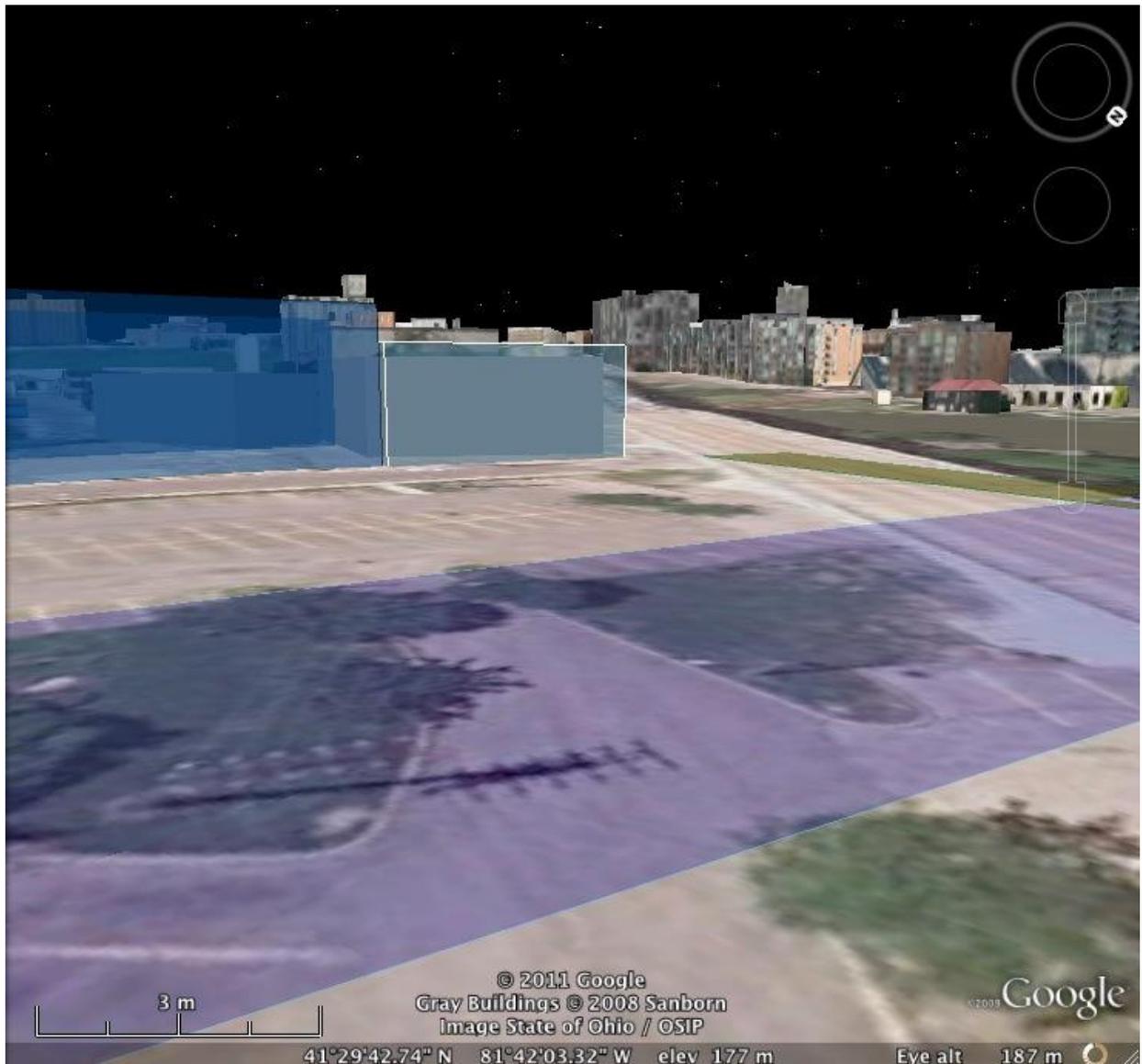
Another orphaned parcel is a currently useless grass field between the Settler’s Landing RTA Station and Robert Lockwood Jr. Drive, across the street from the previous parcel. The lot is not very deep, so commercial uses are probably limited to professional offices, but the site is also suitable for town homes. With increasing oil prices and the growing popularity of Transit Oriented Development, this site would be ideal for townhouse construction. The Kirkham Place townhouses on nearby W. 10th Street could be duplicated here.

Repurposing these two parcels shouldn’t be thought of as selling off public assets, as they are more liability than asset and haven’t had a public purpose in their decades of existence. Instead, turning these parcels over to the private sector should bring people, economic activity, and tax revenues to this neighborhood. If the community desire is for these parcels to remain undeveloped, the RTA and county should give them to an entity with a parks department; either the City of Cleveland or the Metroparks. Money raised from the sale of these parcels could be used to establish an endowment for programming at Canal Basin Park.

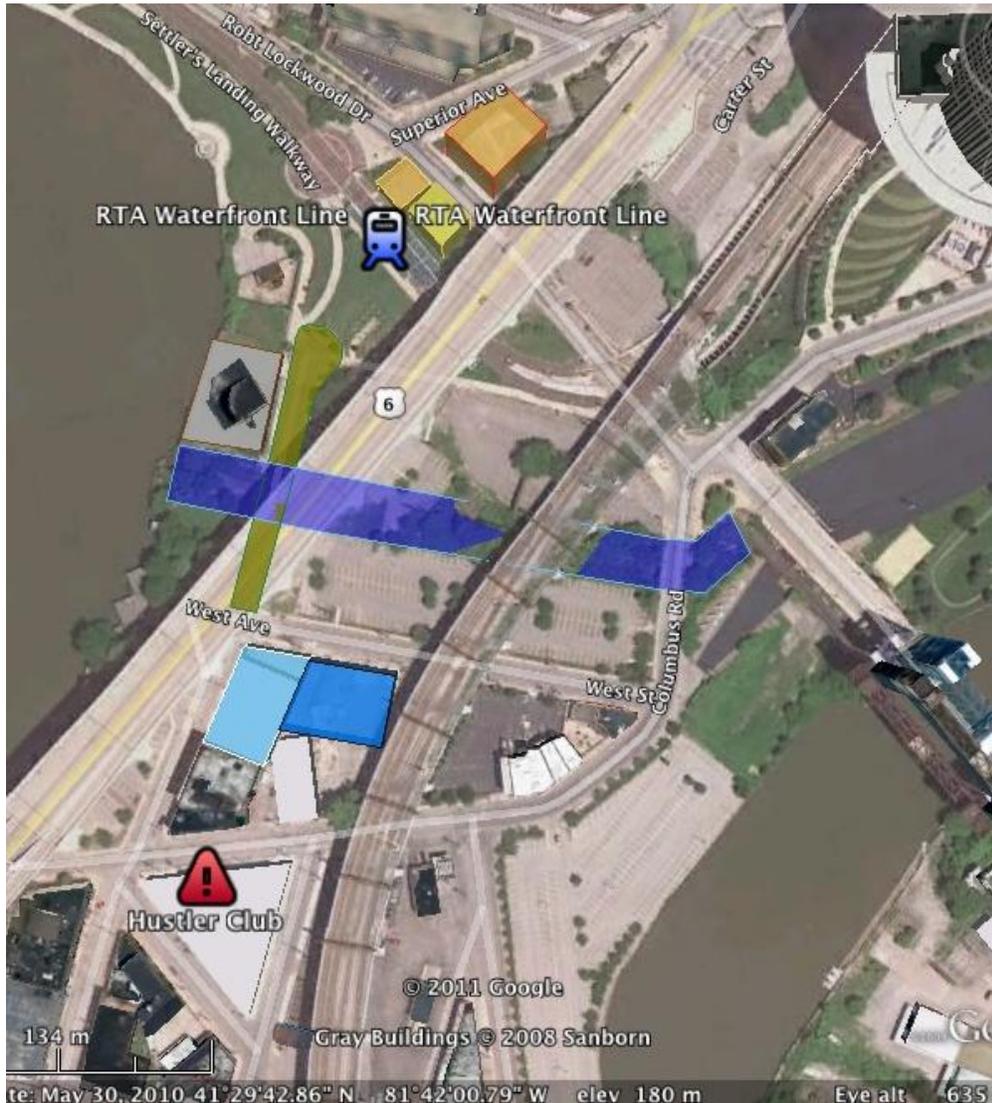


OHIO & ERIE CANALWAY: CONNECTIVITY, COMMUNITY, CULTURE

Second, the street wall along West Avenue and Merwin Street has long since disappeared. A key building remains in the landmark Flat Iron Café, but through the years much of this block has been demolished and sits vacant awaiting reuse. Surrounding Canal Basin Park with new businesses will contribute to making the park great. Feet on the street make for a safe park, and Canal Basin Park should not feel like a desolate hole between the bridges and the bluff. An interesting wall of buildings with walk-up businesses, parking meters, bicycle racks, wide sidewalks for patios and benches to enable people-watching are critical. This development will probably be private, but the development is critical to the success of the park and serve as both a linkage and barrier.



The new buildings will serve to reconnect the Flats neighborhoods and will also remove the gas station, towing company, and the Hustler Club from view while at Canal Basin Park. The Hustler Club is an adult entertainment venue that opened a new facility across Center Street. It is not a suitable business to achieve what is envisioned around Canal Basin Park, so its effect should be mitigated and buffered.



Third, the site is surrounded by parking lots. Much of the parking in this area is privately owned and operated and is a market driven amenity to the Central Business District. The parking space charge is

between \$1 per day and \$2.50 per day, so these are low rent lots providing minimal income to the owners. Because of the low revenue these parking lots generate, the value of these sites is likely not from that current income but from the underlying potential value of the land itself. The owners of these lots are not likely to be motivated with visions of green space, parks, trails, or cyclists. They will be motivated by the same goal as most investors: profits.

The City, OECA, or other partner should engage these land owners and use incentives like Tax Increment Financing (TIF), New Market Tax Credits, design assistance, or other tools to unlock the potential value of the land. Parking lots will likely exist in this area for years to come, but a plan should be enacted to redevelop the lots into more meaningful uses returning greater profits to the owners and more economic activity to the region. More cohesive development between the owners will create greater overall value.

Tourism Proposal

Close your eyes. Think of the 30 miles between Akron and Cleveland. Imagine the sinuous trail that winds with the Cuyahoga River. Look around. Study its users. Count the people from outside Northeast Ohio. It's a small number, which is disappointing but not surprising. Now open your eyes a little. Squint. Change perspective. Picture the ways the Towpath Trail can bring these cities together. Two unique cities and one distinctive trail working symbiotically to create a singular Northeast Ohio weekend. Now step into the shoes of a tourist. What would he want? What would draw him to the corridor?

The Ohio and Erie Canalway National Heritage Corridor is in an exceptional position of leverage. Its crown jewel links two storied but economically depressed cities. Ohio & Erie Canalway Association (OECA) as an organization is also in a position of need. With budgetary shortfalls on the horizon, it needs to use its leverage to create a steady income stream.

This paper proposes ultimate synergy between Akron, Cleveland and the corridor. It investigates the possibility of OECA assuming a leadership in regionalism by offering a first class travel website that enables tourists to book the entire Cleveland/Akron experience from the improved Canalway website. If successful, Explore Canalway would be more than a local boon, it would be a model for other heritage areas to follow.

Explore Canalway

The Explore Canalway concept takes advantage of internet technology to marshal a modern booking system that the American convenience culture demands. Because of advances in payment systems, real time communications and ticketing software, it is possible to create a site where potential tourists

can organize and pay for a complete vacation. What separates Explore Canalway from the corporate, faceless travel sites is its depth of local knowledge. Beyond a deep understanding of the terrain, Explore Canalway knows the character and desires of its potential clients.

The prototypical Canalway vacationer is an active, educated adult who has likely outgrown typical tourist traps and the club scene. Because of the physical nature of the towpath excursion, Explore Canalway will not draw many children. Since there is no guarantee the archetypal traveler will be moneyed, it is necessary to offer entertainment opportunities at all ends of the economic spectrum.

There are three major components of Explore Canalway. The first two—hotel and entertainment partnerships—are necessary for a successful project. The third leg—air travel—is not critical to viability.

- **Hotel: This is the bread and butter of the package as it appeals to the full panoply of travelers. Explore Canalway must offer lodging in both Akron and Cleveland that can be booked with a simple click of the mouse. Services like Travelocity and Hotwire have been successful using various forms of this booking method. But these impersonal services do not provide the site specific amenities needed to make a corridor trip possible. This exploitable knowledge gap provides a tremendous profit opportunity for Explore Canalway.**

The most important mismatch spawns from the nature of Towpath travel. No matter the mode, it is impractical to lug a suitcase along the trail. Picture the absurdity of a biker laboring through the national park, his matching luggage tethered to his Trek. An essential part of this package would be the motor vehicle transportation of luggage from one end of the trail to the other. It will likely fall to Explore Canalway to undertake this critical task because of incongruities in the Akron/Cleveland hotel market.

The hotel market in Downtown Akron is limited. All major chains have migrated to the Fairlawn shopping strip, which is not biker friendly. Only the Quaker Square Inn at the University of Akron and the Akron City Center Hotel are options for Explore Canalway. Quaker Square is intriguing because it promotes five “getaways” that champion attractions in Canton, Akron and Cleveland. Since these packages do not include admission to venues, the “getaways” are mere suggestions. This does, however, prove the University of Akron owned inn is receptive to the concept of regional collaboration, making a strong partnership candidate.



Source: University of Akron

Cleveland’s hotel market is much more robust. Most major operators are represented and even duplicated in some instances. According to an article by Cleveland Plain Dealer Reporter Michelle Jarobe, there are 3,720 rooms spread over 14 hotels in downtown Cleveland. Roughly 600 additional rooms are in various stages of planning. Though supply is increasing, occupancy in 2010 was 57.9 percent and the average daily rate (ADR) was \$108.21. “At those levels, full-service hotels are struggling, searching for ways to cut costs without curbing customer service,” wrote Jarobe.

Because of Akron's dearth of options, chain-to-chain synergy will not be possible. Still, Explore Canalway should be able to shop around the Cleveland market for willing partners because of the current market weakness.

- **Entertainment: While convenient and safe accommodations are central to success, they are not nearly enough. Without a strong entertainment foundation, Explore Canalway neglects the most important part of the day—the waking hours. Visitors should have a host of options to occupy their time in Northeast Ohio. Explore Canalway must take an expansive view of entertainment, one that includes canal amenities, dining and entertainment.**

Some things are essential to the package. Chief among them is easy, accessible bike rental. There is already demand and supply in the corridor. The Ohio City Bicycle Co-op offers basic bikes at \$6/hour, \$20/day, \$50/week and performance cycles at \$12/hour, \$40/day, \$100/week from their Cleveland Flats location. Downtown Cleveland Alliance rents non-performance bikes at \$8/hour on Cleveland's East 4th Street. Century cycle offers rentals at \$8/ hour at its Peninsula location. Blimp City Bike rents in North Akron.

For Explore Canalway to implement its bike rental program, it needs rental stations in both downtown Cleveland and Akron. This can be accomplished by partnering with one of the aforementioned suppliers or starting a standalone company. Regardless of the operator, Explore Canalway must offer rent/return at different ends of the canal. There are two models for flexible return. The library model allows return at any location without forewarning. The car rental model stipulates prior notice for divergent rent/return locations. The latter model best fits Explore Canalway because of inventory balances and shipping issues.

Beyond the nuts-and-bolts necessity of bike rental, Explore Canalway should offer entertainment opportunities in both cities. It is necessary to limit the scope to walking or safe biking distance because most users will not have access to a motor vehicle. Among others, possible Akron partners include the Akron Aeros, the Akron Museum of Art, Stan Hywet Hall, the EJ Thomas Center and Lock Three. In Cleveland, Playhouse Square, the Rock and Roll Hall of Fame, Science Center, professional sports franchises, and the many musical venues provide a brief snapshot of potential partners. Some of these are year round operations with consistent services. Others offer year round entertainment with varying acts. Still others are strictly seasonal. Some venues never sell out, some offer hard-to-get tickets. These differences complicate matters, but it is imperative that buffet-style booking be available in real-time. Whether these entertainment providers provide a discount rate is up to the individual partner.

Explore Canalway should investigate offering reservations at select restaurants. It would be wise to consider upscale and locally owned options, especially portmanteaus of entertainment and eating. Establishments like Pickwick and Frolic, House of Blues and—in a more provincial sense—the Corner Alley have aspects of dining and entertainment.

Explore Canalway cannot expect the deep discounts offered by firms like Groupon, Inc for two reasons. First, users of Explore Canalway are much more likely to redeem their savings than a typical Groupon client. According to Sarah Purewal, a writer for *entrepeneur.com*, 20 to 40 percent of Groupons go unredeemed, providing free income to the restaurant. Second, the even flow of out-of-town customers generates neither a local clientèle base nor the buzz that is associated with a new Groupon offer.

The national web service Open Table provides a better model. This reservation website offers real-time reservations to participating restaurants. In 2009, Open Table charged restaurants \$1 for every reservation booked through the website and 25 cents for reservations booked on the restaurant's website. There is also a monthly subscription fee. On the eve of Open Table's IPO, Nicholas Carlson of *Business Insider* summed up the revenue model: “Across 8,090 member restaurants, the average restaurant pays Open Table \$515 each month. This \$515 consists of \$281 in monthly subscriptions charges and \$234 in monthly reservation booking fees.” (Carlson, 2009)

A large problem with this booking model is the high hardware cost. Open Table charges \$600-\$700 a month for the instillation of this advanced system. This prohibitive fee puts Explore Canalway in a bind. It would be shrewd to pursue a partnership with Open Table or a like minded company. As seen in its 2009 pricing model, Open Table seems to think a 25 cent service fee is reasonable for reservations booked through a restaurant's site. Open Table's clients deem acceptable a \$1 fee for internet reservations made on a site that is not their own. This leaves a 75 cent margin per reservation booked on Explore Canalway ($\$1 \text{ restaurant fee} - .25 \text{ to open table} = .75$).

- **Airport: Explore Canalway is fortunate to have an airport in both host cities. This allows long distance visitors to join the package at either end of the trail. While this seems superfluous, it most certainly is not. Although the Towpath Trail will always be available for popular use, the same is not true for many regional draws. Because numerous entertainment attractions—stage plays, athletic events—work on a first come first serve model, maximum entry point flexibility eases the scheduling burden of visitors. This is doubly true for one-off events like a touring concert act.**

Think of a baseball enthusiast who wants to catch a game at both Progressive Field and Canal Park. This fan can do a Thursday through Sunday vacation. Unfortunately, the Akron Aeros go on the road on the Friday after arrival. If Explore Canalway was only available north to south, the enthusiast's trip would be diminished and he would likely seek other avenues to dispose his hard-earned vacation dollars.

The airport arm of the package is the least important leg of this tripod. It will take coordination that may be beyond the capabilities of Explore Canalway, especially in its nascence. It also will receive the least use, as those who elect to drive to the Canalway will have no need to book airline reservations. In summation, Explore Canalway should only offer air travel after careful consideration.

Threats

It is easy to create a phantasmic scenario where partners are always willing, pocketbooks are bottomless and the technology gods perpetually gaze with favor. Such an optimistic outline is unrealistic and ignores three pitfalls that jeopardize Explore Canalway.

- **Partnerships: Not everyone will play ball. This is especially a problem in two regards: Akron and airports. Because Akron is a small city, there are limited options. A few institutional holdouts could destroy Explore Canalway. For example, if both downtown hotels decide not to participate, then the project is essentially dead. Airlines pose a different problem. Because of the carrier/hub model, not every airline services every airport. It is likely that many customers will be arriving on one carrier and departing on another. If this drives up the price, customers will flee this aspect of Explore Canalway.**
- **Money: Ubiquitous in its demand and always in short supply, money is a critical component of Explore Canalway. At present, OECA is not staffed to handle a project of this size and sophistication. Beyond this, it lacks the startup funds to perform many of the in-house technology tasks, let alone the networking needed to link to partner's hardware. To combat this, it is essential that Explore Canalway seek partnerships at all times. If the package can piggyback on systems already in place (like Open Table's expansive network) it can greatly reduce costs.**

Because the organizations affiliated with Explore Canalway are nonprofit, they can investigate the myriad of technology grants provided by the private sector. Major companies like Wells Fargo, Sun Microsystems and IBM tender many different funding opportunities. Most firms offer technology training. Fewer offer funds for network improvements.

- **Technology: Just as internet technology made Explore Canalway possible, more advanced and user friendly technologies are bound to replace it. Such is the simple reality of the ever-marching technological progress that marks this millennium. Currently, a threat comes in the form of smartphones and the omnipresent 4G network. The iPhone, DROID and countless spin-offs put the efficacy of the restaurant aspect of Explore Canalway at risk. Making reservations long in advance poses a major problem: People often are uncertain of what genre of food they desire until moments before they dine. Before the mobile internet, travelers would look past the**

flighty nature of the palate. They would research and place reservations in advance because of their lack of local knowledge.

But with the mobile internet (and Open Table's application), travelers can easily look up nearby and well-rated establishments. This permits them the convenience of internet booking while respecting the whims of their tongue.

