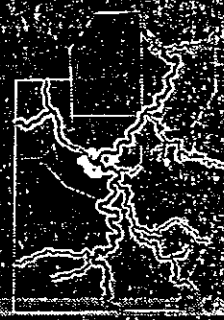
RIVERS OF STEEL



MANAGEMENT ACTION PLAN

December 1995

STEEL INDUSTRY HERITAGE CORPORATION

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Landscape Architects

Cultural Heritage and Folklife Consultants

Economic Development Consultants

Industrial History Consultants

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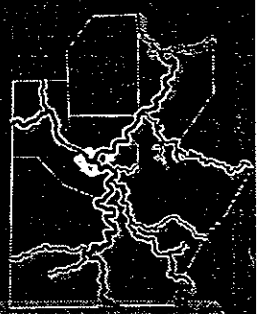
RIVERS OF STEEL



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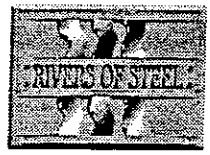

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This Plan has been prepared in response to United States Public Law 100-698 and the Pennsylvania Heritage Parks Program. It has not been cleared by the U. S. Department of Interior or the Office of Management and Budget, and does not necessarily reflect the recommendations of the Secretary of the Interior.

HERITAGE AREAS

Heritage areas are most often regions with a distinctive sense of place unified by large-scale resources: rivers, lakes or streams, canal systems, historic roads or trails, railroads. They may include both rural and urban settlements, and are cohesive, dynamic environments where private ownership predominates, and will continue to predominate, but where change can be creatively guided to benefit both people and place.

Heritage areas encourage the protection of a wide variety of environmental, scenic, and cultural resources and the creation of sustainable development for tourism and other economic opportunities. Heritage areas educate residents and visitors about community history, traditions, and the environment, and provide for outdoor recreation.

Heritage areas most often comprise more than one jurisdiction, with regional management that combines public and private sector leadership and engages grass roots enthusiasm for celebrating community assets.

PREFACE

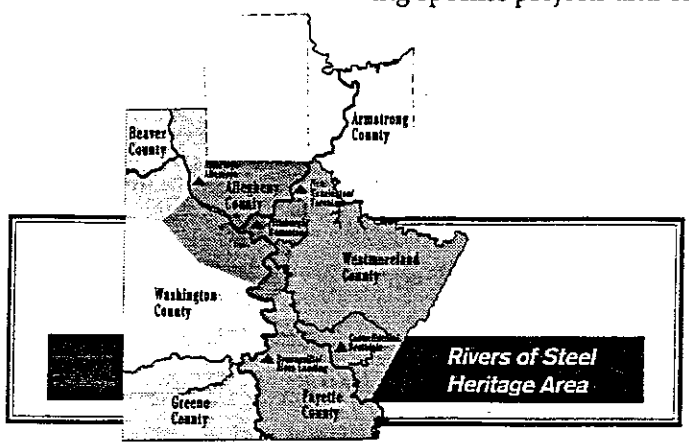
In 1993 the Steel Industry Heritage Corporation published the Steel Industry Heritage Concept Plan, an inspiring and authoritative vision of how to preserve and celebrate the rich industrial heritage of the region. The stories of the steel industry heritage are found in the hundreds of communities along the river valleys, in the foothills of the Allegheny Mountains, and in Pittsburgh.

The unique and powerful story of Big Steel and its related industries is internationally significant and can only be told in Southwestern Pennsylvania because the artifacts, buildings, historic communities, industrial sites, and living legacy of the people are here.

There is great drama in the story which reveals the birth and growth of an enormous industry which changed the world. The mills, mines, railroads, and communities remain as a testament to the human effort of the workers and the industrialists. The physical beauty of the river valleys and wooded slopes provide a natural system for recreation and transportation.

This Management Action Plan weaves together cultural and historical resources in a way that makes the heritage visible, exciting, and accessible. The Heritage Area will have a major impact on the regional economy by promoting tourism and economic development.