A Few Words on Internet Booking Models

Internet travel companies have pioneered three booking models. The opaque booking model is the most prevalent, the semi-opaque model offers great benefits but has the smallest applications and the transparent model provides maximum information to traveler's but offers either higher prices or risks partner hotel's average daily rates.

- **The opaque booking model hides a hotel's identity until the nonrefundable purchase has been confirmed. Customers are allowed to view a generalized location, price and star rating level. William Shatner even encourages consumers to name their own price when he shills from Priceline.com. Yet even though customers have ultimate location and price control, they do not know the exact location of their future stay until the credit card payment has been processed (Kinchen, 2009).**

This is advantageous in two ways. From the hotel's perspective, it protects price and brand integrity while allowing it to move distressed inventory. From the booker's standpoint, it protects profits by forbidding customers from directly bargaining with providers once the lowest possible price point has been poached from the travel website. Hotwire.com and Priceline.com use the opaque booking model.

- **Though the semi-opaque booking reveals a total package price and the name and location of a hotel, it is impossible to discern the exact price of a room because it is bundled in with other costs. The semi-opaque booking method is only available when hotel stay is bundled with things like airfare and car rental. (Kinchen, 2009)**

The advantage of the semi-opaque models improved customer satisfaction—they know exactly what they're buying before they confirm their purchase. The disadvantage is it only works in a bundle.

- **Transparent booking reveals hotel names and prices before nonrefundable confirmation. This model offers the highest level of user flexibility. The largest drawback is potential clients can undermine the system by taking listed rates directly to the hotel and bargaining without the middle man. Another drawback is that transparent booking is neither discount nor distressed booking. Without the security of opaque booking, hotels are less likely to lower prices in fear of sparking a price war. (Kinchen, 2009)**

Explore Canalway should choose its model based on the scale of the package and the number of participating hotels. Ideally, the semi-opaque method would be utilized. This can only be achieved if Explore Canalway either extends to air service or has multiple hotels in one of the cities. Opaque booking should be used if there is no airline component and the supply of potential hotels is limited. Transparent booking should be avoided unless preferred hotels offer special Explore Canalway rates. Bottom line: Explore Canalway should choose the model that provides the lowest price point. According to a survey conducted by Travelocity in 2008, hotel price had the largest influence on hotel selection, besting location, chain loyalty, reviews and amenities. (Kinchen, 2009)

It is important to note the entertainment aspect of the package has no bearing on the style of booking. Because activities will be available buffet style, their individual effect on pricing will be a mystery. In this sense, all entertainment options should follow the transparent model.

Possibly the largest asset this service has to offer is its ability to offer a 'bottom line price'. A 'bottom line price' is the true cost of vacation after travel, lodging, entertainment and dining have been totaled. With Explore Canalway, tourists would have more than a strong itinerary of their excursion. They would have a solid sketch of the total cost of the trip. This feature, along with the seal of the trusted National Parks Service, would lend immediate credibility to package.

A Notion

Close your eyes again. Picture a couple: early forties, comfortable but not wealthy, kids at grandma's for the weekend. Their names are Adam and Amy Smith. The Smith's check into the Quaker Square Inn at 3 p.m. on Thursday afternoon. They spend the day at the Akron Art Museum, catch an early Dinner at Bricco then make it to Canal Park just in time to catch a double play that ends the top of the first inning. The next morning, the couple is out the door at 9 a.m. By 9:30, they have rented their bikes and are on their way to their guided garden tour at Stan Hywet Hall. At 1:30 p.m. they're back on their bikes and by 2 p.m. they're on the Towpath. A few hours later, the Smith's arrive at Settler's Landing. They check into the Radisson and find that their luggage is already in their room. Amy and Adam shower and head to Pickwick and Frolic for a meal followed by a comedy show at Hilarities.

The Smiths decided not to book anything until Saturday evening. They use their free time to cruise Euclid Avenue, scope the new Medical Mart and bike to the lakefront. At Amy's behest, the Smiths make an impromptu stop at the Rock and Roll Hall of Fame. Back on schedule, they use their reservations at Chinato's (pocketing the Open Table dining rewards points) and exploit the restaurant's shuttle to Playhouse Square. The Smith's were lucky enough to find tickets to The Adams Family on the Explore Canalway website and they soak in the musical at the State Theater. On

Sunday morning the couple return their bicycles in downtown Cleveland and take the RTA Rapid Transit to the airport.

On Monday, Big Jim Gibbs strides into Adam's office. Jim inquires about Adam's long weekend. To Jim's surprise, Adam cannot say enough about the getaway. Though he speaks highly of Northeast Ohio, he reserves his finest praise for Canalway Ohio.

Marketing the Ohio & Erie Canalway National Heritage Area

The most visible face the Ohio & Erie Canalway has with the public is a consistent, integrated signage program marking the Ohio & Erie Canalway America's Byway from Cleveland in the north to Dover and New Philadelphia in the south. The signage program has been funded through grants and coordinated with the engineers in Cuyahoga, Summit, Stark and Tuscarawas counties. More than 300 signs were installed in 2010. The project was made possible with a \$400,000 grant from the National Scenic Byways program. These signs are the first indicators that would give residents and visitors a clue they are in a special place and there is something to see.



Web Strategy

The Ohio & Erie Canalway Association has developed a website to promote the National Heritage Area, its website is, www.ohioanderiecanalway.com.

Visitors are encouraged to explore points of interest, create itineraries and mark their favorites. A detailed map shows where the three modes of transportation are – the Towpath, the Scenic Byway, and the Cuyahoga Valley Scenic Railroad. News postings appear to come from partner organizations in the heritage corridor, including Cuyahoga Valley National Park and the other park systems. An events calendar aggregates activities, too. It doesn't appear much news is generated by OECA itself.

The home page does explain the National Heritage Area designation enacted by Congress. The “Learn” section of the site presents the history behind the Ohio & Erie Canal and its significance to Ohio and the nation.

At the bottom of the home page are links to OECA's two founding grassroots organizations – Ohio Canal Corridor, based in Cleveland, and Ohio & Erie Canalway Coalition, based in Akron. These two organizations have their own fundraising events and supporting members and sponsors. Each has a separate communications strategy and news bulletin, printed and electronic.

Recommendations: Create a unified identity as two parts of the OECA's website, <http://www.ohioanderiecanalway.com/Home.aspx>, instead of links to totally separate websites, <http://www.ohiocanal.org/> and <http://www.ohioeriecanal.org/>. The navigation and look should be consistent. The two organizations should be two rooms in the OECA house instead of two separate houses. This is confusing for people searching for information about the Towpath Trail and the Canalway through search engines. The hierarchy of the organizations and relationships between them are not clear to casual visitors. OECA's site is more consumer friendly.

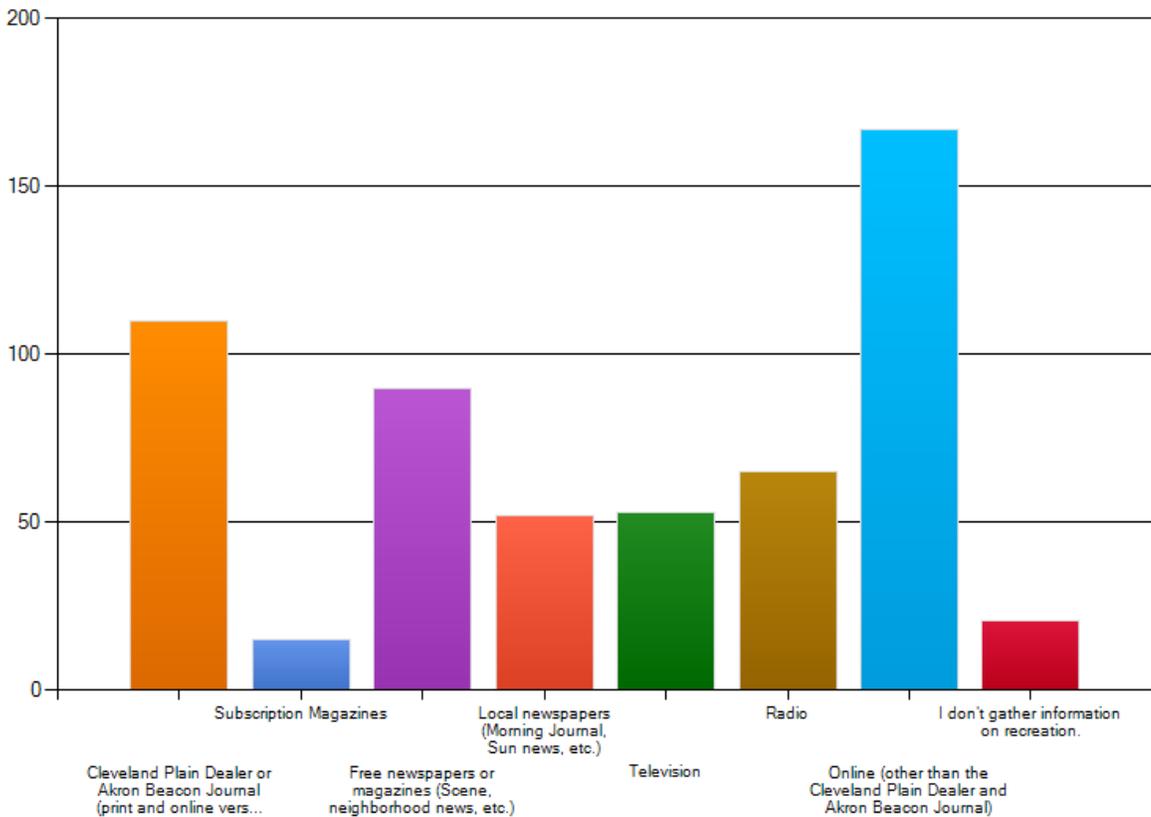
Social Media Strategy

Ohio Canal Corridor (OCC) has demonstrated some experience with Facebook and Twitter, using social media primarily to post announcements. But as of April 25, 2011, OCC had 200 followers on Twitter and 335 on Facebook, which isn't impressive for the metro area surrounding Cleveland. Ohio and Erie Canal Coalition (OECC) have barely done anything, with just 17 followers on Twitter and three on Facebook.

Web and social media strategies should become more important in the future, as more people use the Internet to research recreational and tourism pursuits. In fact, in the survey our class conducted, 64.5% of 259 respondents ranked online as their primary source for information on recreational activities, followed by large daily newspapers (Cleveland’s Plain Dealer and Akron Beacon Journal) as the second choice, 42.5%. Free, entertainment-oriented newspapers and magazines ranked third with 34.7% choosing these as a resource.

Recommendations: Take social media to the next level by doing more than posting announcements. Engage followers to share their experiences and pictures and rate the various destinations. Consider tapping passionate volunteers as bloggers. Capture the journey on the Towpath trail via YouTube. Become more aggressive in building numbers of followers. Promote mobile applications the National Park Service has developed, which include the Cuyahoga Valley National Park. Develop apps for the Ohio & Erie Canalway that promote attractions, area businesses and make it easy to plan excursions.

Where do you find information about recreational activities for you and/or your family?



SOURCE: Capstone Studio Survey, April 2011

Traditional Media Strategies

It is assumed OECA, OCC and OECC send press releases to and work with local media as part of their marketing strategies.

Recommendations: Take relationships with media partners to the next level for free marketing and public relations. In addition to working with key reporters and columnists, form partnerships at the executive level on both the editorial and commercial sides. Newspapers inherently want to support the communities they serve and can be the region's biggest boosters. In exchange for being named a partner/in-kind sponsor, negotiate opportunities for free advertising, in print and digital. Brainstorm special projects and put together a schedule for more routine editorial coverage. Make it easy for the editors by providing content on a regular basis. While print media ranked higher than radio and television, consider strategies to partner with broadcast media, too. Traditional mainstream media is the best vehicle to create local and regional awareness. Partner with publishers on printed guides that showcase the businesses and attractions in the National Heritage Area, especially along the National Scenic Byway and Towpath Trail, and gain free press run to hundreds of thousands of households.

Leverage Strategic Alliances

The Ohio & Erie Canalway Association needs to strengthen ties to the park systems, which own the land and maintain parts of the Towpath Trail and National Heritage Area. These include National Parks Service, Cuyahoga Valley National Park, Cleveland MetroParks, MetroParks serving Summit County and Stark Parks. OECA's future is closely linked with the parks. Each of these entities has a communications strategy to engage the public. A big part of branding Ohio & Erie Canalway is through impressions – seeing a look and logo over and over. Also, consider working more closely with the watershed groups, which are very grassroots oriented.

Recommendation: Brainstorm ways these partner organizations can help create more impressions and solidify the partnership in a mutually beneficial way. It could be as simple as including the respective logos in a supporting role on letterhead, websites and signage, prominently recognizing mutual support. OECA already promotes these partners' events. Encourage partners to promote their piece of the heritage puzzle with OECA.

Tap Into Tourism

OECA is off to a good start promoting tourism by having tools on its website that make it easier to explore attractions, mark favorites and create itineraries. But how do you get people to use this resource in the first place?

Recommendation: In addition to enlisting the leading local daily newspapers as champions, cultivate relationships with larger daily papers within a 350-mile radius of Cleveland and Akron. Work with their travel editors to place stories. The public is looking for affordable getaways that don't need to last an entire week. Rally around seasonal attractions and events, which can be a draw for long weekends and day trips.

Work with conventions and visitors bureaus in Cleveland, Akron and Canton to promote the National Heritage Area. Destinations that are already on their websites and in their literature could receive the Ohio & Erie Canalway logo on them, reinforcing the regional identity and national designation.

Partner with other National Heritage Areas within 350 miles or in a six-state area to promote reciprocal visitation. This could be especially effective going in together on advertising or seeking editorial coverage in travel and heritage publications. Another idea is partnering with a professional tour company to organize a menu of tours in the partnering National Heritage Areas. Other key organizations are the National Trust for Historic Preservation and its state affiliates, like Heritage Ohio, and historical societies. Also consider motorist associations, like AAA.

Fitness/Outdoor Recreation

The Towpath trail should appeal to anyone interested in health, wellness and physical fitness. This makes the Canalway relevant to anyone who is trying to improve the quality of life individually and collectively.

Recommendations: Recruit fitness ambassadors to promote the Towpath who could speak to all kinds of groups with the hook being the progress and potential that is being made and what individuals and families can do to enjoy these resources. They could be bloggers, pro athletes. A mix of sports celebrities and community role models would be great in testimonial ads. Distribute brochures and maps at bike shops and fitness centers. The Perks program mentioned in the strategic plan is a great one to encourage frequent users of the Towpath Trail and its amenities. The hospital systems in the corridor would be ideal sponsors and awareness generators.

Seek Outside Help

Although OECA and its two grassroots organizations have made great strides developing websites, communications strategies, events and partnerships and have hired a full-time marketing professional as an employee, it's time to take a fresh look at a comprehensive marketing plan. The last communications plan was published in 2003. A lot has changed with technology and capabilities since then.

Recommendations: Enlist the help of a public relations firm with a proven track record on branding and promotions to develop a new master communications plan for OECA, integrating branding across media and bringing the grassroots organizations under the OECA umbrella with a consistent look and feel. This work could be paid or pro bono. Once the master plan is created, consider working with marketing schools at leading universities in the area and have students compete for the winning campaign strategy for the coming year. Use the professionals for the long-term big picture and tap students for fresh, short-term ideas to try. OECA staff would then execute the plan.

CONCLUSION

In any project of large size, there is a process to follow in order to properly research, analyze and finally synthesize to arrive at meaningful, final recommendations. The Ohio & Erie Canalway Corridor has proven to be a truly educational experience. We had the honor and privilege of learning much about one of Ohio's premier resources, and how it came together with vision and dedication of people within the Corridor, such as Tim Donovan, Dan Rice and many others along the way. It is a Corridor that manages to operate with a diverse number of partners that include the City of Cleveland, city of Akron, Metro Parks in both Summit and Cuyahoga county (Cleveland), Stark County, the National Park Service, Watershed groups, Non profits and many other entities to make the Corridor a reality.

A great deal of hard work and coordination were required over a number of months to ultimately mold a constructive vision. Through combination of SWOT analysis, research and mapping out the entire Corridor for visual analysis, we were able to put together a meaningful business, project and strategic plan. Our resulting final product is intended to ensure the Ohio & Erie Canalway Corridor continues success into the future. Despite the reality of ensuing challenges, such as the threat of federal funding loss and road blocks to completion of the Towpath Trail to Lake Erie and downtown Cleveland, we believe with a combination of fortitude and innovative, creative thinkers will forge ahead to ensure the overall goals of this magnificent natural and manmade, historic, cultural and economic asset to the region.

We identified three primary issues that must be addressed. First, going forward changes are needed to the organizational structure to ensure OECA is functioning in a flexible, cohesive manner into the coming decades. Specifics of the recommendations were outlined under the Structure Section, and are intended to clarify the organizations that serve the Corridor with a unified purpose. This The second, directly related, is to develop consolidated, comprehensive marketing and labeling is to serve as a sole identifier of the Ohio & Erie Canalway Corridor as one. Third, there is a need for better connections to the Corridor from the many communities and urban neighborhoods that line the 110 miles of this impressive strip of green space.

Although the goals of the Ohio & Erie Canalway Corridor are multifaceted, a primary precedent is to tell the stories of the Canal era and preserve and pass on its legacy. These are stories of Northeast Ohio, the origins of the Connecticut Western Reserve Company that claimed the area in 1796 , and how the canal shaped the area, how it came to be, its' people, inovvative design, and construction and served as the first fast moving transport of goods, services and people. Further, how this 309 mile Ohio & Erie Canal, the first in Ohio, was the impetus to creation of an agricultural industry and eventually manufacturing, led to establishment of cities, such as Akron, and the growth of all it served, particularly Cleveland. The stories tell of how the region was transformed as a result of the canal and led to the area becoming one of the great industrial areas in the United States. Historically, the Ohio & Erie Canalway served as an economic driver, it was a key pathway between Eastern Ohio cities and provided connection to the Eastern and Western United States via waterways and other canals, move goods and services. , There exists yet again, opportunity for this same Canalway to serve as a huge economic driver for the region. Upon completion of the 110 mile Towpath Trail for walking and biking, the millions of people who live along it and the many more who live within a relatively short drive will benefit from this asset. Users of the trail create a diverse set of needs, as addressed previously in the document, providing economic opportunity for meeting those needs, including but not limited to heritage and eco-tourism. Entrepreneurs, as historically within the canal era, will rise up to meet this need and establish businesses for their livelihood. Correct coordination, adaptability and secured funding with the help of their partners will allow the Ohio & Erie Canalway Corridor Heritage Area to meet the needs of Northeast Ohio for the coming century and beyond.

A P P E N D I X



Maxine Goodman Levin College of Urban Affairs

Best Practices: The Ohio & Erie Canalway National Heritage Corridor

An Inventory Of Current Initiatives By Category:

1. Cultural Conservation – compiled by Michael McGarry
2. Cultural Education – compiled by Hannah Belsito
3. Preservation and Stewardship – compiled by Jon Baughman
4. Marketing Heritage Tourism – compiled by Delilah Onofrey
5. River Protection – compiled by Delilah Onofrey
6. Natural Resource Management – compiled by Hannah Belsito
7. Cultural Resource Management – compiled by Michael McGarry
8. Community Revitalization – compiled by Jon Baughman
9. Strategic Engagement – compiled by Michael McGarry

Cultural Conservation

The following cultural attractions have been conserved within the Ohio & Erie Canalway Heritage Corridor. A brief statement about each identifies their cultural significance.

- **Akron Civic Theatre** – In 2002, the Akron Civic Theater underwent the most massive expansion in its 75 year history. The \$22.5 million dollar project includes the renovation and expansion of lobbies, concessions and restroom facilities. It is located in the downtown area of Akron as a pillar of their cultural heritage and is a major entertainment attraction for Akronites and Ohio residents alike.
<http://www.akroncivic.com/>
- **Akron Zoo** – A large 700 animal zoo featuring lemurs, bats, jaguars and leopards and 16 world class exhibits. The land on which the zoo sits was donated by George and

Ann Perkins as part of the Perkins woods park and dates back to 1900. In 1953, it began as a children's zoo in conjunction with a nearby museum. Today, the zoo still is a major point of attraction to Akron and a cultural masterpiece.

<http://www.akronzoo.org/>

- **Anna Dean Farm Buildings** – The Anna Dean Farm Buildings are a part of the O.C. Barber estate. O.C. Barber was one of the premier industrialists of his time (a legacy of industrial wealth in Akron). He created “America’s finest farm” in 1909, which was in full operation until 1920. Today, only 8 of the original 35 buildings still stand, but it is still a treasure and a great example of the prosperity of Akron’s past. <http://www.annadeanfarm.com/>
- **Blossom Music Center** – The Blossom Music Center re-opened in 1968 in Cuyahoga Falls, OH. The amphitheater was originally built as the home of the Cleveland Orchestra and now plays to a large number of popular musical acts and various other performing artists in the Cleveland Metro area. The Blossom Music Center recently went through a major \$17 million renovation that was completed before the 2003 season. <http://www.blossom-music-center.org/>
- **Cascade Locks Park** – It is an industrial heritage park that tells the story of Akron’s industrial past. It has been used as a tool to revitalize downtown Akron and its locks date back a full century. <http://www.cascadelocks.org/>
- **Cleveland Botanical Garden** – Founded in 1930 as a community garden, it has grown quite a bit in size and has become a treasure of University Circle and Cleveland as a whole. It extends 10 acres through University Circle and has become a key educational tool for Cleveland area youth and has even entered into a co-op program with Green Corps. <http://www.cb garden.org/visit/gardens.html>
- **Cleveland Metroparks Zoo** – It is a staple of the olde Brooklyn neighborhood in Cleveland. This large zoo is home to 3,000 animals representing 600 species. A rainforest exhibit and the experience of Australia are amongst the reasons why the Cleveland zoo remains one of the more popular zoos in the U.S. <http://www.clemetzoo.com/>
- **Cleveland Museum of Art** – Founded in 1913 as an urban amenity to be enjoyed by all people for decades to come. It actually opened in 1916 with funding from industrial magnates Hinman B. Hurlbut, John Huntington and Horace Kelley. It was built on land donated by James Wade from Wade Park. The Museum, from the very beginning, pioneered a number of programs for adults and children that still run today. This is one of Cleveland’s most beloved cultural amenities and a big draw for affluent visitors. <http://www.clevelandart.org/>
- **Cleveland Museum of Natural History** – Founded in 1920, Cleveland’s finest natural history museum still serves the community with anthropology exhibits, a new planetarium and much more. It remains a key asset within University Circle and

- is a key cultural attraction. These and the various other museums were the inspiration behind the Euclid Corridor Project, to make Cleveland's cultural amenities more accessible to all. <http://www.cmnh.org/site/Index.aspx>
- **Dunham Tavern museum** – One of the oldest cultural items within Cleveland, it dates back to 1819 from the time of the original Western Reserve movement. Rufus Dunham was the original owner of this humble looking abode. Cleveland officials are currently trying to find better ways to utilize the real estate around Dunham Tavern on the east side. <http://dunhamtavern.org/>
 - **Great Lakes Science Center** - The Great Lakes Science Center was a huge part of the movement to make better use of the Cleveland's "gold coast" back in the early 1990s, alongside the Rock & Roll Hall of Fame and Cleveland Browns stadium. It is a major aspect of Cleveland tourism and figures to be a part of future development along the lakefront. <http://www.glsc.org/>
 - **Hale Farm & Village** – This farm and village represents a treasured cultural heritage site that is difficult to find in the 21st century. The village dates back to a pre civil war period in the 19th century and exists as a fully functioning 19th century town with people in appropriate dress and artisans. A key feature to the heritage corridor, it will continue to be a key component of marketing the Ohio & Erie Canalway Heritage Corridor. <http://www.wrhs.org/index.php/hale>
 - **Historic Tremont Neighborhood** – This is one of Cleveland's oldest and most historic neighborhoods with a large eastern European population featuring tree lined streets, Victorian homes dating back to the 19th century and a wide array of boutiques and restaurants. It is also the predetermined destination for the Towpath Trail, a key feature of the Ohio and Erie Canalway project. <http://cleveland.about.com/od/neighborhoods/p/tremont.htm>
 - **Richard Howe House** – The House of Richard Howe dates back to 1825 when he was a prominent engineer in Akron. It is located next to the Towpath Trail and the Ohio & Erie Canal. It serves as a visitor's center and has proven to be a valuable monument within the Corridor. <http://www.ohioeriecanal.org/howehouse.html>
 - **John S. Knight Center** – This is an Akron anchoring, landmark and will be for years to come. It is a very contemporary/futuristic designed convention center spanning an incredible 123,000 square feet that holds many large events each year right in the center of Akron. The facility features state of the art video streaming and conferencing and figures to be a major attraction for visitors and the business community alike through the coming decades. <http://www.visitakron-summit.org/DefaultJSK.aspx>
 - **Lakeview Cemetery** – Located in the vibrant University Circle area, it first opened up in 1869. This is considered by many to be "Cleveland's Outdoor Museum and Arboretum." It's Cleveland's historical, horticultural, architectural, sculptural and

geological gem. It holds 104,000 people as their “final resting place” and is held on an impressive piece of land. Although cemeteries are not typically seen as “culturally significant”, one this historic in nature and within the historic University Circle and its various other amenities makes it something people will want to go see for many, many years. <http://www.lakeviewcemetery.com/index.php>

- **Lock 39 (Independence)** – It marks the 11th mile of the Canalway. It can be seen from the Cuyahoga Valley Scenic railroad. Good example of well preserved history. http://en.wikipedia.org/wiki/Cuyahoga_Valley_Scenic_Railroad
- **Munroe Falls Historical Museum** – A museum in the middle of the small village of Munroe Falls just north of Akron. This museum contains a wealth of historical artifacts dating back to the mid 19th century. The city itself dates back to 1809 and is home to a great deal of historic buildings. http://www.munroefalls.com/index.php?option=com_content&task=view&id=48&Itemid=45
- **National Inventors Hall of Fame** – This concept was built upon the legacy of the Cuyahoga Valley being home to some of the most inventive people in the 19th and early 20th century in the United States and the World. Its location in downtown Akron is part of Akron’s ever growing desire to have their downtown area be a destination for tourists and visitors. Each year, a select few inventors are elected in, based on their contributions to society in the form of invention. http://www.invent.org/hall_of_fame/1_0_0_hall_of_fame.asp
- **Northside District (Akron)** – It was once Akron’s most thriving and populous Italian neighborhood. It still displays many of the cultural clues indicating what this historic neighborhood had to offer. Pizzerias, Italian restaurants and various other culinary establishments line the streets. This neighborhood has significance, much like Tremont in Cleveland, for its historic nature, European heritage and being within close proximity of the Ohio & Erie Canal. <http://www.rubberbuzz.com/northside/>
- **Perkins Stone Mansion & John Brown House** – The Simon Perkins House dates back to 1837, the son of the great Akron Simon Perkins. This house is one of the best examples of Greek revival architecture that all of Ohio has to offer from this time period. In very close proximity to this gem, there is also the John Brown House, home of the great pre civil war abolitionist. This house was newly renovated and opened this year as part of a consistent effort to plug the history of Akron, OH and its famous former residents of yesteryear. <http://events.ohio.com/akron-oh/venues/show/72039-simon-perkins-stone-mansion>
- **Playhouse Square Center** – This impressive theater is the largest outside of New York City and is truly one of the best examples of Cleveland’s prosperous past. It has undergone one of the largest renovations. It hosts shows ranging from Broadway

- shows to children's entertainment. Over 1 million people visit Playhouse Square each year and a Cleveland State University study has revealed that it brings \$43 million dollars in local economic impact each year. It is the anchor of a very glamorous, old school entertainment district that still does very well in Cleveland. <http://www.playhousesquare.org/default.asp?playhousesquare=16&urlkeyword=About-PlayhouseSquare>
- **Quaker Square** – Originally home to 36 silos owned by the Quakers. In 1932, they were transformed into a luxury hotel which still stands today. Home to the Crown Plaza Hotel and Quaker Square mall. A big draw for “out of town” tourism and another opportunity for the Heritage Corridor to capitalize on. <http://cleveland.about.com/od/akronattractions/p/quakersquare.htm>
 - **Rock & Roll Hall of Fame & Museum** – The Rock Hall of Fame is a primary example of Cleveland's contributions to music, especially rock & roll. Opened in 1995, it has become a huge part of the lakefront revitalization efforts. It brings in millions of visitors per year and it has proven to be a great economic development tool for the city of Cleveland. <http://rockhall.com/>
 - **Rockefeller Park Greenhouse** – John D. Rockefeller gave a large portion of land to the city in 1902 for park space. This 279 acre piece of land soon became home to a greenhouse within its first 15 years of existence. This was originally done by the city for growing flowers. By the 1960s, one of the premier Japanese gardens was grown within the greenhouse and it has proven to be a key cultural attraction on the east side. <http://www.rockefellergreenhouse.org/>
 - **Rockside Station (Cuyahoga Valley Scenic Railroad)** – It is a prominent station of the Cuyahoga Valley Scenic railroad located in Independence, OH. A historic station by nature and a large draw to users of the railroad. <http://events.ohio.com/independence-oh/venues/show/165481-cuyahoga-valley-scenic-railroad-rockside-station>
 - **Severance Hall** – Built in 1931, it is considered by many to be one of the many music aficionados, as one of the most beautiful concert halls in the U.S. It underwent a \$36 million renovation between 1998-2000 and promotes more tourism for downtown Cleveland. The world famous Cleveland orchestra is the main tenant of this historic building but it has hosted various other performers as well. <http://www.clevelandorchestra.com/about/about-severance-hall.aspx>
 - **Stan Hywet Hall & Gardens** – This magnificent hall is a creation made possible by F.A. Seiberling and his wife Gertrude, who both loved architecture. Mr. Seiberling's claim to fame was as the founder of the Goodyear Tire Company and this historic relic is a monument to arguably one of the most famous residents of Akron history. Many would argue that F.A. Seiberling is the whole reason Akron is even a mid-sized

industrial city. His memory lives on through this hall and its gardens.

<http://www.stanhywet.org/article/article.aspx>

- **Stanford House Hostel** – A historic farm house was converted into a hostel that houses 33 people per night in the heart of the Cuyahoga Valley in the town of Northfield, OH.
<http://www.ohioandieriecanalway.com/Attractions/Stanford%20House%20Hostel.aspx>
- **Steamship William G. Mather Museum** – The steamship Mather was built in 1925 and is 618 ft. in length. It is noted as one of the key attractions along the lakefront of Cleveland, OH with the Rock & Roll Hall of Fame, Great Lakes Science Center and Browns Stadium.
<http://www.ohioandieriecanalway.com/Attractions/Steamship%20William%20G%20Mather.aspx>
- **Stearns Homestead and Parma Historic Farm** – It is a 48 acre historic farm that is owned and operated by the city of Parma. The two Stearns homes date back to 1855 and the Gibbs house to 1920. It has a country store, a meeting cabin, live animals and gives a look back at farm life more than 150 years ago. A key historic feature of Parma.
<http://www.parma-oh.com/stearns/stearns.html>
- **Summit Artspace Gallery** – This is Akron’s premier art gallery and much like most of Akron’s most visited attractions, sits directly downtown. A number of art programs that work with the community are run out this architecturally sharp and contemporary gallery. Yet another way in which Akron is attempting to bring more economic development to their city. <http://www.summitartspace.org/about.html>
- **The Conrad Botzum Farmstead** – It is located in the thick of the Cuyahoga Valley National Park, but also within the city limits of Akron, despite its very well maintained rural look. It has been to host everything from weddings to concerts featuring semi-classical music. It is a very short distance from downtown Akron and gives city people a means to get out of the urban environment seasonable times of year. <http://www.botzum.org/site/>
- **Thornburg Station** – one of the best known stops on the Cuyahoga Valley scenic railroad. It was a common place for shopping and gathering for people in the 1820s and still functions today in a retail capacity. It is very quaint and picturesque and an excellent example of preservation done right.
<http://www.cuyahogavalley.net/thornburg.html>
- **Ukrainian Museum** – Back during Cleveland’s time as an industrial giant, it used to be home to a rather large Ukrainian immigrant population. In the 1950s, a couple of displaced scholars founded the museums with a number of rare artifacts from the Ukrainian community and wished to tell the story of Ukrainians in America. The

museum still exists in Cleveland today and shows the rich, ethnic mosaic that Cleveland has had throughout its existence as an urban metropolis.

<http://www.umacleveland.org/index1.php>

- **Weathervane Playhouse** – Located in Akron’s Merriman Valley, The Weathervane has been Akron’s community theater of choice since 1935. It brings a strong historic and cultural presence to Akron.
<http://www.weathervaneplayhouse.com/education.asp>
- **Westside Market** – This historic marketplace dates back to the 1840s when it served as an open air market to the near Westside community. Since then, it was dedicated with its well known 137 foot clock tower, features over 100 different types of ethnic cuisine and illustrates the great diversity of Cleveland today and in its storied past.
<http://www.westsidemarket.org/about.html>
- **Western Reserve Historical Society** – This society was founded in 1867 for future generations to remember the migration of original Connecticut natives as part of the Western Reserve land Company. Its purpose is to bring a sense of history to the whole region and recall the roots of northeast Ohio. A prominent organization.
<http://www.wrhs.org/>

Cultural Education

These organizations provide educational outreach concerned with a group's cultural, social, intellectual, or artistic heritage.

- **Akron Museum of Art, Akron, OH** - The Akron Art Museum is located in the heart of Akron, Ohio. The unique design of the building and alluring displays of art inside draw people to the museum.
<http://www.akronartmuseum.org>
- **Howe House, Akron, OH** - The newly renovated Howe House, once the family home of the chief resident engineer of the canalway, Richard Howe. Today, Howe House serves as the offices for the Ohio and Erie Canalway.
<http://www.ohioanderiecanalway.com/Attractions/Akron%20History%20Exhibit.asp>

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- **Boston Store, Peninsula, OH** - Located in Cuyahoga Valley National Park, the Boston Store building is now a canal boat-building museum, featuring exhibits on all aspects of that business. The building was originally constructed circa 1836 to house the Boston Land and Manufacturing Company Store. Since then, it has served as a warehouse, store, post office and gathering place. Today, the Boston Store also offers visitor information, a public meeting room available for rent and a small sales area. The exhibit at the store tells the story of canal boat building in the valley.

<http://www.nps.gov/cuva/planyourvisit/hours.htm>

- **Canal Visitor Center, Valley View, OH** - Start your visit to Cuyahoga Valley National Park at Canal Visitor Center. Welcoming rangers and volunteers will help you plan and get the most from your visit to the park. Exhibits illustrate 12,000 years of history in the valley, including the history of the Ohio & Erie Canal. The canal-era building once served canal boat passengers waiting to pass through Canal Lock 38. Lock demonstrations are conducted seasonally on weekends. A bookstore provides in-depth books and materials about the park.
<http://www.ohioanderiecanalway.com/Attractions/Canal%20Visitor%20Center.aspx>
- **Cascade Locks Park, Akron, OH** - The Cascade Locks Park is an industrial heritage park which tells the story of Akron from the early frontier days to canal days through the industrial rise of the city. Cascade Locks Park is an integral part of the Ohio & Erie National Heritage Canalway and has sparked the revitalization of Akron's downtown neighborhood. Learn more by exploring their site and links to efforts in the neighborhood and throughout the Canalway. <http://www.cascadelocks.org>
- **Cleveland Museum of Art, Cleveland, OH** - See internationally-recognized works of art in this stellar collection, including a special Egyptian room, an armor court, and Impressionist masterpieces. <http://www.clemusart.com>
- **Crown Point Ecology Center, Bath, OH** - a 130-acre historic farmstead in Bath, Ohio. It overlooks the Cuyahoga Valley and Cuyahoga Valley National Park. The property consists of a 10-acre Certified Organic farm, woodlands, meadows and a wetland-pond ecosystem. The mission statement of Crown Point is to demonstrate the practical applications of ecology; and to connect spirituality, social justice and environmental protection. The mission promotes four guiding principles: *Community, Sustainability, Justice and Spirituality*. Crown Point demonstrates its mission and principles through education and sustainable agriculture programs. <http://www.crownpt.org>
- **Cuyahoga Valley National Park, Brecksville, OH** - The only national park in Ohio, Cuyahoga Valley National Park encompasses 33,000 acres along the Cuyahoga River between Cleveland and Akron. Managed by the National Park Service, the park combines nature, history, scenery and recreation in one setting.
<http://www.nps.gov/cuva>
- **The Peninsula Depot Visitor Center, Peninsula, OH** - An information and orientation facility developed to help visitors explore Cuyahoga Valley National Park, Cuyahoga Valley Scenic Railroad, the Village of Peninsula and the Ohio & Erie Canalway. The building is an original depot from the Valley Railway, which opened in 1880. Originally the Boston Mill Depot, it was moved to Peninsula in the early 1970s.

<http://www.ohioanderiecanalway.com/Attractions/Cuyahoga%20Valley%20Railroad.aspx>

- **Deep Lock Quarry Metro Park, Peninsula, OH** - This 73-acre park contains Lock 28, the deepest lock on the Ohio & Erie Canal, and an old quarry from which blocks of Berea sandstone were cut to build canal locks and other local structures. The park is home to more Ohio buckeye trees than any other Metro Park in Summit County.
<http://www.summitmetroparks.org>
- **Dunham Tavern Museum, Cleveland, OH** - Once a stagecoach stop on the Buffalo-Cleveland-Detroit Post Road, today the museum is the oldest building still standing on its original site in the City of Cleveland. The museum and its gardens offer insight into the lives of early Ohio settlers and travelers.
<http://www.dunhamtavern.org>
- **F. A. Seiberling Nature Realm, Akron, OH** - a 104-acre natural area with three hiking trails, several ponds and gardens, a prairie, an arboretum featuring more than 300 species of shrubs and trees, and a visitor center. Dogs are not permitted. The Nature Realm is named in honor of Frank A. Seiberling, co-founder of Akron's Goodyear Tire & Rubber Company and an early Metro Parks commissioner who donated more than 500 acres to help establish Sand Run Metro Park.
<http://www.summitmetroparks.org>
- **The Frazee House, Valley View, OH** - constructed in 1825 and 1826, the same years the northern section of the Ohio & Erie Canal was built. It is a fine example of an early, Federal-style Western Reserve home and features exhibits relating to architectural styles, construction techniques, and the Frazee family.
<http://www.ohioanderiecanalway.com/Attractions/Frazee%20House%20and%20Trailhead.aspx>
- **Garfield Nature Center, Garfield Heights, OH** - Opened in 1987, Garfield Park Nature Center hosts a variety of natural and historic exhibits, including a live honeybee display. The nature center is home to the annual BugFest event. A fully accessible wildlife garden, adjacent to the nature center, contains a variety of flowering plants, shrubs and evergreens that attract wildlife year-round. Over two miles of all purpose trails circle the reservation, highlighting diverse habitats. Points of interest such as the old "iron spring" and natural features can be found throughout the reservation. A meadow near Old Birch Picnic Area provides open space habitat for wildflowers, birds and mammals. Ridgetop Trail traverses the rim of the valley with views of a reclaimed riverbed below. <http://www.clevelandmetroparks.com>
- **Great Lakes Science Center, Cleveland, OH** - This interactive science museum features more than 400 hands-on exhibits, OMNIMAX films, daily demonstrations and educational programs. <http://www.greatscience.com>

- **Hale Farm & Village, Bath, OH** - An outdoor, living history museum that depicts daily life for residents of Northern Ohio during the mid-19th century, with an emphasis on life during the years of the American Civil War. The site features 21 historic buildings to tour, costumed interpreters and craftsman, gardens and farm animals.
<http://www.wrhs.org>
- **Happy Days Visitor Center, Peninsula, OH** - Start your visit to Cuyahoga Valley National Park at Happy Days Visitor Center. Welcoming rangers and volunteers will help you plan and get the most from your visit to the park. Happy Days Visitor Center was constructed by the Civilian Conservation Corps in 1938 and 1939 for use as a summer camp for Akron youth. Today, it hosts diverse performances and special events. A bookstore provides in-depth books and materials about the park.
<http://www.nps.gov/cuva>
- **Hower House Victorian Mansion, Akron, OH** - Built in 1871 by John Henry Hower, a leading Akron industrialist. Now open for tours, teas and special events.
<http://www.uakron.edu/howerhse/>
- **Hunt Farm Visitor Information Center, Peninsula, OH** - Hunt Farm is typical of the small family farms that dotted the Cuyahoga Valley in the late 19th century. Here you can get information about park activities and see exhibits about the area's agricultural history. Next to the Ohio & Erie Canal Towpath Trail, it is an ideal starting point for a hike or bicycle ride.
<http://www.ohioanderiecanalway.com/Attractions/Hunt%20Farm%20Visitor%20Center.aspx>
- **Lorenzo Carter Cabin, Cleveland, OH** - Lorenzo Carter was Cleveland's first permanent settler. This building served as both the city jail and inn.
<http://www.ohioanderiecanalway.com/Attractions/Lorenzo%20Carter%20Cabin.aspx>
- **Mill Creek Falls History Center, Cleveland, OH** - Housed in a beautifully restored 1894 Folk Victorian, the Mill Creek Falls History Center preserves and proudly presents the history of Southeast Cleveland. With three rooms full of neighborhood history and a research library on the second floor, the Mill Creek Falls History Center is a must-see attraction for those interested in the history of Cleveland and its residents.
<http://www.slavicvillagehistory.org>
- **Mill Creek Falls, Cleveland, OH** - Mill Creek Falls is an awesome 48 foot waterfall, the tallest in Cuyahoga County. Surrounded by industry and housing, it was virtually unknown, until the area was acquired by Cleveland Metroparks, improved and opened to the public in 2002. Mill Creek Falls powered the first grist mills in Northeast Ohio (built in 1799) enabling the early settlements and growth of the village of Newburgh. It wasn't until the Ohio & Erie Canal opened in 1827 that the

population of Cleveland outpaced Newburgh. Later this area was the site of the first steel mill in the county. The Mill Creek Falls History Center, located in the Historic Briila House, is located close to the Falls. <http://www.clevelandmetroparks.com>