The Plan documents the historic legacy, describes a vision strategy ("Rivers of Steel"), and sets out an implementation plan, including specific projects and costs.



Steel Industry Heritage Corporation Mission Statement

The Steel Heritage Corporation is a non-profit organization chartered under the laws of the Commonwealth of Pennsylvania and established by an Act of the United States Congress. The mission of the Steel Industry Heritage Corporation is to conserve, interpret, promote, and manage the historic, cultural, natural, and recreational resources of steel and related industries in southwestern Pennsylvania and to develop uses for these resources so they may contribute to the economic revitalization of the region.

TABLE OF CONTENTS:

Preface .....

I. The Legacy of Big Steel 1

II. The Resources 3

III. The Vision: Rivers of Steel 7

IV. Regional Journeys 9

1. Big Steel: Pittsburgh/Homestead 11
2. Mountains of Fire: Connellsville/Scottdale 15
3. Thunder of Protest: Aliquippa/Ambridge 17
4. Mosaic of Industry: New Kensington/Tarentum 18
5. Fueling a Revolution: Brownsville/Rices Landing 19

V. Implementation Strategy 21

1. Economic Development Strategy 21
2. Historical and Cultural Resource Conservation Strategy 23
3. Education Strategy 25
4. Natural Resources and Recreation Strategy 27
5. Interpretive Planning Strategy 33
6. Intergovernmental Cooperation 35

VI. Ten Year Action Plan 37

1. Introduction 37
2. Early Action Plan: Steel Industry Heritage Corporation 37
3. Ten-Year Plan 39
4. Cost Estimate for Representative Projects 41

VII. **Management of the Rivers of Steel** 43

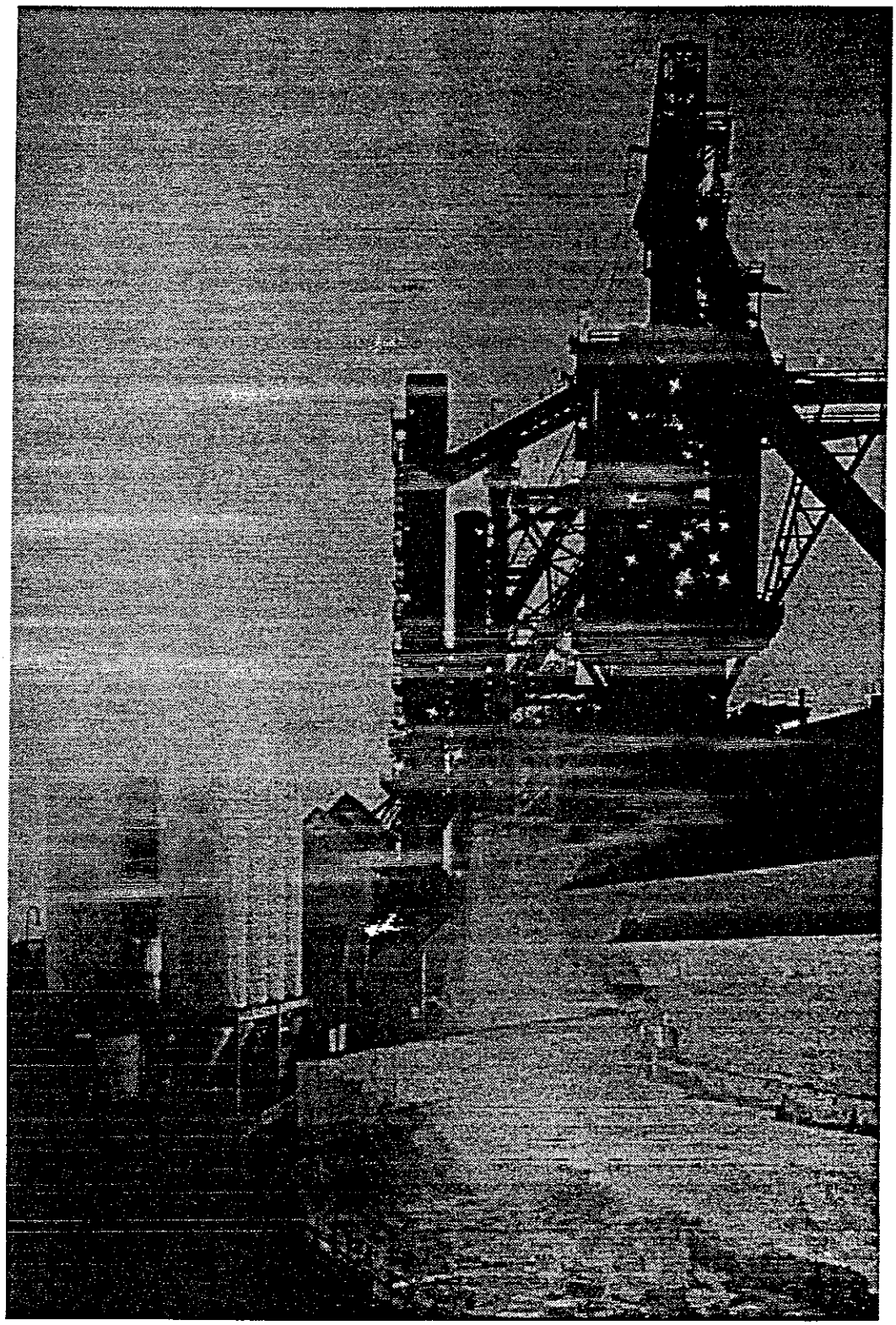
1. Management Goal and Concept 43
2. Rivers of Steel Heritage Area 43
3. Regional Journey Organizations 45
4. Management Initiatives 46

VIII. **Implementation Projects** 47

1. Economic Development Projects 48
2. Historical and Cultural Resource Conservation Projects 50
3. Education Projects 52
4. Natural Resources and Recreation Projects 53

IX. **Appendix (Separate Volume)**

1. Overview
2. Public Participation and the Planning Process
3. Interpretive Program
4. Technical Report: Folklife and Ethnic Culture
5. Technical Report: Historical Resources
   a. Conservation of Historic Industrial Resources
   b. Inventory of Historic Iron and Steel Sites
   c. Inventory of Evaluation
6. Natural Resources and Recreation
   a. Technical Report: Natural Resources and Recreation
   b. Technical Report: Summary of Greenway and Trail Initiatives
   c. Scenic & Recreation Resource Inventory: Western Pennsylvania Region
7. Technical Report: Economic Development and Tourism
   a. Visitation
   b. Economic Development Opportunities
   c. Economic Impact
8. Technical Report: Education
9. Heritage Partners Matrix
10. Potential Funding Sources



I

THE LEGACY OF BIG STEEL

In 1875, a spectacular blast of fiery white light from the new Bessemer furnace at the Edgar Thomson Works heralded America's second industrial revolution — the age of Big Steel. Strong, durable, and versatile, mass-produced steel would create the buildings, railroads, and bridges of the modern world and generate an industrial empire that would change the world forever. For the next century, steelmaking dominated southwestern Pennsylvania, and in the national imagination "Pittsburgh" and "steel" became irrevocably intertwined.

The entire region became a vast industrial machine that, in addition to iron and steel, produced coal and coke, glass, aluminum, electrical equipment, natural gas, and railroad equipment. By the early twentieth century, Pittsburgh was home to some of America's preeminent companies: U.S. Steel, Westinghouse Electric Company, Aluminum Company of America, Pittsburgh Plate Glass, H. J. Heinz, H. K. Porter, and Mellon Bank.

The workers' experience is at the heart of this epic. The quest for a better life, free of exploitation, led to the establishment of strong international unions such as the United Steelworkers, the United Mine Workers, and the electrical workers. The founding conventions of both the American Federation of Labor (1881) and the Congress of Industrial Organizations (1935) took place in Pittsburgh. The rights they won produced a social revolution in labor-management relations and secured a middle class lifestyle for workers after World War II.