- **Munroe Falls Historical Society, Munroe Falls, OH** - Munroe Falls Historical Society maintains a museum in a historic house next to the Gerald L. Hupp City Center Complex. The museum collection contains local history memorabilia and a variety of exhibits that display Munroe Falls' growth from a river settlement in 1809 to city status today. Visitors can view a 200-year old working weaving loom, an early 1900s Victorian parlor and a general store. The library collection is a reference library containing volumes pertaining to the history of Ohio including Summit County, Akron, Brimfield, Cuyahoga Falls, Hudson, Twinsburg, Northampton, Tallmadge, Stow and Munroe Falls. Visitors can also explore a news clipping file, photographs, miscellaneous maps, burial records and genealogical materials. http://www.munroefalls.com//index.php?option=com_content&task=category§ionid=14&id=32&Itemid=45
- **Cleveland Museum of Natural History, Cleveland, OH** - Learn in a fun environment with dinosaur bones, gems, anthropology exhibits, a new planetarium and more. <http://www.cmnh.org>
- **The Mustill Store and House, Akron, OH** - A visitor center and museum on the Towpath Trail. It is the last combination residence and commercial structure of its kind along the Ohio & Erie Canal. The indoor exhibits relay Akron's rise from a frontier to an industrial power. <http://www.cascadelocks.org>
- **National Inventors Hall of Fame, Akron, OH** – http://www.invent.org/about_invent_now/4_3_0_museum.asp
- **Ohio & Erie Canal Reservation, Cuyahoga Heights, OH** - Located on 325 acres in Cleveland's industrial heart, through the villages of Cuyahoga Heights and Valley View, the Ohio & Erie Canal Reservation offers unique opportunities for discovery. Tucked amid the Shortline railroad trestle, pipelines and steel mills are the lush fields and forests of the river valley. The reservation follows a portion of its namesake, the historic 309-mile Ohio & Erie Canal. Together with the Cuyahoga River, the northernmost remaining 4.4 miles of watered canal provides wildlife management areas, fishing opportunities and scenic beauty. Picnicking, hiking trails and a 7.2 mile Towpath Trail links the reservation with the Cuyahoga Valley National Park. The complicated relationships between people, industry and nature are explored through indoor exhibits and interpretive programming at the Leonard Krieger CanalWay Center. The trails around the center are paved for easy access. The center also features a multi-purpose room available for public functions and EarthWords, a nature shop of Cleveland Metroparks. <http://www.clevelandmetroparks.com>

- **Perkins Stone Mansion & John Brown House, Akron, OH** - Summit County Historical Society is entrusted with preserving and interpreting the rich history of our area. We invite you to visit us and learn about the people and events which have influenced our community. Perkins Stone Mansion, an 1837 Greek Revival home, portrays Akron's founding family during Victorian American. The John Brown House features the famed abolitionist, canals in the county and changing exhibit galleries.
<http://www.summithistory.org>
- **Rockefeller Park Greenhouse, Cleveland, OH** - Visitors can see more than 20 gardens representing the diverse cultures of the Cleveland area.
<http://www.rockefellergreenhouse.org>
- **Stan Hywet Hall & Gardens , Akron, OH** - Built by F.A. Seiberling in 1912, this 65-room country estate sits on 70 acres and has beautiful gardens and a butterfly house.
<http://www.stanhywet.org>
- **Stearns Homestead and Parma Historic Farm, Parma, OH** - Stearns Homestead is a 48-acre site located in the heart of Parma, Ohio. It was the last remaining working farm in Parma when purchased by the City of Parma in 1980. The farm with buildings and two houses was leased to the Parma Area Historical Society, which operates it as an educational and historic farm. The Stearns House (1855) and the Gibbs House (1920) are operated as museums. A Country Store, gardens, farm animals, and the Yankee-style barn offer a memorable visit to Parma's past.
<http://www.parma-oh.com/stearns/stearns.html>
- **The American Toy & Marble, Akron, OH** - Museum dedicated to the invention and history of marbles.
<http://www.akronmarbles.com>
- **Washington Reservation, Cleveland, OH** - Located in the Village of Newburgh Heights and the City of Cleveland, though small in size, the 59-acre Washington Reservation has a big impact on the community. Cleveland Municipal Schools operate the successful Washington Park Horticultural Center. The reservation also hosts the Washington Golf Learning Center, home of the First Tee of Cleveland, an organization that positively impacts young people by teaching life skills through the game of golf.
<http://www.clevelandmetroparks.com>
- **The Western Reserve Historical Society (WRHS), Cleveland, OH** - Located in University Circle, Cleveland's renowned arts and cultural district. The Society's headquarters house an extraordinary group of distinguished collections including The Crawford Auto-Aviation Museum, nearly 200 vintage and antique automobiles and airplanes; The Halle Costume Wing, which houses over 30,000 garments from the late 1700s to the present; The Hay-McKinney Mansion, a 1911 masterpiece

where visitors can tour luxurious turn-of-the-century parlors and living areas; and the Library, where over 20 million archives and manuscripts are available for all interested in genealogical research or any aspect of Northeast Ohio history.

<http://www.wrhs.org>

Preservation and Stewardship

The following initiatives focus on the protection and management of built and natural assets.

- **Ohio Canal Corridor** – Entity responsible for the northern portion of the Ohio & Erie Canal. Goals of the organization are to create a park from New Philadelphia through downtown Cleveland while promoting historic preservation, recreational opportunities, and economic development.
- **Great Lakes Restoration Initiative Funds** – Ohio Canal Corridor secured \$3 million through the Great Lakes Restoration to secure two parcels on the Scranton Peninsula for the towpath to pass through. Additionally, work will be done to promote a healthy fish habitat and to stabilize the riverbank. www.ohiocanal.org
- **Ohio & Erie Canalway Coalition** – Entity responsible for the southern portion of the Ohio & Erie Canal. Established in 1989, the Coalition’s goals include preserving and interpreting the corridors natural, historic, and recreational amenities. www.ohioeriecanal.org
- **National Park Service** – Recognizes the Ohio Erie Canal National Heritage Corridor. Achieves preservation goals through combinations of programs offered by government, not for profit organizations and strong private sector support and provides technical assistance for historic preservation projects and structures. The National Park Service website contains a list and information on all of the historic districts and historic structures found within and around the Ohio Erie Canal National Heritage Corridor. www.nps.gov/nr/travel/ohioeriecanal/preservation
- **Ohio & Erie Canalway Association** – Organization designated by Congress to manage Ohio & Erie Canal National Heritage Canalway by developing a management plan and overseeing a matching grant program to promote implementation of the plan. www.ohioanderiecanalway.com
- **Cleveland Restoration Society** – The Cleveland Restoration Society is one of Northeast Ohio’s major assets in the historic preservation field. The primary goal of the Restoration Society is to create vibrant, economically healthy communities

through preservation of notable historic structures. The Restoration Society achieves its goal through partnerships with community leaders. The Restoration Society also assists property owners to be good stewards of their property by encouraging and assisting the proper maintenance techniques.

www.clevelandrestoration.org

- **National Trust for Historic Preservation** – A national organization that provides assistance with all aspects of historic preservation. Including: information regarding grants and loans, technical assistance, case studies, legal resources, and preservation teaching resources. www.preservationnation.org
- **Peninsula Historic District** – The historic district extends along Main Street and contains many examples of early nineteenth century architecture. Several canal-era structures are within the historic district as well. www.explorepenninsula.com
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Boston Mills Historic District** – Located within the Cuyahoga Valley National Park the Village of Boston Mills represents the early nineteenth century canal era as well as the early twentieth century industrial era. The Boston Company Store now serves as a visitor center and canal boat building museum.
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Jaite Mill Historic District** – The Jaite Mill Historic District is an example of an early twentieth century company town. Built for the Jaite Paper Mill which was located adjacent to the Ohio & Erie Canal and the B&O Railroad. Jaite did not evolve into a larger town like other company towns and today serves as administrative headquarters for the Cuyahoga Valley National Park.
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Stephen Frazee House** – The Stephen Frazee House is one of the two earliest brick houses in the lower Cuyahoga Valley. It is an element of the area that provides a glimpse of Western Reserve culture and life.
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Warszawa Historic District** - This was the primary neighborhood of Cleveland's large Polish immigrant population. The neighborhood contains a mixture of Queen Anne residences and a variety of early twentieth century commercial buildings.
www.slavicvillage.org
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Broadway Avenue Historic District** – This district contains 43 buildings in a commercial district that were built between 1888 and 1930. Many buildings contain notable architectural details. This neighborhood was the home of Cleveland's large Czech population. www.nps.gov/nr/travel/ohioeriecanal/bos.htm

- **Brooklyn Centre Historic District** – This historic neighborhood located on the near southwest side of Cleveland illustrates the urbanization of America. Brooklyn Centre is located just north of Big Creek Valley. Most of the structures in the neighborhood were completed by 1915 with the arrival of a streetcar line.
www.brooklyncentre.org
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Jones Home for Children** – The Jones Home was constructed in Cleveland on West 25th Street in 1903 and is an outstanding example of early twentieth century institutional architecture. Currently still used for institutional purposes.
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Tremont Historic District** – Located directly south of downtown Cleveland, Tremont is an ethnic neighborhood filled with many churches and architectural styles. Also, Tremont is bordered by the industrial valley where many immigrants came to work.
www.restoretremont.com
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Ohio City Preservation District** – This district is composed of 25 blocks and is located on Cleveland’s near west side. Originally settled by Irish and German immigrants who worked on the canal. Ohio City contains many examples of Federal, Greek Revival, and Gothic Revival architecture. www.ohiocity.com
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Irishtown Bend Archeological District** – This district was initially settled by Irish immigrants whom arrived to work on the canal. Gradually people moved out of the area and, currently, few of the original structures remain. The area remains a significant location because of the history preserved in the ground. Through archeological digs at the site, information about the families who lived their can be obtained.
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Franklin Boulevard – West Clinton Avenue Historic District** – This district was one of Cleveland’s first wealthy neighborhoods. Because of the wealth created by Cleveland’s industrial development the neighborhood contains fine examples of housing wealthy Clevelanders resided in during the mid to late nineteenth century.
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Dunham Tavern** – Located on Euclid Avenue in Cleveland, Dunham Tavern is the oldest building standing on its original site in the city. The building is an early example of wood frame mortise and tenon construction.
www.nps.gov/nr/travel/ohioeriecanal/bos.htm

- **Playhouse Square Group** – This is a rare surviving cluster of post WWI theaters. All are architecturally noteworthy and constructed in the Renaissance Revival style. www.playhousesquare.org
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Lower Prospect – Huron Historic District** – This district was downtown Cleveland’s second “center” after public square. The intersection of the streets forms a six point intersection that makes for unique building plans and vistas. The Neoclassical style of architecture predominates. www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **East Fourth Street Historic District** - This is the only solid block of early twentieth century buildings in downtown Cleveland. It is a narrow space that caters mainly to pedestrian rather than vehicular traffic and highlights Chicago-style commercial architecture. www.east4thstreet.com
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **May Company** – One of only four Cleveland buildings designed by Daniel Burnham. This building is an example of the Chicago school of architecture. The building contains a two story addition by the same architectural firm that designed the Terminal Tower.
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Cleveland Public Square** – Public Square is a remnant of eighteenth century New England town planning. It was also the first planned site in Cleveland; the area where Cleveland began. The square contains the 1894 Soldiers and Sailors Monument.
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Old Stone Church** – This is an early example of Romanesque Revival architecture built in 1853. It is, also, one of the best remaining designs by Cleveland architects Heard and Porter. www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Warehouse District** – The Warehouse District is a Victorian-era city-scape developed after the Civil War. The district encompasses 55 acres and 70 buildings.
www.warehousedistrict.org
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Valley Railway Historic District** – The Valley Railway was constructed in 1880 to link Cleveland’s steel industry to the coal fields of the Tuscarawas River valley. Today the Cuyahoga Valley Scenic Railway follows a path through much of the Cuyahoga Valley National Park. www.cvsr.com
www.nps.gov/nr/travel/ohioeriecanal/bos.htm

- **Everett Historic District** - Everett is a small hamlet located in the Cuyahoga National Park and has remained intact largely because of the lack of development pressure. Buildings in the district date from the 1880's to the 1930's.
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Virginia Kendall State Park Historic District** – Virginia Kendall State Park is 530 acres located in the Cuyahoga Valley National Park with a natural landscape and rustic architecture. The park contains sandstone ledges that mark the prehistoric boundaries of Lake Erie. www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Hudson Historic District** – Hudson, established in 1802, retains much of its New England heritage. Many notable examples of Greek Revival and Victorian architecture can be found in Hudson. www.hudson.oh.us
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Cascade Locks Historic District** – Northwest of Akron is Cascade Locks which contains the steepest grade found on the canal between Cleveland and the Ohio River. The district contains the Mustill Store which is now a visitor center and canal museum.
www.cascadelocks.org
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Main – Market Street Historic District** – This area developed north of the canal town of Akron and eventually merged with the growing city. Many notable buildings from the late eighteenth and early twentieth century remain.
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Loew's Theater (Akron Civic Theater)** – This is the last remaining of 11 Loew theaters opened in the 1920's. Behind the theater is Lock 3 which is currently the home of popular summer concerts in the middle of downtown Akron.
www.akroncivic.com
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Diamond Match Historic District** – A turn of the century industrial complex located in Barberton on the Ohio & Erie Canal. Founded by O. Barber, also the founder of the city of Barberton. www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Hower Mansion** – One of the finest examples of Second Empire architecture in Ohio, Hower Mansion is located in the Fir Hill neighborhood of Akron. Built in 1871 by industrialist John Henry Hower. www.hower.org
www.nps.gov/nr/travel/ohioeriecanal/bos.htm

- **Goodyear Airdock** – The construction of this facility positioned Akron at the forefront of dirigible construction in the 1930's. It is now owned by the Lockheed Martin Corporation. www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Clinton Ohio & Erie Canal Historic District** – Locks 2 and 3 are located in this district and the construction of the canal made the town of Clinton an important shipping hub. Much of the canal and lock systems remain here. www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Canal Fulton Historic District** – Canal Fulton was one of 25 new villages established in Stark County with the construction of the canal. This area was once a bustling canal town while today it appears more like a small rural town. www.discovercanalfulton.com
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **William McKinley Tomb** – Located in Canton, the tomb of William McKinley is a Beaux-Arts memorial that is 96 feet high. www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Zoar Historic District** – Zoar is a well preserved early nineteenth century communal village. The Ohio Historical Society and Zoar Community Association, today, manage several public buildings and provide interpretive tours. There are several bed and breakfasts here and there are numerous festivals held throughout the year. www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **The Zoarville Bridge** – The bridge, built in 1868, is the only remaining Fink through truss bridge in the United States. www.tuscazoar.com
- **Lock 3 Akron** – Located in downtown Akron, Lock 3 is a piece of the canal that has been developed into a public park with a history center. In the winter there is an ice skating rink and in the summer the park hosts a variety of popular concerts. www.lock3live.com
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Schoenbrunn Site** – Schoenbrunn was the first organized American settlement in the Northwest Territory. Missionaries here drew up Ohio's first civil code as well as building the states first Christian church and schoolhouse. The village was destroyed during the Revolutionary War; however, today there are 17 reconstructed buildings, a museum, and a visitor center. The site is operated by the Ohio Historical Society. www.ohiosfirstvillage.com
www.nps.gov/nr/travel/ohioeriecanal/bos.htm

- **Stan Hywet Hall** – Stan Hywet is a Tudor-style mansion located in Akron, Ohio. It was constructed by Goodyear Tire co-founder Frank A. Seiberling. The building was designed by Cleveland architect Charles Schneider. www.stanhywet.org
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Anna Dean Farm** – Located in Barberton, Ohio Anna Dean Farm was a large experimental farm. Created by the founder of Barberton, the farm was supposed to be entirely self sufficient but was never quite successful. Several original buildings remain.
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **The Limbach Block Historic District** – The commercial core of the canal town of Clinton. This area reflects the ambitions of the town after the introduction of the railroads.
www.nps.gov/nr/travel/ohioeriecanal/bos.htm
- **Western Reserve Historical Society** – The Western Reserve Historical Society operates seven historical properties in northeast Ohio. A non-profit organization, Western Reserve preserves and uses its historic sites, collections and museums to help people explore history and culture in northeast Ohio. One notable property is Hale Farm and Village. www.wrhs.org

Marketing Heritage Tourism

In addition to the primary groups facilitating developments in the Ohio & Erie Canalway National Heritage Area, parks and recreation, heritage and tourism groups promote attractions and activities in the corridor.

- **Ohio & Erie Canalway Association** – As the umbrella group managing the federal funds for the Ohio & Erie Canalway National Heritage Area, the Ohio & Erie Canalway’s most interactive marketing tool is its website -- Visitors are encouraged to explore the Towpath Trail, Cuyahoga Valley National Park, Cuyahoga Valley Scenic Railway, the America's Byway and so much more! The website is the hub to find news, points of interest and tools to create itineraries and mark your favorite destinations. An interactive map makes it easy to see places that can be visited by car, trail, river or rail. The Ohio & Erie Canalway Association also makes visitors and people in the region aware of the 110-mile corridor with signage. In spring 2010, 300 attractive new signs were installed in strategic locations that say, “Ohio & Erie Canalway, America’s Byway.” The signage was made possible with a \$400,000 grant from the National Scenic Byways program. The signage program was coordinated with four county engineers.(Cuyahoga, Summit, Stark and Tuscarawas)

<http://www.ohioanderiecanalway.com/>

- **Ohio Canal Corridor** – Ohio Canal Corridor, the organization which spearheads improvements in the northern half of the Ohio & Erie Canalway, uses its website to showcase results and grassroots efforts in action. One recent victory is securing \$3 million in Great Lakes Restoration funds for the towpath trail. Ohio Canal Corridor organizes events that are fundraisers, help clean up the river and promote recreation and fitness. Activities include: the Towpath Marathon, Towpath Ten Ten, Cycle Canalway, Scrooge’s Night Out and RiverSweep. Ohio Canal Corridor also connects to supporters as individuals by offering tiers of memberships ranging from \$25 for a family to \$1000 for Canal Partners. About 8,000 people subscribe to the monthly eNewsletter, “Trails, Tracks & Timely Facts.” Ohio Canal Corridor’s mission and core strategies are prominently stated on its home page. <http://www.ohiocanal.org/>
- **Ohio and Erie Canalway Coalition** – This nonprofit organization facilitates the improvements in the southern half of the Ohio & Erie Canalway. Based in Akron, the coalition focuses on the corridor in Summit, Stark and Tuscarawas counties. Its website, www.ohioeriecanal.org, captures its activities, projects and partnerships. The executive director has more of a heritage background. Supporting companies are promoted as Trailblazers and individuals can support the organization with memberships ranging from \$20 to \$100. The Silver Ribbon newsletter is a member benefit. Towpath Tips is an eNewsletter that is not tied to membership. Activities focus on trails, green space and historic buildings. The floating towpath, a boardwalk trail on Summit Lake in Akron, is impressive. www.ohioeriecanal.org

Parks & Recreation Organizations

- **National Park Service** – The National Park Service promotes each of its parks, including Cuyahoga Valley National Park. There are tools to plan your visit and explore, whether your interests are history and culture, nature and science or recreation. <http://www.nps.gov/cuva/index.htm>
- **Cuyahoga Valley National Park** -- The Conservancy for Cuyahoga Valley National Park (formerly Cuyahoga Valley National Park Association) promotes ways to enjoy the park. The group of volunteers organizes events welcoming the blue herons back to the rookery or eating stews and chowders while playing board games at The Ledges Shelter. Meeting and retreat spaces are promoted, as well as weddings. The organization is membership driven and an acre can be adopted for \$75. You can promote your acre online and share pictures. You can choose your acre or have one chosen for you. Donations can also be directed to maintenance of the towpath, which costs \$200,000 annually. Those who donate at least \$5 get a special tag or dog tag. Other groups include a Cuyahoga Valley Photographic Society and the ED-

Venture group, which promotes recreation, health and wellness. The Cuyahoga Valley Environmental Education Center provides educational opportunities for children, serving 9,000 students a year. <http://www.cvnpa.org/home.aspx>

- **Cuyahoga Valley Scenic Railroad** – Cuyahoga Valley Scenic Railroad is a nonprofit operating in partnership with Cuyahoga Valley National Park. A variety of scheduled events give people a reason to ride the train more than once, whether it be the Polar Express for children during the Christmas season or Ales on Rails beer tastings or Sunday brunch on the Cuyahoga. Educational programs geared toward schools, summer camps and daycares correlate to Ohio Academic Content Standards in history, life sciences, geography and citizens' rights and responsibilities. Volunteers are encouraged and members pay dues of \$50 to \$1,500 to demonstrate support. Tickets can be purchased online and the website makes it easy to plan excursions. www.cvsr.com
- **Cleveland Metroparks** – The Cleveland Metroparks system or Emerald Necklace spans 21,000 acres, a good portion of which is in the Ohio & Erie Canalway National Heritage Area. There are 16 reservations, including the Ohio & Erie Canal Reservation in Cuyahoga Heights, which incorporates educational aspects related to the region's heritage and environmental interests. <http://www.clemetparks.com/>
- **Summit Metroparks** – Metroparks serving Summit County presents itself as "your backyard for 90 years." The focus is more on nature and recreation than heritage. <http://www.summitmetroparks.org/>
- **Stark County Park District** -- The Stark County Park District features 13 parks, 4 lakes, and nearly 60 miles of hiking, biking, and horseback riding trails, including 25 miles of the historic Ohio & Erie National Heritage Canalway for hikers, bicycle riders, equestrians and nature lovers of all ages. <http://www.visitcantonstark.com/Venues/Stark-County-Park-District.php>

Historical Organizations

- **Western Reserve Historical Society** – In addition to owning and operating Hale Farm & Village in the Cuyahoga Valley National Park and the Crawford Auto & Aviation Museum at Cleveland's University Circle, Western Reserve Historical Society is the leading organization promoting Northeast Ohio's heritage. <http://www.wrhs.org/>
- **Cleveland Restoration Society** – This nonprofit organization is focused on preserving Northeast Ohio's architecture and landmarks. Educational events encourage residents to become more acquainted with local treasures in person. <http://www.clevelandrestoration.org/>

- **Summit County Historical Society** – Akron’s Summit County Historical Society promotes exploring life in the past lane. The website has a directory of historic properties and societies throughout Summit County. <http://summithistory.org/>

Tourism Organizations

- **National Scenic Byway** – Designated as America’s Byway, the Ohio & Erie Canalway is a place to actively explore and experience the stories of our past, present, and future on trails, trains, and scenic byways, in canal towns and ethnic neighborhoods, along working rivers and great lakes, within industrial landscapes and vibrant natural areas. One-day and Four-day itineraries are promoted to explore the corridor. <http://www.byways.org/explore/byways/10501/>
- **Ohio Scenic Byway** – Ohio Department of Transportation also promotes Ohio’s Scenic Byways, which include the Ohio & Erie Canalway. Experience and savor life in the slow lane. <http://www.dot.state.oh.us/OhioByways/Pages/default.aspx>
- **Ohio Bikeways** – An organization that promotes travel by bicycle also promotes the Ohio & Erie Canalway Towpath trails. <http://www.ohiobikeways.net/erietowpath.htm>
- **Positively Cleveland** – This is the brand of Cleveland Convention and Visitors Bureau, which promotes Cleveland as a place to visit, live, work and play with a strong focus on conventions and events that pay hotel taxes. There isn’t really any mention of the Ohio & Erie Canal National Heritage Area though, just Cuyahoga Valley National Park and the scenic railroad. <http://www.positivelycleveland.com/>
- **Akron/Summit Convention & Visitors Bureau** – Promotes proud heritage as pioneering center of industry. Not a very good website, actually. <http://www.visitakron-summit.org/default-L1.aspx>
- **Canton Stark County Convention & Visitors Bureau** – Website promotes corridor attractions, including Canal Fulton Canalway Center, Congressman Ralph Regula Canalway Center at Exploration Gateway, Cuyahoga Valley Scenic Railroad. <http://www.visitcantonstark.com/Visitors/Attractions.php>
- **Tuscarawas County Convention & Visitors Bureau** – promotes Ohio timeless adventures. Heritage attractions are easy to find countywide. <http://www.ohiotimelessadventures.com/>

River Protection

Government entities work closely with grassroots watershed organizations to facilitate the protection and cleanup of the Cuyahoga River.

- **US EPA** – Here you'll find the Cuyahoga River Remedial Action Plan, 2002 Keystone Project Proposal, State of the River Report, river update, contacts, fact sheet and American Heritage River accomplishments.
<http://water.epa.gov/type/watersheds/named/heritage/cuyahoga.cfm>
- **Ohio EPA** – Ohio EPA has Remedial Action Plans for four rivers, including the Cuyahoga, in Lake Erie Areas of Concern. Local communities are empowered to act as equal partners with Ohio EPA on these efforts.
<http://www.epa.ohio.gov/dsw/rap/rap.aspx>
- **Ohio Department of Natural Resources** – ODNR monitors the safety of recreational activities, such as boating and fishing, on Ohio's rivers and streams.
<http://www.dnr.state.oh.us/watercraft/streams/cuyahoga/tabid/2419/Default.aspx>
- **Ohio State University Extension** – OSU manages the Ohio Watershed Network. Visitors can search for watershed groups by county and participate in online forums. There are more than 130 watershed groups in Ohio, many of which are involved in the Cuyahoga River and its tributaries. <http://ohiowatersheds.osu.edu/groups/>
- **Cuyahoga Valley National Park** – The website has a Cuyahoga River Recovers site bulletin, with a history of the river, its usage, pollution and recovery. Another goal is monitoring sewage-related bacteria levels to ensure the river is safe for recreation. Residents are encouraged to volunteer as watershed stewards.
<http://www.nps.gov/cuva/cuyahoga-river.htm>

Watershed groups

- **Breakneck Creek Watershed Coalition** is based in Ravenna and is part of the Portage Park District.
<http://www.cuyahogariverrap.org/Breakneck/breakneckcreekresources.html>
- **Cuyahoga River Community Planning Organization (CRCPO) and Cuyahoga River's Remedial Action Plan (RAP)** – Part of a binational effort with Canada to restore the Great Lakes, educating residents to be watershed stewards. The groups promote renovation and preservation of beneficial uses. CRCPO provides financial support for RAP. The goal is to plan and promote the restoration of environmental quality by remediating existing conditions and preventing further pollution and degradation. The 39 RAP stakeholder partners include businesses, government agencies,

community groups and individuals with an interest in the river. CRCPO assumes duties as River Navigator for the Cuyahoga as an American Heritage River to develop and implement community-based projects. www.cuyahogariverrap.org/

- **Friends of Crooked River** is based in Peninsula and spans Summit, Cuyahoga, Geauga and Portage counties. “The Cuyahoga River is a river of contrasts. For some it is a haven of beauty, a source of inspiration, and place for recreation. For others it is a ditch to be used as a sewer and forgotten or as a resource to be exploited for a quick profit.” <http://www.cuyahogariver.net/>
- **Little Cuyahoga River Conservancy** – An organization with a vested interest revolving around the water ways. They are looking to see more links to areas surrounding the river and higher levels of environmental protection. <http://www.acorn.net/river/>
- **The Mill Creek Watershed Partnership (MCWP)** is made up of all or portions of nine communities in Cuyahoga County. This group was formed in 1995 by the Northeast Ohio Regional Sewer District. The MWCP is a community based-community driven organization. This partnership has two working committees named Storm water and Education. The MWCP conducted two major creek cleanups as part of the RiverSweep 2005 Day and will participate in the Burning River Festival in August of 2005. Currently, the MWCP has obtained an ODNR Coastal Management Assistance Grant to develop a comprehensive community assessment plan for the Mill Creek Watershed. <http://www.cuyahogariverrap.org/millcreek.html>
- **Northeast Ohio Regional Sewer District** – Plan to spend \$1.3 billion to correct flooding and manage quality and volume of storm water. http://www.neorsd.org/what_we_do.php
- **Tinkers Creek Watershed Partners** are based in Twinsburg and cover Cuyahoga, Summit, Portage and Geauga counties. There is a Tinkers Creek Watershed Land Conservancy, too. <http://www.tinkerscreekwatershed.org/>
- **The Upper Cuyahoga River Watershed Task Force** -- is a forum for stakeholder agencies, organizations, officials and individuals that are mutually interested in protecting the Upper Cuyahoga River. The focus is Portage and Geauga counties and water supplied by the city of Akron. The Upper Cuyahoga Association president is based in Mantua. http://ohiowatersheds.osu.edu/groups/wgp_group?id=43

Natural Resource Management

Natural resource management refers to the management of natural resources such as land, water, soil, plants and animals, with a particular focus on how management affects the quality of life for both present and future generations.

- **Countryside Conservancy, Peninsula, OH** - Since 1999, the Countryside Conservancy has supported community-based food systems throughout Northeast Ohio. This unique non-profit organization helps re-establish farms in the Cuyahoga Valley National Park and runs farmers markets at Howe Meadow and the historic Stan Hywet Hall & Gardens in Akron. Other programs help up-and-coming farmers find land, connect local growers to chefs and consumers, and educate citizens about the importance of local food systems.
<http://www.cvcountryside.org/index.php>
- **Columbia Run Conservation Area** - surrounded by Cuyahoga Valley National Park, this 366-acre conservation area is characterized by steep ravines and nearly-mature forests. Columbia Run flows through the area and supports several communities of coldwater fish, including southern redbelly dace, a rare minnow. Rare birds have been observed here as well, including cerulean warblers, an Ohio species of concern. This area is accessible via the statewide Buckeye Trail.
<http://www.summitmetroparks.org/InsideMetroParks/Conservation-Areas.aspx>
- **Kniss Conservation Area** - the 73-acre Kniss Conservation Area was donated by the Nature Conservancy in 1974. It is adjacent to Bath Nature Preserve, which is managed by the Bath Township Park System. At one time, these woods were considered one of the best local examples of a beech-maple forest ecosystem.
<http://www.summitmetroparks.org/InsideMetroParks/Conservation-Areas.aspx>
- **Riding Run Conservation Area** - this 705-acre conservation area includes fields and forests that support rare plants. One such species is the butternut tree, which is being attacked by a fungus throughout its range. Black-throated green warblers have been observed here, and Furnace Run – one of the cleanest tributaries to the Cuyahoga River – flows through parts of this area. Portions of Riding Run are leased for sweet corn production and continue a long tradition of agriculture in the valley. Corn can be seen growing off Everett Road and will eventually find its way to Szalay's Farm, a regional attraction for many people traveling through Cuyahoga Valley National Park. The conservation area is accessible via neighboring bridge trails.
<http://www.summitmetroparks.org/InsideMetroParks/Conservation-Areas.aspx>
- **Waldo Semon Conservation Area** - this 122-acre conservation area was donated in 1974 by Waldo Semon, an employee of Akron's B.F. Goodrich Company who invented a way to make PVC (vinyl) useful. The woods are accessible via trails maintained by Cuyahoga Valley National Park. The Stanford Trail has a short spur

that takes visitors to Averill Pond, home to beavers, herons and many amphibian species. Several rare plant species grow here, including satin brome and wild rice.
<http://www.summitmetroparks.org/InsideMetroParks/Conservation-Areas.aspx>

- **Wetmore Conservation Area** - in 1974, the National Park Service acquired thousands of acres that were managed by Metro Parks, including Virginia Kendall Park. Despite this acquisition, Metro Parks retained 572 wooded acres – today’s Wetmore Conservation Area. It includes great forests, steep ravines and high-quality stream corridors. The land is accessible via bridle trails maintained by Cuyahoga Valley National Park.
<http://www.summitmetroparks.org/InsideMetroParks/Conservation-Areas.aspx>
- **Liberty Park, Twinsburg, OH** - Despite its name, Pond Brook in Twinsburg's [Liberty Park](#) was nothing like a babbling brook, and it was far from picturesque, after nearly 100 years of abuse. Beginning in the early part of the last century and continuing to modern times, Pond Brook was ditched, drained, moved, dammed, deforested, de-vegetated and devoid of most living things. The reasons include draining for agriculture, development and flood control. In many instances, however, these actions were simply considered better for the human environment, and many projects were classified as land reclamation. Today, we know better. The value of healthy wetlands and free flowing streams is being realized around the world. Natural is better not only for wildlife, but for people. So for several years, Metro Parks has been working with a coalition of private and government agencies to restore the natural character of Pond Brook, located in the Pond Brook Conservation Area. More than one mile of the corridor and over 2,000 feet of "Stream Channel 25," a headwater tributary, have been restored. To date, the work done on the main stem of Pond Brook has been funded through a mitigation project sponsored by the Ohio Department of Transportation. Stream Channel 25 is being financed, in part, through a grant from the Ohio Environmental Protection Agency and the United States Environmental Protection Agency, under the provisions of Section 319(h) of the Clean Water Act. Formal monitoring took place for the first time in 2009, preliminary results were encouraging. Early fish surveys showed a significant reduction in non-native carp and an increase in IBI scores (an index that uses fish to measure water quality).
<http://www.summitmetroparks.org/NatureInformation/Stream-Restoration.aspx>
- **Blanding’s Turtle** - as of October 2010, the State of Ohio elevated Blanding’s turtle from a “Species of Concern” to “threatened” species status indicating that existing populations are in danger of disappearing. Historically, Blanding’s turtles were found in nearly all counties bordering Lake Erie, especially in the area of the Great Black Swamp near Toledo and Sandusky. As swamps and marshes were drained for agriculture and urban development, habitat vanished. Habitat loss and fragmentation, nest predation, and illegal collection for the pet trade industry continue to threaten Blanding’s turtles in Ohio. Adults and children collect these brightly colored, docile turtles as pets, unknowingly contributing to their demise.

This elevated “threatened” status was aided by efforts of staff at Cleveland Metroparks. Ongoing attention to this small turtle with a distinctive yellow throat and seemingly permanent smile has helped focus awareness to its dwindling numbers and disappearing habitat. <http://www.clevelandmetroparks.com>

- **Emerald Ash Borer** - on October 20, 2008, Cleveland Metroparks Forestry Division staff encountered the first confirmed Emerald Ash Borer (EAB) infestation in the Park District along Big Creek Parkway south of Bagley Road. Follow-up inspections by Natural Resources Division staff determined that the infestation might span an area from Baldwin Lake northeast towards the Kiwanis Drive intersection along Big Creek parkway. In April 2008, a notable population of EAB was confirmed adjacent to Park District property in the vicinity of Brecksville and Broadview Heights near Seneca Golf Course and the Ohio Turnpike Plaza. The USDA Forest Service has been collecting seed from all species of ash for long-term storage and future research. Cleveland Metroparks, the Holden Arboretum, Lorain County Metroparks, Lake Metroparks, and Geauga Park District are participating in the project by helping collect seed from ash trees in the region. <http://www.clevelandmetroparks.com>
- **Deer Management** - The “deer problem” is an indication that the local biological system is out of balance. In nature, all biological communities, or ecosystems, are in a state of flux. At the same time, balances evolve among all the components of the system, including the non-living (soil, water, etc.) and the living components (plants, animals). A “deer problem” exists when the number of deer exceeds the ability of the environment to support the deer. The “deer problem” also refers to human interaction with deer, such as landscape damage, farm damage, automobile/deer accidents, and concerns for disease transmission. An environmental balance is of primary concern to Cleveland Metroparks, but as a member of the larger community of Northeast Ohio, other issues cannot be ignored. Under permits granted by the Ohio Division of Wildlife, sharp-shooting is used to reduce deer populations. Experienced and trained teams of Cleveland Metroparks employees implement the annual program. All personnel directly involved are law enforcement employees (Rangers) who have been tested for firearm proficiency. Specific reservations are closed to the public during deer management activities, and Rangers are stationed at the entrances of each reservation at the time management activities are being conducted to insure the safety of park visitors. The majority of the effort is concentrated during the time period when deer are most active (near dawn and dusk.) All shots are taken from elevated platforms, either truck-mounted or tree stands to ensure safety. Animals are taken in areas of known concentrations and/or in areas that have been baited previously. Most culling areas are open grass areas, road berms, managed meadows and early successional old fields. <http://www.clevelandmetroparks.com>
- **Viral hemorrhagic septicemia (VHS) virus** is a serious fish pathogen of much concern in the Great Lakes region including Lake Erie. At first, VHS was thought to affect only

trout species, but a new strain of the virus is now affecting numerous game and non-game species in the region. Some infected fish will exhibit no external signs while others will exhibit bulging eyes, bloated abdomens, inactive or overactive behavior, lesions, and hemorrhaging in the eyes, skin, gills, and base of the fins. VHS has no implications for human health. The disease is easily transmitted between fish, results in a high fish mortality rate, and has potentially severe economic and recreation impacts. VHS has not been detected in the inland waters of Cleveland Metroparks (although Huntington Reservation is on Lake Erie) and we all need to do our part to keep it that way. **DO NOT** transport fish, aquatic plants or animals, or water from one body of water to another including ponds, rivers, aquariums, lakes and streams.

- **Raccoon Strain of Rabies** - Rabies is a viral disease most often transmitted through the bite of a rabies-infected animal. It is preventable through pre-exposure and/or post-exposure vaccines. Nationwide, wild animals are responsible for over 90% of all rabies cases with almost 38% attributed to raccoons followed by bats (24%) and skunks (21%). The raccoon strain of rabies spread quickly throughout the eastern US presumably after raccoons had been transported from Georgia to Virginia in the mid-1970s. A rabies-positive raccoon found in Chardon, OH in April 2004 triggered a sampling of road-killed raccoons. This led to other discoveries in Lake, Geauga and Cuyahoga Counties the same year. USDA-APHIS Wildlife Services designated the Cuyahoga River as the westernmost line of raccoon-strain rabies spread, and multi-agency efforts have concentrated on stopping the spread of raccoon strain rabies west of this line. APHIS has since been conducting intensive raccoon-rabies surveys throughout Cleveland Metroparks reservations. The Ohio Department of Health, the Cuyahoga County Board of Health and Cleveland Metroparks distribute oral rabies vaccine packets (ORV) through a combination of aerial and ground ORV drops. <http://www.clevelandmetroparks.com>
- **Black bears** - inhabited Ohio prior to settlement of the region, but by the 1850's black bears were considered extirpated (removed completely) from Ohio. Unregulated hunting and deforestation as farms, towns, and industry were established in Ohio in the 1800's contributed to the reduction in black bear numbers. Remaining bears were either shot or trapped to protect livestock and crops. Occasional black bear sightings prompted the development of a formal black bear reporting procedure in 1993 (1-800-WILDLIFE). Reports suggest that Ohio supports a small breeding population of black bears. <http://www.clevelandmetroparks.com>
- **Water Pollution Control Division, City of Akron** - Technology gives us the capability to treat wastewater so that the processed water can be safely returned to the environment. The City of Akron Water Pollution Control Station utilizes proven treatment processes such as the Activated Sludge process. The existing plant has been in continuous service since 1928. There have been, and continue to be,

numerous expansions and improvements to the Akron facility to keep up with changing environmental conditions and restrictions.

<http://ci.akron.oh.us/PubUtil/wpc/index.htm>

- **Greenprint for Akron, Akron, OH** - Greenprint for Akron sets a vision for a sustainable community that contributes to climate and environmental protection which will create opportunities for a healthier quality of life and economic growth. http://www.ci.akron.oh.us/Temporary_Pages/2009_Greenprint_Akron_source.pdf
- **Doan Brook Watershed, Cleveland, OH** - The Doan Brook Watershed Partnership is a non-profit organization with broad participation from the cities of Cleveland, Cleveland Heights, Shaker Heights, & various other stakeholder organizations and interested citizens. <http://doanbrookpartnership.org/>
- **Friends of Euclid Creek, Cleveland, OH** - The mission of the Friends of Euclid Creek is to promote the social welfare through the preservation and protection of Euclid Creek and its associate riparian areas; to educate the public regarding the benefits and importance of preservation and protection of Euclid Creek through public dissemination of information and communication with public officials; and to encourage cooperative interaction among all of Euclid Creek's watershed stakeholders in order to promote mutually beneficial solutions for the preservation and protection of Euclid Creek. <http://friendsofeuclidcreek.nhlink.net/>
- **Friends of Big Creek, Cleveland, OH** – The mission of Friends of Big Creek is to conserve, enhance, and bring recognition to the natural and historic resources of the Big Creek Watershed and develop a recreational trail network that joins these resources to each other and the community. <http://www.friendsofbigcreek.org/>
- **Cuyahoga Soil and Water Conservation District** – The mission of the Cuyahoga Soil and Water Conservation District is to promote conservation of land and aquatic resources in a developed environment through stewardship, education, and technical assistance. <http://www.cuyahogawcd.org/>
- **Cuyahoga River Community Planning Organization** – The mission is to restore and protect environmental quality of the Cuyahoga River and selected watersheds that affect the aquatic ecosystem of the immediate Lake Erie shoreline. <http://www.crcpo.org/>
- **City of Cleveland, Office of Sustainability** - The Office of Sustainability was established in May 2005 to help the city save money and reduce its ecological footprint. <http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability>

- **Advanced Energy Portfolio Standard, City of Cleveland, Office of Sustainability** - In June, 2008 the City of Cleveland adopted a citywide Advanced Energy Portfolio Standard (AEPS) to ensure that 15% of Cleveland Public Power's energy comes from advanced or renewable sources by 2015, 20% by 2020, and 25% by 2025. The City also actively lobbied for the statewide AEPS which was passed in 2008.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/EnergyEfficiency>
- **United Nations Global Compact, City of Cleveland, Office of Sustainability** - In 2008, Mayor Jackson signed the UN Global Compact, making Cleveland the second US city to do so. Three of the compacts principles concern the environment. By becoming part of this strategic policy initiative, the City encourages the development and diffusion of environmentally-friendly technologies.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/EnergyEfficiency>
- **Wind Turbines in Lake Erie, City of Cleveland, Office of Sustainability** - In May 2010, Ohio Governor Ted Strickland traveled to Houston, Texas to announce a Memorandum of Understanding on Strategic Cooperation between Lake Erie Energy Development Corporation and General Electric Company. The MOU launches an effort to establish the City of Cleveland and Cuyahoga County as a national leader in offshore wind power and wind power manufacturing.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/EnergyEfficiency>
- **Energy Data Management Software, City of Cleveland, Office of Sustainability** - On July 21, 2010, the Board of Control authorized, pursuant to authority of Ordinance No. 456-10 passed by Cleveland City Council on May 10, 2010, a \$130,000 contract with EnergyCAP, Inc. that will lead to the measurement of and management of Citywide energy use.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/EnergyEfficiency>
- **LED Lighting, City of Cleveland, Office of Sustainability** - The City of Cleveland is seeking to procure LED streetlights, LED traffic lights, and LED florescent and incandescent replacement lights from one supplier that will spark the investment of manufacturing, research & development and customer service resulting in the creation of more than 350 jobs in the City of Cleveland. Replacing the 67,000 streetlights with LEDs will save the City of Cleveland millions of dollars in operating revenue and remove more than 25,000 tons of carbon annually.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/EnergyEfficiency>
- **Energy Efficiency and Conservation Block Grant (EECBG) - American Recovery and Reinvestment Act, City of Cleveland, Office of Sustainability** - The EECBG was

officially awarded by the U.S. Department of Energy to the City of Cleveland on December 4th 2009, for an amount of \$4,544,400.00. The EECBG grant is helping to fund several sustainability projects both at the city's operations and the community level, such as energy efficient building retrofits, energy data management system, implementing a program for residential retrofits, downtown recycling, climate action plan and the Sustainable Cleveland 2019 Action and Resources Guide.

<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/EnergyEfficiency>

- **Advance Energy Special Improvement District (SID), City of Cleveland, Office of Sustainability** - In July 2010 the City of Cleveland and the First Suburbs Consortium were awarded \$100,000 to pursue the creation of an Advance Energy SID. This will enable the City of Cleveland and First suburbs to assess property for improvements related to advanced energy and energy efficient retrofits.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/EnergyEfficiency>
- **Greater Cleveland Energy Alliance, City of Cleveland, Office of Sustainability** - The City of Cleveland in Partnership with ShoreBank Enterprise received \$150,000 to develop an energy Efficiency retrofit program for commercial and residential customers throughout greater Cleveland.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/EnergyEfficiency>
- **Waste-to-Energy Feasibility Study, City of Cleveland, Office of Sustainability** - The City recently launched a feasibility study looking at waste-to-energy solutions and seeking to boost the amount of waste recycled from 11 to 70%. "Waste-to-energy" refers to treatment methods that create electrical or heat energy from waste.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/EnergyEfficiency>
- **Biodiesel Pilot Project, City of Cleveland, Office of Sustainability** - The City has initiated a Biodiesel Pilot project, which will test a 20% blend of biodiesel in the fleet. Biodiesel is comprised of processed vegetable oil or animal fat. Working with Earthday Coalition, NASA, and the Ohio EPA, the City plans to promote the use of locally-grown and manufactured biofuels to reduce the use of conventional diesel fuels and harmful emissions.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/EnergyEfficiency>
- **Combined Heat and Power, City of Cleveland, Office of Sustainability** - Cleveland Public Power (CPP) is exploring Combined Heat and Power (CHP) and distributive generation as possible sources for public utilities. CHP is possible when a heat engine or power station generates electricity and heat at the same time. CPP is currently

working on a variety of pilot projects in order to determine ways in which to have local generation on its system and incorporate CHP in its power portfolio.

<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/EnergyEfficiency>

- **Energy Efficiency Tips, City of Cleveland, Office of Sustainability** - *Energy use is rising* as households use more electronics, appliances, and lights. At the same time, power generation is quickly approaching its limit. The solution is not as simple as building more plants because fossil fuels are limited and becoming more expensive. More importantly, energy from fossil fuels is a major contributor to climate change. Renewable sources of power generation like wind and solar energy, though currently being introduced, do not solve the current problem. One solution for short and long-term energy cost reduction is using power more efficiently.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/EnergyEfficiency>
- **Energy Star Requirement for Tax Abated Homes in Cleveland, City of Cleveland, Office of Sustainability** - Pursuant to Ordinance No. 856-07, passed May 21, 2007, as of January 1, 2010, all tax-exempt homes in Cleveland must demonstrate that new construction or remodeling meets Energy Star standards Energy Star Certification, LEED Certification or Enterprise Green Community Standards in order to receive tax abatement.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/GreenBuilding>
- **LEED-ND, City of Cleveland, Office of Sustainability** - Cleveland is a leader in the nation with three neighborhoods striving to meet the LEED-ND (Leadership in Energy and Environmental Design for Neighborhood Developments) standards.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/GreenBuilding>
- **Collinwood Recreation Center, City of Cleveland, Office of Sustainability** - In May 2010, The City of Cleveland broke ground on the New Collinwood Recreation Center. The facility was designed by City Architecture and is being constructed by Panzica Construction. It is being built to LEED Gold Certification standards and will feature green elements such as solar thermal and PV systems, stormwater management practices and other sustainable building features. This project is being built to high green building standards without going over budget.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/GreenBuilding>
- **New Green Construction Tax Abatement, City of Cleveland, Office of Sustainability** - Cleveland City Council adopted a mandatory requirement of Energy Star compliance for all new construction by 2010 to receive tax abatement. The City of

Cleveland is phasing in green building requirements throughout all city-funded projects to meet and exceed the mandate from City Council.

<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/GreenBuilding>

- **Rain Barrels, City of Cleveland, Office of Sustainability -**
In 2010, the City of Cleveland gave away its 1000th rain barrel through its partnership with Cleveland of Cleveland, Youth Opportunities Unlimited (YOU), Cleveland Division of Water (CWD) and the Northeast Ohio Regional Sewer District (NEORS).
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/CommunityHealth>
- **Stormwater Management and Education, City of Cleveland, Office of Sustainability**
- In partnership with Cleveland Division of Water (CWD), NEORS, Youth Opportunities Unlimited (YOU) and the Mayor's Youth Summer Employment Program, 1,000 rain barrels have been distributed for free to Cleveland residents. Both the residents and YOU youth employees are educated about the Lake Erie Watershed, stormwater capture and other aspects of water sustainability. Rain gardens have been established in several locations to capture stormwater and to educate residents, businesses and other organizations.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/CommunityHealth>
- **Water Cycle Project, City of Cleveland, Office of Sustainability** - The project is a part of the Mayor's Youth Summer Employment Program. This valuable component of the summer work experience for 14 to 18 year olds expands the youth's employment and educational experience and employment opportunities. As of 2010, over 200 students have experienced the Water Cycle Project. This year, the program is being expanded to become a year-round Youth Opportunities Unlimited (YOU) program and a collaborative pilot for CWD and NEORS's Student Technical Enrichment Program (STEP) education.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/CommunityHealth>
- **Watercourse Protective Zone, City of Cleveland, Office of Sustainability** - Per EPA requirements, the City of Cleveland is developing a Watercourse Protective Zone, which will lay out standards and best practices for managing stormwater at development projects in specified riparian areas. The Watercourse Protective Zone will play a critical role in ensuring a clean Lake Erie.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/CommunityHealth>
- **Local Food, City of Cleveland, Office of Sustainability** - The City of Cleveland adopted a Local and Sustainable Purchasing ordinance, which provides a 2-4% bid

preference for companies that source products locally and/or are certified as a sustainable business. The City is leveraging its purchasing power to encourage companies to be more sustainable while at the same time boosting our local economy.

<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/CommunityHealth>

- **Summer Sprout Community Gardening Program, City of Cleveland, Office of Sustainability** - This program provides gardening resources, fertilizer, seeds, soil preparation, and education to all.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/CommunityHealth>
- **Cleveland Carbon Fund, City of Cleveland, Office of Sustainability** - Developed by motivated leaders from reputable Cleveland companies and organizations who believe in making a positive impact, globally and locally, the Cleveland Carbon Fund is the first community-based, open-access carbon reduction fund in the United States. The Fund originated to help combat the harmful impact of carbon emissions in the Cleveland region and on the environment worldwide. As importantly, donations to the Fund will support local community projects in Cleveland that foster positive economic, social and environmental development.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/CommunityHealth>
- **Green Space & Vacant Land, City of Cleveland, Office of Sustainability** - Cleveland's Office of Sustainability is working to expand green space opportunities and improve the quality of the City's urban core through increased tree planting and preservation of parks.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/CommunityHealth>
- **Re-imagining Cleveland, City of Cleveland, Office of Sustainability** - In December, 2008, Neighborhood Progress, Inc. released the results of a one year planning process involving 30 groups which focused on strategies for reuse of vacant land. The City Planning Commission adopted the Re-imagining a Most Sustainable Cleveland plan as a template for reutilizing vacant and underutilized properties.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/CommunityHealth>
- **City Fleet and Sustainability, City of Cleveland, Office of Sustainability** - The City of Cleveland first adopted an anti-idling policy in 2006 and an anti-idling ordinance in 2009. The City has purchased over 80 hybrid vehicles and has over 250 alternative fueled vehicles in its fleet. The City's purchasing policy is targeting Hybrids and alternative fuel vehicle replacements that maximize the return on investment.

<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/CommunityHealth>

- **Downtown Bike Station, City of Cleveland, Office of Sustainability** - The City of Cleveland encourages Clevelanders to ride their bicycles as a means of transportation and for recreation. Bike lanes and bike routes are being added throughout the City. The construction of the Veterans Memorial Bridge Bicycle and Pedestrian Walkway connects Clevelanders to the Downtown District. The City of Cleveland has approved a contract to Environ Construction Company, Inc. to build the Downtown Bike Station at the Gateway Complex. This station will feature 50 bicycle storage facilities, showers and related facilities for bicycle commuters.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/CommunityHealth>
- **Commercial Recycling Program, City of Cleveland, Office of Sustainability** - In 2006 the City of Cleveland's Division of Waste Collection started a free Commercial Recycling Program for commercial businesses, restaurants and other organizations throughout the City of Cleveland. Early customers included the Cleveland Clinic, Tower City Center, The Harp Restaurant and the Great Lakes Brewing Company. This program enabled the City to locate additional recycling drop off locations throughout the City.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/RecyclingWaste>
- **Curbside Recycling Pilot Project, City of Cleveland, Office of Sustainability** - In 2007 a Curbside Recycling Pilot and Automated trash collection system was launched to 15,000 households. This project has resulted in increased recycling rates within the pilot areas which helps save money by reducing collection and disposal costs.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/RecyclingWaste>
- **Municipal Solid Waste to Energy, City of Cleveland, Office of Sustainability** - In his March 4, 2010 State of the City Address, Mayor Jackson expanded on his plan to create a \$200 million municipal waste-to-energy facility at the Ridge Road Transfer Station to produce power that would be sold by Cleveland Public Power. The City has contracted with Princeton Environmental Group of New Jersey to design a municipal solid waste-to-energy facility using a gasification process created by Kinsei Sangyo Co., of Japan.
<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/RecyclingWaste>
- **Waste-to-Energy Feasibility Study, City of Cleveland, Office of Sustainability** - The City recently launched a feasibility study looking at waste-to-energy solutions and seeking to boost the amount of waste recycled from 11 to 70%. "Waste-to-energy" refers to treatment methods that create electrical or heat energy from waste.

<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicUtilities/Sustainability/RecyclingWaste>

- **The Northeast Ohio Ecosystem Consortium (NEOECO)** - A group of environmental and social scientists, natural resource management professionals, urban planners, and landscape designers who have joined together to: investigate the relationships among environmental and social factors that determine the health, vitality, and well-being of urban communities; and provide expert scientific and technical guidance for the protection of the region's valuable natural amenities and for the sustainable revitalization of distressed urban communities and habitats.
<http://www.gcbl.org/neoeco>
- **Fund for Regional BioDiversity** - In 2004, the National Fish and Wildlife Foundation (NFWF) approached several local conservation organizations about ways to increase grant making in Northeast Ohio. NFWF was interested in providing a vehicle for capturing new (or previously unattainable) sources of funding to preserve and restore natural areas in the region. As a result, a subcommittee of the Lake Erie Allegheny Partnership for Biodiversity was formed and is currently in the process of establishing the Lake Erie Allegheny Biodiversity Fund ("the Fund") at NFWF.
<http://www.gcbl.org/land/places-for-conservation/biodiversity-partnership/regional-conservation-fund>

Other Conservation organization to consider:

<http://www.gcbl.org/land/places-for-conservation/conservation-organizations>

Cultural Resource Management

A comprehensive list of management entities of cultural resources throughout the Heritage Corridor and their stated interest in partnerships with a shared set of goals

- **Akron/Summit County Convention & Visitors Bureau** – This entity has a vested interest in the prosperity of the Ohio & Erie Canalway Heritage Corridor and its many cultural treasures to promote, such as the Blossum Music Center, the Weathervane Playhouse and Akron Civic Theater. Ohio & Erie Canalway Coalition (OECC) consider them a key heritage partner in the promotion and economic development of both Akron and Summit County.
<http://www.visitakron-summit.org/Default-L1.aspx?pageid=9&PageName=whats%20new>
- **Barberton Historical Society** – A major attraction of Barberton is the Anna Dean Farm Walking tour on one of their most famous cultural heritage sites. They are a partner with the OECA and OECC. <http://www.annadeanfarm.com/>

- **Cascade Locks Park Association** – A non-profit organization that operates out of Akron, OH and key player in the Ohio & Erie Canalway Heritage Corridor. It is realized by a consortium of three entities: CLPA, City of Akron and Metroparks, serving Summit County. Their goals are relatively consistent with the goals of the OECA to see a finished Towpath Trail up river of them and to create more information about the Corridor so it can be better utilized.
<http://www.cascadelocks.org/mission.htm>
- **City of Akron** – They are known to have a capital investment program to bring economic development to the city. The city of Akron has a vested interest in seeing more downtown development that will coincide with the Ohio & Erie Canalway going directly through the center of the city.
<http://www.ci.akron.oh.us/planning/zoning/cpc.htm>
- **City of Barberton** – Barberton is yet another partner in the Heritage Corridor who wants to see development dollars come of the project. They are currently in process of identifying all historic landmarks within their community eligible to receive federal funding.
<http://www.cityofbarberton.com/govt/departments/planning.shtml>
- **City of Independence** – A key partner in the development of the Corridor with a large portion of the city being within the Cuyahoga Valley National Park and being home to such heritage gems as Thornburg station. Also, with easy access to the highway, the city of Independence would like to capitalize on tourism dollars from people that use the Park in their city. <http://www.independenceohio.org/>
- **City of Cleveland** – Mayor Jackson and the Planning Commission are interested in seeing more happen with the lakefront plan and they have a heavy focus on neighborhood development. This could play a key role with the Heritage Corridor as many neighborhoods (such as Slavic Village or Clark/Fulton) have key historic landmarks that could become part of the Corridor.
<http://www.city.cleveland.oh.us/CityofCleveland/Home>
- **City of Garfield Heights** – This city is an interested partner in the further development around the Ohio & Erie Canalway Heritage Corridor and the potential benefits it may bring. <http://www.garfieldhts.org/economic-development>
- **City of Parma** – A city that experienced previous success of cultural resource management via the Stearns Homestead and Farm. Parma is a partner within the Corridor and the city has numerous options to enter the park areas around the river. Mayor DiPiero recognizes the need to make Parma an appealing place to live again with a declining population base. Energy efficiency and conservation are also high priorities for the city at this time. <http://www.cityofparma-oh.gov/>

- **City of Richfield** – As Mayor Lyons stated, Richfield has an interest in how Richfield can become a more “green” community. They are a partner to the Corridor. <http://www.richfieldvillageohio.org/>
- **Cleveland Metroparks** – The entity responsible for oversight of park space within the city of Cleveland, including such cultural gems as the Rockefeller Park Greenhouse and The Cleveland Botanical Gardens. An interested party in what happens with the lakefront and the distinct possibility of it coming under their control. Also, there is an interest in the finishing of the Towpath Trail up to the lake as well. <http://www.clemetparks.com/events/ENform.asp>
- **Village of Valley View** – Large portions of the village are within the Cuyahoga Valley National Park. <http://www.valleyview.net/>
- **Cuyahoga County** – A large entity with much of its communities within the Ohio & Erie Canalway Heritage Corridor. Their mission states that they will continue to build upon already existing green space through cooperation with their individual municipalities and continue to manage the existing green and park space. <http://www.cuyahogacounty.us/index.asp>
- **Little Cuyahoga River Conservancy** – An organization with a vested interested revolving around the water ways. They are looking to see more links to areas surrounding the river and higher levels of environmental protection. <http://www.acorn.net/river/>
- **Metroparks, serving Summit County** – Metroparks serving Summit County have a large responsibility within the Corridor. They operate such cultural points of interest as Munroe Falls and Cascade Locks Park. <http://www.summitmetroparks.org/>
- **National Park Service, Cuyahoga Valley National Park** – They are very possibly the most important of all of the partnerships within the Corridor. The Cuyahoga Valley National Park covers a huge portion of the Cuyahoga Valley which is a point of emphasis within the Corridor and its general plan. They have indicated desire to work with neighboring communities, the OECA and various other development agencies to make a cohesive area around the Canalway. <http://www.nps.gov/cuva/index.htm>
- **Ohio Bicentennial Commission** – A commission assembled to makes sure everyone was made aware of Ohio’s best resources with a special interest in many of Ohio’s largest cities, such as Cleveland and Akron. <http://www.ohio200.org/cleveland/index.htm>
- **Ohio Department of Development** – A government partner with the OECA and OECC and who would like to see greater utilization of the Cuyahoga Valley as a destination. They are also on board with the idea of a Western Reserve Heritage

Corridor (at least under the Strickland administration this was the case).

<http://www.development.ohio.gov/>

- **Ohio Department of Natural Resources** – A key department that is responsible for many of Ohio’s best natural resources and their preservation.
<http://www.dnr.state.oh.us/>
- **Ohio Department of Transportation** - Many of their responsibilities deal with the state roads and streets but they are Heritage Corridor partner and an organization who is trying to get as much access to the Ohio & Erie Canalway as possible when funding is made available. <http://www.dot.state.oh.us/Pages/Home.aspx>
- **Ohio Environmental Protection Agency** – An important ally with this effort to create greater access to green space for the public. As attempts are made to clear away brownfields and make green space more accessible, Ohio EPA will continue to make the natural and cultural treasures a more realizable dream to the population; a key partner within the Corridor.
<http://www.epa.state.oh.us/>
- **Ohio Historical Society** – When a Heritage Corridor starts off as a vision, this is an organization that helps to make it a reality. They have taken interest in everything from the Cuyahoga Scenic Railway to Akron’s downtown revitalization. An important ally for the cause of creating better knowledge about Ohio’s history and heritage. <http://www.ohiohistory.org/resource/archlib/>

Community Revitalization

Organizations reinvest in struggling areas to increase quality of life and economic function

- **Gund Foundation** – The George Gund Foundation was founded in 1952 with the goals of contributing to human well-being and the progress of society. Among the Foundations interests are economic development and community development. The Foundation works to improve the competitiveness of Cleveland neighborhoods and has contributed to urban parks and public spaces. www.gundfdn.org
- **Downtown Cleveland Alliance** – The Downtown Cleveland Alliance is a non-profit with the goal of improving the quality of life and economic development in downtown Cleveland. www.downtownclevelandalliance.com
- **City of Cleveland Community Development** – A department of the City of Cleveland that is responsible for planning, administering, and evaluating HUD funds. The Division of Neighborhood Services provides services to homeowners to help

preserve and maintain structures and neighborhoods. www.cityofcleveland.oh.us

- **Cleveland Neighborhood Development Coalition** – Established in 1982, the Cleveland Neighborhood Development Coalition represents community development groups, government officials, educational institutions, non-profit agencies, private sector firms, funders, and foundations to create assets for people and communities in Cleveland. www.cndc2.org
- **The Cleveland Foundation** – Established in 1914, the Cleveland Foundation helps to revitalize neighborhoods throughout Cleveland by assistance with grants and guidance. It is the world's first community foundation and currently the second largest. Primary community goals included targeting specific neighborhoods that have potential to attract new residents. Currently working with Slavic Village, Detroit-Shoreway, Fairfax, Buckeye, Glenville, Little Italy, and Tremont. www.clevelandfoundation.org
- **Neighborhood Connections** – This organization provides grants to those eligible for amounts ranging from \$500-\$5000. The main focus here is to improve the quality of life in Cleveland neighborhoods. www.neighborhoodgrants.org
- **Neighborhood Progress** – Headed by President Joel Ratner, Neighborhood Progress dabbles in many areas including: grants, neighborhood redevelopment plans, finding uses for vacant land, and assembling vacant parcels. They have leveraged over \$750 million in private investments in Cleveland. www.neighborhoodprogress.org
- **Lock 3 Akron** – Located in downtown Akron, Lock 3 is a portion of the canal that has been converted into a public park. The park has a history museum and in the winter an ice skating rink. Throughout the summer Lock 3 is the site of weekly summer concerts that are very popular. www.lock3live.com
- **Parkworks** – Originally created to clean rapid transit lines, Parkworks now focuses on other areas including enhancing economic strength and quality of life in the Cleveland area through park rehabilitation, recreational opportunities, downtown beautification, green space development, environmental awareness, citizen engagement, and stewardship. www.parkworks.org
- **Cleveland Restoration Society** – The Cleveland Restoration Society is one of Northeast Ohio's biggest assets in the historic preservation field. The primary goal of the Restoration Society is to create vibrant, economically healthy communities through preservation of notable historic structures. The Restoration Society achieves its goal through partnerships with community leaders. The Restoration Society also assists property owners to be good stewards of their property by

encouraging and assisting with proper maintenance techniques.

www.clevelandrestoration.org

Strategic Engagement

These are the four major strategic entities that control the flow of federal funds into the project and are ultimately going to make the vision of a better Heritage Corridor a reality

National Park Service – A key strategic player within the Corridor. The administrative body over the Cuyahoga Valley National Park and they have proven to be a willing participant in how to make better use of the corridor and they have a stated goal of getting more visitors to the park each year. <http://www.nps.gov/cuva/index.htm>

Ohio & Erie Canalway Association (OECA) – They are an organization designated by congress to oversee the dispersing of funds to projects within the Corridor deemed relevant with their annual allocation in a given year. They have an extremely important partnership with the Ohio & Erie Canalway Coalition and the Ohio & Erie Canal Corridor which effectively cover the northern and southern sections of the Corridor. <http://www.ohioanderiecanalway.com/Footer%20Navigation/Contact%20Us.aspx>

Ohio & Erie Canalway Coalition (OECC) – A private, non-profit organization that was founded in 1989 with a strong interest in economic development, strong public-private partnerships, interpretation of the natural and cultural resources that the Ohio & Erie Canalway had to offer and to produce publications and educate the general public about what their communities had to offer everyone. Dan Rice is the president and CEO of this organization and covers the southern half of the Ohio & Erie Canalway Corridor Heritage Corridor. The major city in which the OECC covers is Akron and they have demonstrated a great deal of success in implementing strong strategies that work. <http://www.ohioanderiecanalway.com/Footer%20Navigation/Contact%20Us.aspx>

Ohio & Erie Canal Corridor (OCC) – In 1985, this organization was founded with ambitious goals to better utilize this pre-existing opportunity for a National Heritage Corridor running along the beautiful Ohio & Erie Canalway. The goal was to span 38 communities and extend from Cleveland to New Philadelphia, OH. They focus on the northern portion of the Corridor (mostly Cuyahoga County) and have aimed to forge partnership and create developments with the help of both public and private interests to create something that everyone can enjoy for years to come. <http://www.ohioanderiecanalway.com/Footer%20Navigation/Contact%20Us.aspx>

The Ohio & Erie Canal National Heritage Corridor Management Plan (2000)

The OECA's role making strategic engagement work

- **Advocating and supporting Corridor-wide partnership efforts to implement the plan**
 - The OECA is committed to support foundations, non-profits, and public entities and to simplify the complexities so that the standard process can be followed and directed to completion
 - The OECA depends on their partnerships with other private businesses and organizations to see projects like the Scenic Railroad reach completion which would otherwise not have the proper funding
- **Providing grants to partner entities to implement specific capital projects**
 - This is an effort to allocate funds through “gap” financing for projects that would not otherwise get off the ground without this type of support and is key to rehabilitation projects
 - “Front-ending” early feasibility studies are submitted by interested parties for later approval for available funding
- **Providing grants to support programs and activities related to heritage resources**
 - This includes project specific “spot” grants and additionally “platform” grants to develop programs for the benefit of the entire Corridor
 - Programs would ideally be replicable and self-sustaining
- **Providing technical assistance in preservation and interpretation of Corridor resources**
 - A responsibility to provide expertise with resource preservation and interpretative facilities
 - An interest in making sure improvements are compatible with each other
- **Developing staff capacity and sources of funding support for the broader Corridor-wide organizational initiatives and programs that require centralized staff support**
 - The organization is committed to supplying the sufficient amount of man power so that there will be enough people to go around with all projects that are of interest to the OECA

<http://www.ohioanderiecanalway.com/Footer%20Navigation/Documents.aspx>

Priority 1: Community and Economic Development

Develop a place and brand that attracts a broad range of participants to ensure longevity of the Canalway as a national asset.

ID	Goal	Priority	Timeline	Status
1.1	Diversity: Attract demographic groups to expand diversity of corridor users.	High	1-2 years	In progress
1.1.1	Identify Diversity: Identify under-represented demographic groups. Consider age, income/education levels, race, cities, family structure, etc. Build and maintain a relevant database of user profiles. Use this in order to market activities and events, and also to create campaigns for non-users. This database would grow into a marketing & outreach tool for follow up development.	High	1 year	In progress
1.1.2	Roadblocks: Identify reasons that each demographic group does not use the corridor. 1) Access: no transportation? 2) Knowledge: Where is it, what can I do there? 3) Perception: Safe? 3) Relation: Do I know someone who uses it?	Medium	2 years	In progress
1.1.3	Eliminate Roadblocks: Identify what can be done to overcome these roadblocks. Partner with organizations that represent these groups.	Medium	3 years	In progress
1.2	Events: Increase types and frequency of events in the corridor. At first these are likely to be sponsored primarily by OECC and OCC, but can grow to include other corridor-affiliated groups. Encourage partnerships & co-sponsorships with complementary organizations.	High	1-2 yrs	In progress
1.2.1	Economic Impact: Collect economic impact and costs data for events that take place in the Canalway. Incorporate event data in user profile database for future marketing.	Medium	2-3 yrs	In progress

1.2.2	<p>Events Facility: Identify potential locations for special events facility along the proposed sections of the trail in the urban area. Encourage use of existing Canalway Centers and historic properties. Be creative with outdoor venues during good weather, choose locations that promote projects with corridor partners (i.e. the skate park on Scranton peninsula, with literature about future site of Canal Basin park). Also reach out to the private sector for largest positive impact (i.e. suggest a restaurant at Thornburg station, rather than Rockside corners). Make private businesses that border & complement the corridor preferred vendors.</p>	Low	4 years	In progress
1.2.3	<p>Asset Management: The corridor is home to a rich diversity of resources that make it a destination place. As a destination, events held in the corridor should be met with success and high rates of participation. To ensure event success, focus on smart asset management that allows corridor resources to be distinguished and held in high regard. These assets are the drivers of economic success for the corridor.</p>	Medium	3-4 years	In progress
1.3	<p>Revenue Sources: Identify major sources of funding to target and develop a financial plan to build corridor sustainability and to promote good financial health. Manage assets to improve long term funding sources through investing.</p>	High	4 years	In progress
1.3.1	<p>Donors: Identify ways to engage new individual donors as the trail is completed on both North & South ends. Consider partnering strategies that would increase the donor-user base. Ideal would be the donor-user, someone who already has an interest, uses the trail, and has money. Donors are the highest priority for revenue cultivation. They have the potential to ensure more long term viability, as compared to the fluctuating and unreliable nature of retail sales and government funds.</p>	High	1 year	In progress
1.3.2	<p>Recreational: Identify recreational activities to generate revenue, specifically along the proposed sections.</p>	Medium	2-3 years	In progress

1.3.3	Retail: New sections and more heavily used sections may include retail establishments such as food carts, mobile stands or kiosks.	Low	3-4 years	In progress
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Priority 2: Partnerships & Collaborations

Expand funding opportunities and marketing efforts through partnerships while reinforcing the importance of regionalization by becoming an advocate for regional collaboration.

ID	Goal	Priority	Timeline	Status
2.1	Advocate Regional Partnership & Collaborations: The Ohio & Erie Canalway should continuously advocate the importance of regional collaboration by showing unity among the various Ohio & Erie Canalway organizations and their partners. Advocate to municipalities, counties, nonprofits, parks, and convention & visitor’s bureaus. Partner with local regional organizations, such as, the Northeast Ohio Regional Sewer District, The Fund for our Economic Future, and Cleveland+. Use successes and failures as an opportunity to engage a local and national audience about the progressive regional collaborations in Northeast Ohio.	High	1 year	Not Started
2.2	Increase/Solidify Regional Partnerships & Collaborations: Continue to build upon and expand public, private, and nonprofit partnerships; focusing specifically on the areas of projected trail completion at the northern and southern terminus. Conduct regular partnership briefings with Ohio & Erie Canalway partners.	High	See each sub-goal	In Progress
2.2.1	Prioritize Partnerships & Collaborations: Identify partnership and collaboration categories. Ensure each partnership and collaboration provides substantial, mutual benefits. Assign Ohio & Erie Canalway staff members to each category (such as Towpath Trail Partners, Scenic Byway Partners, Park Partners, etc) encouraging regular check-ins with these partners. Set up a mechanism for contact reminders.	High	1 year	Not Started

2.2.2	<p>Develop New Partnerships & Collaborations: Identify potential partners to target for involvement or increased involvement. Identify roles that are not met. Encourage Ohio & Erie Canalway staff members to contribute new potential partner lists as part of a regularly scheduled staff meeting.</p>	High	Continual	Not Started
2.2.3	<p>Implement Partnership & Collaboration Tracking: Create a database of partnerships that identifies type of partnership and when these partnerships change or become obsolete. Include contact information and staff member assigned to the partner organizations. Include board members when determining which partnerships to pursue.</p>	High	1 year	Not Started
2.2.4	<p>Implement Partnerships & Collaboration Advertising: Create a “membership-type” funding report that assigns partners a level (such as user, contributor, connector). Focus on letting the public know which local organizations help the corridor. Add partner logos and website links to the Ohio & Erie Canalway website partner page.</p>	Medium	2 years	Not Started
2.2.5	<p>Identify Innovative Partnerships & Collaborations: Identify unique partnerships, such as lumber companies, biomass energy producers, developers, and waste management facilities. Draw attention to the partnerships through national press releases that could draw national media attention.</p>	Low	3 years	Not Started
2.2.6	<p>Identify Transit Partnerships & Collaborations: Work with RTA and other transit organizations to provide car-free access and tours. Provide transportation between the facilities.</p>	Medium	2 years	Not Started
2.2.7	<p>Identify Volunteer Partnerships & Collaborations: Coordinate an Ohio & Erie Canalway volunteer system to maximize efforts. Create a database of projects for volunteer groups. Connect with HandsOn Northeast Ohio to support volunteer coordination across the entire region.</p>	Medium	2 years	Not Started
2.2.8	<p>Identify Real Estate Development Partnerships & Collaborations: Establish regular forums with local developers to encourage development along the Ohio & Erie Canalway.</p>	Medium	2 years	Not Started

2.3	<p>Implement Organized Outreach with Partners & Collaborators: Implement information campaigns to strategic partners. Create a "State of the Canalway" annual or bi-annual event that targets partners. Determine community needs and target discussion topics around most prevalent needs such as economic benefits. Partner Outreach: Implement information campaigns to strategic partners. Create a "State of the Ohio & Erie Canalway" annual or bi-annual meeting that targets all partners and collaborators. Determine community needs along the Ohio & Erie Canalway and target discussion topics around most prevalent needs.</p>	High	1 year	Not Started
2.4	<p>Coordinate Communications & Grant-Writing with Partners & Collaborators: Develop a communications strategy for collaborative grant-writing between Ohio & Erie Canalway and partner organizations.</p>	Medium	2 years	In Progress
2.5	<p>Draft a Partnership & Collaboration Agreement: Create a partnership and/or collaborator agreement. List goals and responsibilities of each partner. Sign and keep on file.</p>	High	1 year	Not Started

Priority 3: Management and Implementation

Manage corridor operations in order to ensure long-term sustainability and implement accountability.

ID	Goal	Priority	Timeline	Status
3.1	<p>Branding: Simplify and magnify unity of the Corridor by developing a single partnership name for users to recognize as the organization responsible for the corridor. OECA needs to be responsible for creating the brand and marketing it.</p>	High	1 year	Not started
3.1.1	<p>Uniqueness: Identify and exploit the most unique and popular amenities in the corridor as part of the marketing strategies. Focus on getting information out about a handful of activities to make a destination association. Working with the local, grassroots organizations to find what makes each area unique.</p>	Medium	3 years	Not started

3.2	Succession Planning: Develop a strategy for the transition of knowledge and personal relationships. Consider tracking mechanisms and guidance manuals. Disseminate history of the organizations to ensure knowledge is retained within OECA.	High	2 years	Not started
3.3	Goal Tracking: Develop a method of goal tracking and evaluation. Establish SMART goals and evaluate them yearly. Create tracking mechanism that allows for easy measurement of goal attainment. Report progress on the goals to the Board of Directors yearly.	High	1 year	Not started
3.4	GIS: Enhance GIS capabilities. Perform a GIS needs assessment. Include projects, facilities, maintenance, recreational opportunities, and environmental sensitivity. Work with local GIS experts such as universities. Consider hiring consultants or interns to update GIS database.	Medium	2 years	Not started
3.5	Board of Directors Development: Enhance effectiveness and accountability of board members and directors. Create committees when necessary to ensure issues are handled in a timely manner. Define roles and responsibilities of board members and committees.	Medium	2 years	Not started
3.5.1	Appointment: Evaluate appointment criteria for board members	Medium	2 years	Not started
3.6	Organizational Structure: Evaluate current organizational structure to identify strengths and weaknesses. Work to create a clear, unified organizational structure that allows all stakeholders a voice while promoting a shared vision.	Medium	2 years	Not started
3.6.1	Staff: Identify missing gaps in staff resources and develop job descriptions. Include internships to ensure innovative ideas.	Medium	2 years	Not started
3.6.2	Collaboration: Define lines of responsibility and authority between board and staff members from the three organizations and work to collaborate into one publicly-viewed entity. Focus on funding acquisition and distribution. Strategically align the entities to determine clear division and boundaries.	Medium	2 years	Not started

3.6.3	Effectiveness: Create organizational efficiency and effectiveness through realignment of work force.	Medium	2 years	Not started
3.7	Staff Development: Encourage continued training and education relevant to the goals of the Corridor. Help staff members enhance their leadership skills. Encourage creative ideas from staff members. Work with all staff members to identify key areas for individual career development.	Low	4 years	Not started
3.7.1	Receive Training: Attend training sessions relevant to pressing issues for management of the Corridor. Consider less traditional training such as attending public meetings and joining technical review committees to identify unique ways in which other agencies may be successful or unsuccessful. Record what trainings were attended; include a summary of information obtained and a discussion on the value provided.	Low	4 years	Not started
3.7.2	Give Training: A significant part of outreach and partner development includes providing education, training, and information to partners, the public, and other colleagues. Create a fund to provide this type of training and to attend conferences as speakers.	Low	4 years	Not started
3.8	Accountability: Work with local partners to maintain openness and transparency to the public. Establish effective and accountable governance system that builds trust with the community and creates support and advocacy.	High	1 year	Not started

Priority 4: Interpretation and Education

Adjust and grow with the community while maintaining the importance of the Corridor as a Heritage Area.

ID	Goal	Priority	Timeline	Status
4.1	Technology: Identify ways to incorporate new technology and non-traditional facilities and opportunities with the historic. Initiate process with a needs assessment.	Medium	3 years	In progress

4.1.1	Needs Assessment: Determine what types of modernization should be included.	Medium	1 year	In progress
4.1.2	Develop goals: Determine what the broad goals of modernization should incorporate.	Medium	2 years	Not started
4.1.3	Implementation Plan: Develop a guidance document for the types of facility and interpretation modernization techniques appropriate for the area. Include a mechanism for flexibility to incorporate new technology.	Medium	3 years	Not started
4.2	Experiential Education: Identify experiential education opportunities within the Canalway. Identify "experts" within the Canalway that could lead experiential tours and educational opportunities for residents, children & tourists.	Medium	3 years	In progress
4.2.1	Educational Outreach: Build relationships with counselors and teachers at area high schools; encourage students to complete their required volunteer hours with the park system; working toward building awareness of the corridor in younger generations). Focus on portions of the transportation corridors that are still in development stages.	Medium	2-3 years	In progress
4.3	Organization Outreach: Seek out opportunities to present on pressing needs of the region and the benefit of the Corridor to address the needs. Focus on economic benefits and importance and ability to plan regionally. Target planning and public administration conferences as well as private developer forums.	High	3 years	Not started

Priority 5: Recreation and Visitor Experience

Enhance recreational opportunities and the visitor experience that will promote greater usage of the Ohio & Erie Canalway’s many resources.

ID	Goal	Priority	Timeline	Status
5.1	Temporary Connectivity: Identify alternate routes to provide temporary connectivity to the trail for routes that are projected to take longer than 2 years to complete. Coordinate with municipalities, counties, and ODOT to provide continuous connection to the trails.	High	1 year	Not started

5.1.1	Completion of Towpath Trail: Create necessary partnerships, funding, vision and leadership roles within the Heritage Corridor to make a final effort to see the 110 miles of Towpath completed on both the very north and south end.	High	3 years	In Progress
5.2	Expand Offerings: Focus on expansion into urban areas and differing types of experiences to offer. Create an urban park to express region's diversity. Consider demonstration projects for "green" technology.	Medium	5 years	In Progress
5.2.1	Urban recreation: ice skating rinks, skate parks, basketball courts, amphitheaters, beer gardens farm/art markets, playgrounds, urban farming, and commercial interruptions.	High	3 years	In Progress
5.3	Risk Assessment Map: Assign potential development areas according to the level and type of modification that can be tolerated (off-limits, environmental protection and remediation upgrades, historic renovations, development potential, limited development).	Medium	5 years	In Progress
5.4	Visitors' Centers: Adjust center offerings to expound upon the offerings with the highest demand. Incorporate exhibit rotation among the centers to capitalize on existing resources. Consider center amenities that encourage frequent utilization by active users such as a "refueling" station that can be converted for event use.	Medium	5-8 years	In Progress
5.4.1	Impress Visitors & Enhance Their Experience: Emphasize the aesthetics and amount of ease there is to lead the visitor to key points, site and towns within the Corridor. Leave visitors with a sense of both historic relevance and tranquility of nature. Allow for a number of opportunities for visitors to become more educated about the concept through increased numbers of visitor centers, more informational boards and technologically impressive and contemporary exhibits throughout the Ohio & Erie Canalway.	Medium	4 years	In Progress

5.4.2	<p>Improve & Facilitate Easy Access: Work with municipalities and ODOT to create better roadways to the Corridor, especially in the northern half of the Ohio & Erie Canalway. Clevelanders, specifically, need more opportunities to easily access the Corridor so that urbanites can begin to use this area as first intended as an "urban park space".</p>	Low	10 years	In Progress
5.5	<p>Safety Assessment: Assess safety needs and concerns throughout the Heritage Area. Create an environment that is both fun and safe for the visitor. Work with neighborhood groups, Police departments and/or government agencies to develop and alleviate any potentially problematic target areas that are currently seen as "unsafe" through survey and analysis and make the necessary changes for greater usage.</p>	Medium	3 years	In Progress

Priority 6: Preservation and Conservation

Continue and expand provision of natural, cultural and historic resources by creating guidance for the larger community and ensure implementation of protection and health-based decisions, whenever possible..

ID	Goal	Priority	Timeline	Status
6.1	<p>BMP Manual: Create a Best Management Practices (BMP) Manual for the Canalway. Include natural resource protection, historic preservation, and recreational opportunities. Include funding sources and contact information. Use the manual as a guide to select projects to fund.</p>	Medium	5 years	Not started
6.2	<p>Temporary Management: Develop management strategies for acquired properties. As segments of the trail project are acquired, develop a mechanism for temporary management of the properties. Identify funding sources or volunteer organizations to provide assistance. Explore working with the Cuyahoga County Landbank, which may serve to keep costs at a minimum.</p>	High	2 years	Not started

6.3	<p>Risk Assessment Map: Assign potential development areas according to the level and type of modification that can be tolerated (off-limits, environmental protection and remediation upgrades, historic renovations, development potential, limited development potential). Partner with Cuyahoga County Planning Commission, as they have developed a countywide assessment for potential development and protection areas.</p>	Low	5 years	In progress
6.3.1	<p>Preservation & Conservation Target Areas: Identify key areas within the Canalway for historic preservation and conservation. Plan ways to acquire and protect these areas.</p>	Medium	5 years	In progress
6.3.2	<p>Historic Resources: Continue historic preservation aide to local communities and businesses, ensure NPS continues to provide technical assistance, and create a manual for agency and Corridor entity use to ensure protection of historic resources, and for planning, design and development practices.</p>	High	2 years	In progress
6.4	<p>Environmental and Cultural Sustainability: Implement intentioned decisions, processes and programs to preserve, protect, respect and utilize resources within the Corridor. Integrate human, ecosystem, and the natural and built environment to the benefit, health and longlasting endurance of each.</p>	Medium	5 years	In progress
6.4.1	<p>Energy Use: Develop a strategy to incorporate alternative energy sources and reduced consumption. Include educational information about the technologies and how efficiency can be achieved at home, work and school.</p>	High	2 years	In progress
6.4.2	<p>Social Responsibility: Identify local manufacturing companies and artisans to supply Corridor products. Aim to sell only products made in the region and no products from outside the country.</p>	Medium	5 years	Not started

6.4.3	<p>Environmental Stewardship: Improve waste management by adding composting and reuse stations. Reuse stations may consist of self-directed workshops for common waste streams, or additional recycling stations for materials local businesses recycle. Include simple, noticeable information about recycling and waste stream management.</p>	Medium	5 years	In progress
6.4.4	<p>Green Practices: Identify and develop a plan to incorporate “green” practices as an organization, for the geographic area, and as a tool for informational and technical assistance provided to local Corridor businesses, residents and municipalities that do not have the staff and/or funding. Provide funding information as well.</p>	Medium	5 years	Not started
6.4.5	<p>Environment Health: Develop a Corridor pollution reduction plan geared to improve air, water and land quality, increasing overall environmental and ecosystem health. Track and report implementation and impact results on a predetermined, periodic basis.</p>	Medium	5 years	Not started
6.4.6	<p>Cultural Diversity: Identify key community and neighborhood cultural ethnic diverse groups and work with ensuing agencies and organizations to create ways that honor and incorporate into Corridor programming.</p>	High	2 years	In progress
6.5	<p>Economic Stimulator: Realizing the revenue infusion, revenue generation, and job creation capacity of preservation and conservation, develop a plan for identification, tracking and data compilation specific to preservation and conservation economic indicators within the Corridor. Determine a reporting timeline.</p>	High	2 years	Not started

OHIO & ERIE CANALWAY: CONNECTIVITY, COMMUNITY, CULTURE

OECA Grant Awards

Fiscal Years

2000-2010

ProjectName	OrganizationName	Award Year	Total Project Budget	Grant Award	Cash Match Leveraged	In-Kind Match Leveraged	Project Type
Akron Historic Landmark		1998		\$5,000	\$6,598		Preservation/Revitalization
Boston Hall		1998		\$40,000	\$553,385		Preservation/Revitalization
Canal Restoration		1998		\$42,000	\$43,200		Preservation/Revitalization
Cleveland Neighborhood Preservation Program		1998		\$10,000	\$25,000		Preservation/Revitalization
Hancock & Carnegie Canal Cleanup		1998		\$916	\$998	\$998	Greenspace/Trail
Howe House		1998		\$20,000	\$21,328		Preservation/Revitalization
Hullet Exhibit		1998		\$6,000	\$106,219		Education/Interpretation
Lawrence Township Towpath		1998		\$125,000	\$135,045		Greenspace/Trail
Massillon Trail		1998		\$103,242	\$114,729	\$7,000	Greenspace/Trail
Millcreek Waterfall & Trail		1998		\$8,600	\$152,198	\$2,198	Greenspace/Trail
Mustill House and Store		1998		\$100,000	\$117,450		Marketing/Visitor Services
St. Helena III Canal Boat		1998		\$10,000	\$11,454	\$4,054	Preservation/Revitalization
Stark County Trail		1998		\$125,000	\$203,911		Greenspace/Trail
Thornburg Station		1998		\$75,000	\$425,700		Rail
Zoarville Bridge		1998		\$9,138	\$12,996		Preservation/Revitalization
Akron Design Guidelines		1999		\$6,000	\$6,137		Other
Canal Corridor Education		1999		\$9,980	\$15,030	\$730	Education/Interpretation
Canal Fulton Wharf		1999		\$50,000	\$115,925	\$10,736	Preservation/Revitalization
Fleet Avenue Connector		1999		\$10,000	\$57,000		Greenspace/Trail
Massillon Discovery Trail		1999		\$9,000	\$19,204		Greenspace/Trail
Massillon Towpath		1999		\$41,165	\$68,165		Greenspace/Trail
Mustim House & Store - II		1999		\$50,000	\$500,640		Marketing/Visitor Services
Nav-Beth Corridor		1999		\$50,000	\$299,452		Greenspace/Trail
Neighborhood Preservation		1999		\$45,000	\$68,563	\$9,075	Preservation/Revitalization
Ohio Ballet		1999		\$10,000	\$301,150		Preservation/Revitalization
Towpath & Wolfcreek Trailhead		1999		\$50,000	\$201,300		Greenspace/Trail
Zoar Hotel		1999		\$50,000	\$618,266		Preservation/Revitalization
Zoar Town Hall		1999		\$50,000	\$109,356	\$21,856	Preservation/Revitalization
Broadway Historic District		2000		\$40,000	\$142,236	\$89,894	Preservation/Revitalization
Canal Fulton Gateway		2000		\$100,000	\$363,111		Preservation/Revitalization
Canal Neighborhoods		2000		\$25,000	\$25,000		Preservation/Revitalization
Clinton Towpath Trail		2000		\$205,000	\$253,652		Greenspace/Trail
Exhibitory for Mustill Store		2000		\$10,000	\$150,000		Education/Interpretation
Explore Peninsula		2000		\$10,000	\$15,631	\$10,631	Education/Interpretation
Hullet		2000		\$45,000	\$79,111	\$22,284	Preservation/Revitalization
Jennings Mansion		2000		\$10,000	\$59,649	\$21,503	Preservation/Revitalization

OHIO & ERIE CANALWAY: CONNECTIVITY, COMMUNITY, CULTURE

Lake Street Trailhead		2000		\$80,000	\$118,957	\$94,267	Greenspace/Trail
Massillon Trail		2000		\$99,457	\$332,291		Greenspace/Trail
Navarre Center Square		2000		\$125,000	\$160,049		Preservation/Revitalization
North Trail Station		2000		\$50,000	\$100,000		Rail
Towpath Trail Extension		2000		\$100,000	\$100,000		Greenspace/Trail
Zoar Town Hall		2000		\$75,000	\$80,000		Preservation/Revitalization
Akron Towpath		2001		\$80,000	\$240,131		Greenspace/Trail
Canal Main Street		2001		\$25,400	\$24,704	\$24,704	Preservation/Revitalization
Canal Restoration		2001		\$130,000	\$1,005,000		Preservation/Revitalization
Lake Street Trailhead		2001		\$25,000	\$55,000		Greenspace/Trail
Lower Big Creek		2001		\$10,000	\$168,406		Greenspace/Trail
Mill Creek Visitor		2001		\$60,000	\$576,008		Marketing/Visitor Services
Navarre Clearing		2001		\$80,000	\$80,897		Greenspace/Trail
Save Schoolhouse		2001		\$10,000	\$29,650		Preservation/Revitalization
West Creek		2001		\$50,000	\$98,368		Greenspace/Trail
West Hill		2001		\$3,500	\$4,000		Preservation/Revitalization
Zoar Town Hall		2001		\$70,000	\$72,866		Preservation/Revitalization
Bolivar Trail Planning		2002		\$3,750	\$3,750		Greenspace/Trail
Canton Rail Station	City of Canton	2002	\$300,000	\$100,000	\$255,116		Rail
Comp Rev Plan		2002		\$10,000	\$56,000		Preservation/Revitalization
Cuyahoga Valley Initiative	Cuyahoga County Planning Commission	2002	\$425,000	\$50,000	\$885,320		Greenspace/Trail
CVSR Tourism Development	Cuyahoga Valley Scenic Railroad	2002	\$142,000	\$45,541	\$45,541		Marketing/Visitor Services
Franklin Twp		2002		\$90,000	\$279,902		Other
Lower Mill Creek Corridor Study	Cleveland Metroparks	2002	\$100,000	\$40,000	\$61,986		Greenspace/Trail
Main Street Old Brooklyn	Old Brooklyn Community Development Corporation	2002	\$143,073	\$20,000	\$145,120		Preservation/Revitalization
Mill Creek Visitor		2002		\$10,250	\$54,127	\$8,711	Marketing/Visitor Services
Ohio & Erie Canal Survey	City of Canal Fulton	2002	\$86,800	\$35,500	\$35,500		Greenspace/Trail
Towpath Trail Akron South		2002		\$65,000	\$135,000		Greenspace/Trail
Trail Riverview Rd - Tusc County		2002		\$90,000	\$139,096	\$93,794	Greenspace/Trail
Vally Railway Guidebook		2002		\$7,500	\$9,095		Rail

OHIO & ERIE CANALWAY: CONNECTIVITY, COMMUNITY, CULTURE

Wolf Creek Trailhead		2002		\$75,000	\$82,608		Greenspace/Trail
Zoarville Station Bridge		2002		\$35,000	\$62,735		Preservation/Revitalization
Cascade Mills: Archeological Research	Cascade Locks Park Association	2003	\$45,615	\$10,000	\$35,615	\$22,578	Marketing/Visitor Services
Cuyahoga Valley Scenic Railway Tourism	Cuyahoga Valley Scenic Railroad	2003	\$206,801	\$34,981	\$77,761	\$8,328	Rail
Deep Lock Quarry	Metroparks, Serving Summit County	2003		\$85,000	\$187,666		Preservation/Revitalization
Detroit-Superior Bridge Bikeway and Promenade	Cleveland Public Art	2003	\$2,807,000	\$50,000	\$614,668		Greenspace/Trail
Mill Creek Site Development	Slavic Village Development	2003	\$433,640	\$50,000	\$406,816	\$305,611	Marketing/Visitor Services
Project Partnership		2003		\$5,000	\$7,000		Marketing/Visitor Services
The Missing Link - Cleve. East Connector	Cleveland Metroparks	2003	\$889,450	\$100,000	\$511,851		Greenspace/Trail
Towpath Trail Connector Planning - Old Brooklyn	Old Brooklyn Community Development Corporation	2003	\$31,475	\$10,000	\$22,685	\$11,308	Greenspace/Trail
William G. Mather Video		2003		\$4,800	\$12,467		Education/Interpretation
Zoarville Station Bridge	Camp Tuscazoar Foundation, Inc.	2003	\$38,554	\$19,277	\$19,277		Preservation/Revitalization
1885 Sweitzer Barn Reconstruction	Conrad Botzum Farmstead	2004	\$34,000	\$10,000	\$21,733	\$7,083	Preservation/Revitalization
Bolivar Towpath Trail and Downtown Plan	Village of Bolivar	2004	\$60,000	\$23,238	\$23,238		Greenspace/Trail
Canal Fever	NA	2004	\$58,500	\$20,000	\$83,405	\$83,405	Education/Interpretation
Canalway Learning Center at Sippo Lake	Stark Parks	2004	\$11,654,750	\$150,000	\$6,544,736		Marketing/Visitor Services
Countryside Farmers Market	Cuyahoga Valley Countryside Conservancy	2004	\$74,740	\$28,000	\$84,723		Economic Development
Henninger House/Trail Phase 1	West Creek Preservation Committee	2004	\$68,033	\$27,000	\$43,167	\$15,009	Greenspace/Trail
Main Street Brochures	Main Street Canal Fulton	2004	\$10,000	\$5,000	\$5,094		Marketing/Visitor Services

OHIO & ERIE CANALWAY: CONNECTIVITY, COMMUNITY, CULTURE

Mill Creek Connector Trail - Phase I	Cleveland Metroparks	2004	\$1,215,000	\$29,302	\$196,099		Greenspace/Trail
Southern Canalway Center	Ohio & Erie Canalway Coalition	2004	\$40,000	\$36,000	\$4,000		Marketing/Visitor Services
Towpath Restoration and Surfacing	Tuscarawas County	2004	\$155,000	\$72,845	\$77,692		Greenspace/Trail
Towpath Trail Development Manchester Road to US224	Metroparks, Serving Summit County	2004	\$266,432	\$100,000	\$188,543		Greenspace/Trail
Art in the Canalway	Akron Art Museum	2005	\$15,018	\$6,987	\$3,493	\$3,493	Education/Interpretation
Canal Fulton Memory Project	Canal Fulton Public Library	2005	\$7,954	\$4,610	\$2,502	\$1,772	Education/Interpretation
Commercial Revitalization Plan	Clark Metro Development Corporation	2005	\$65,000	\$10,000	\$28,934	\$19,124	Preservation/Revitalization
Farmers Market Year 2	Cuyahoga Valley Countryside Conservancy	2005	\$68,930	\$20,000	\$151,350	\$71,350	Economic Development
Lower Big Creek Greenway Plan	Old Brooklyn Community Development Corporation	2005	\$163,500	\$33,687	\$103,808	\$46,554	Greenspace/Trail
McLaughlin Dry Dock Improvements	Canal Fulton	2005	\$29,900	\$12,000	\$12,000		Preservation/Revitalization
Scenic Byway Trailheads	Slavic Village Development	2005	\$594,207	\$120,000	\$470,157		Greenspace/Trail
Self-Propelled Diesel Cars	Cuyahoga Valley Scenic Railroad	2005	\$186,400	\$87,500	\$100,977		Rail
Towpath Trail - US224 to Waterloo Road	Metroparks, Serving Summit County	2005	\$328,702	\$120,000	\$209,297		Greenspace/Trail
Towpath Trail Extension: Engineering Survey	Cuyahoga County Engineer	2005	\$180,000	\$60,000	\$138,808	\$138,807	Greenspace/Trail
Tuscarawas Riverbank Stabilization and Logjam	Stark County Park District	2005	\$30,000	\$15,000	\$20,576	\$10,736	Preservation/Revitalization
Visitor Information Stations	Great Lakes Science Center	2005	\$30,114	\$10,000	\$19,972	\$1,207	Education/Interpretation
Zoar Parking Lot Area, Phase I	Zoar Community Association	2005	\$28,373	\$11,758	\$21,373		Greenspace/Trail
Zoarville Station Bridge Phase III	Camp Tuscazoar Foundation, Inc.	2005	\$12,500	\$6,250	\$6,250		Preservation/Revitalization

OHIO & ERIE CANALWAY: CONNECTIVITY, COMMUNITY, CULTURE

A Night in the Valley	Stanford Hostel	2006	\$13,000	\$5,000	\$8,122	\$8,122	Marketing/Visitor Services
Bath Township Museum	Bath Township Museum Board	2006	\$23,350	\$3,500	\$28,841	\$19,051	Education/Interpretation
C.A.N.A.L.S.	Tuscarawas-Carroll-Harrison Edu. Service Ctr.	2006	\$333,498	\$9,944	\$321,677		Education/Interpretation
Cascade Mills Site Design	Cascade Locks Park Association	2006	\$145,963	\$30,000	\$96,437	\$57,937	Education/Interpretation
Farmers Market Year 3	Cuyahoga Valley Countryside Conservancy	2006	\$58,930	\$10,000	\$71,809	\$61,235	Economic Development
Louis Baus Canal Photograph Collection	The University of Akron, Archival Services	2006	\$30,437	\$5,000	\$26,924	\$1,061	Education/Interpretation
Magnolia Mill Intepretive Planning	Stark County Park District	2006	\$10,000	\$5,000	\$7,935		Education/Interpretation
Steelyard Commons Interpretive Site	Western Reserve Historical Society	2006	\$1,005,000	\$45,000	\$356,973	\$2,451	Education/Interpretation
The Natural Flats Field Guide	Cleveland Public Art	2006	\$9,000	\$3,500	\$5,630	\$21,030	Marketing/Visitor Services
Towpath Trail - PPG Phase 1B	Metro Parks Serving Summit County	2006	\$525,424	\$75,000	\$621,741		Greenspace/Trail
Towpath Trail Extension Survey Phase II	Cuyahoga County Engineer	2006	\$90,000	\$30,000	\$70,651		Greenspace/Trail
West Creek Connector - Reclaiming the Lost Valley	Village of Brooklyn Heights	2006	\$84,400	\$20,000	\$29,036		Greenspace/Trail
West Creek Stewardship Center Design	Cleveland Metroparks	2006	\$675,000	\$30,000	\$174,517		Marketing/Visitor Services
Adaptive Reuse & Facility Rehab	Peninsula Art Academy	2007	\$29,840	\$9,000	\$20,896		Preservation/Revitalization
Alternative Transportation Plan	Cuyahoga Valley Scenic Railroad	2007	\$16,816	\$5,000	\$13,970		Active Recreation
Bath Township Museum 07	Bath Township Museum Board	2007	\$3,000	\$1,500	\$1,500		Education/Interpretation
Canal Dover - Life in 19th Century Dover	Dover Historical Society	2007	\$20,693	\$7,750	\$14,395		Education/Interpretation
Home Restoration/ Improvement	Spring Hill Historic Home	2007	\$26,500	\$13,250	\$8,620		Preservation/Revitalization

OHIO & ERIE CANALWAY: CONNECTIVITY, COMMUNITY, CULTURE

Interpretive Display	City of Canal Fulton	2007	\$7,834	\$3,541	\$3,540		Interpretation
Market Square Park Design	Cleveland Public Art	2007	\$83,800	\$21,010	\$52,314	\$13,264	Greenspace/Trail
Schumacher's Cascade Mills Site Construction	Cascade Locks Park Association	2007	\$1,130,869	\$150,000	\$50,303	\$6,408	Education/Interpretation
Stark County Towpath - Rt. 212	Stark County Park District	2007	\$125,000	\$62,500	\$7,649		Greenspace/Trail
TuscTowpath Trail Alignment Study	City of New Philadelphia	2007	\$30,000	\$15,000	\$10,788		Greenspace/Trail
Barberton Towpath & Trailhead	city of Barberton	2008	\$389,754	\$68,000	\$245,477		Greenspace/Trail
Dover Canal Park	City of Dover	2008	\$135,650	\$30,000			Greenspace/Trail
Historic Howe Truss Bridge	Massillon Area Greenways, Inc.	2008	\$74,000	\$30,000	\$19,757	\$3,683	Preservation/Revitalization
Interpretation at Schumacher's Mill Site	Cascade Locks Park Association	2008	\$39,900	\$10,000	\$26,323	\$6,230	Education/Interpretation
Linoma Dome Car Restoration	Cuyahoga Valley Scenic Railroad	2008	\$566,355	\$50,000	\$220,732		Rail
Lock 4 Spillway & Feeder levee repair	Stark County Park District	2008	\$190,000	\$75,000	\$545		Preservation/Revitalization
Reeves Mill Smokestack Renovation	Tuscarawas County Port Authority	2008	\$58,700	\$12,000			Preservation/Revitalization
Scenic Byway Signage - Eneineering and Construction	Cuyahoga County Engineer	2008	\$72,000	\$18,000	\$62,937		Marketing/Visitor Services
Towpath Trail PPG 2B	Metro Parks, Serving Summit County	2008	\$605,596	\$121,000			Greenspace/Trail
William G. Mather Schematic Exhibit	Great Lakes Science Center	2008	\$465,359	\$75,000	\$391,246	\$39,246	Education/Interpretation
CVC Summer Bike Camp	Ranibow Babies & Childres Hospital	2009	\$33,915	\$7,200	\$27,038	\$3,564	Active Recreation
Hertiage Tourism	Historic Gateway Neighborhood	2009	\$87,200	\$31,500	\$65,964	\$26,734	Education/Interpretation
Morgana Trail Blanche Ave Spur	Slavic Village Development Corp	2009	\$62,443	\$27,900	\$34,367		Greenspace/Trail
Navarre - Bethlehem Park Improvement	Village of Navarre	2009	\$21,000	\$8,370	\$14,351	\$2,633	Greenspace/Trail
Richard Howe House Rennovation	Ohio & Erie Canalway Coalition	2009	\$1,500,000	\$135,000	\$1,582,571		Preservation/Revitalization

OHIO & ERIE CANALWAY: CONNECTIVITY, COMMUNITY, CULTURE

Scenic Byway Signage Design	Cuyahoga County Engineer	2009	\$90,000	\$27,000	\$33,652		Marketing/Visitor Services
Songs & Images of the Canalway's Past	Cleveland Metroparks	2009	\$18,300	\$5,632			Education/Interpretation
St. Helena III Canal Boat Repair	Canal Fulton Heritage Society	2009	\$30,160	\$13,320	\$6,774	\$1,144	Preservation/Revitalization
Towpath Trail - Barberton Improvements	Metro Parks, Serving Summit County	2009	\$91,460	\$30,487	\$23,553		Greenspace/Trail
Tuscarawas Train Depot Expansion	City of Canton	2009	\$96,714	\$41,040	\$24,870	\$12,920	Rail
"The Great Lakes Story" Design Development Exhibit Planning	Great Lakes Science Center	2010		\$62,500			Education/Interpretation
Anna Dean Farm Trail	Barbeton Historical Society	2010		\$25,000			Greenspace/Trail
Bike Aboard! (2nd request)	Cuyahoga Valley Scenic Railroad	2010		\$38,267			Active Recreation
Broadway Slavic Village Gateway Arch	Slavic Village Development	2010		\$110,583			Preservation/Revitalization
Camp Tuscazoar RV Park	The Camp Tuscazoar Foundation, Inc.	2010		\$46,117			Active Recreation
Canalway Center Enlargement	Cleveland Metroparks	2010		\$40,000			Marketing/Visitor Services
Historic Downtown Revitalization Conceptual Plan	City of Canal Fulton	2010		\$9,333			Preservation/Revitalization
Nav-Beth Park Trail - Phase I	Bethlehem Township Trustees	2010		\$10,000			Greenspace/Trail
Preserving Peninsula's Past	Peninsula Valley Historic & Education Foundation	2010		\$8,200			Education/Interpretation
Stanford House Rehabilitation	Cuyahoga Valley National Park Association	2010		\$50,000			Marketing/Visitor Services
Take a Hike 2010	Historic Gateway Neighborhood Corporation	2010		\$25,000			Education/Interpretation
Towpath Predevelopment Activities	Trust for Public Land	2010		\$75,000			Greenspace/Trail

OHIO & ERIE CANALWAY: CONNECTIVITY, COMMUNITY, CULTURE

West Creek Greenway to Hemlock Creek Connection Trail	West Creek Preservation Committee	2010	\$60,000				Greenspace/Trail
WRHS Core Experience	Western Reserve Historical Society	2010	\$40,000				Education/Interpretation
TOTALS			\$6,672,118	\$26,138,170	\$1,455,513		

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