A remarkable set of circumstances fueled this rapid industrial and social transformation. The region boasted the best coking coal in the world. Navigable rivers provided ready access to raw materials. The market for durable goods was booming, served by a nationwide network of railroads. Men of entrepreneurial genius saw these opportunities, risked and raised capital, and developed the managerial organization to bring it all to fruition. The new enterprises drew on a remarkable pool of Pittsburgh craftsmen, and attracted skilled and unskilled workers from all over the county and the world to toil in mills, mines and factories. These elements together reshaped the economy of the young nation and the very texture of its life, catapulting Pittsburgh to world leadership as an industrial giant. In 1900, Carnegie Steel Company employed twenty thousand people and produced more steel than all of Great Britain.

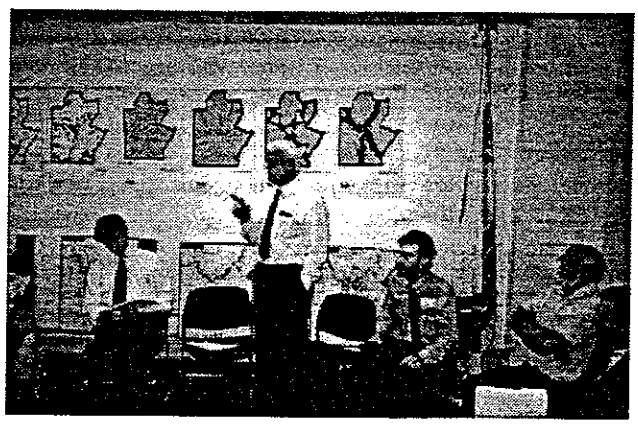
The Pittsburgh prototype of the fully integrated Big Steel corporation — from natural resources to final distribution — was copied all over the globe: in Canada, Europe, the former Soviet Union, and China. Big Steel's managerial and financial innovations changed the way business was done, while the product itself transformed the world. Steel skyscrapers and bridges defined the modern metropolis, and a far-flung network of steel railroad tracks moved millions of passengers rapidly from place to place. Pittsburgh steel was used to build some of the greatest icons of the modern age: the Brooklyn Bridge, the Panama Canal locks, the Empire State Building, Rockefeller

Center, the Oakland Bay Bridge, and the United Nations Headquarters. During World War II, the region played a major role in building America's "Arsenal of Democracy." Factories operated around the clock to produce the military hardware that powered the Allied armies.

Following the war, the city of Pittsburgh reinvented itself. Renaissance I and II transformed the city from a smoky industrial landscape into an urban showcase, recognized as one of America's most livable cities. But this period of dramatic change also marked the end of the region's industrial supremacy. Since then, an economy based on heavy industry has made a remarkable transition to one based on high technology, advanced manufacturing, education, and diversified services, such as finance, health care, and tourism.

The Steel Industry Heritage Corporation (SIHC) seeks to bolster this new regional economy by promoting tourism and economic development based on the region's historical industrial saga. To advance this new effort, SIHC is creating Rivers of Steel, a multifaceted program that preserves the region's rich heritage for future generations to learn from and build on.

The men and women of Southwestern Pennsylvania have left a valuable legacy of towns, churches, schools, and cultural traditions. There is a collective pride in the heroic work that was done and the hard times that were endured. Rivers of Steel is committed to preserving and telling these stories. By enabling communities to conserve their own heritage and ways of life, Rivers of Steel will preserve and display a living history that speaks profoundly of human endeavor — a powerful legacy that continues to shape and animate the future.

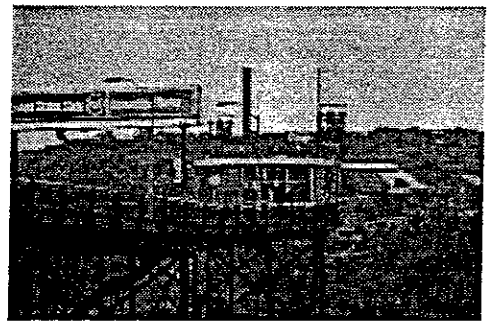


The heritage of the region is many different stories. It is the story of the laborers, the industrialists, the giant industrial works, the natural resources, and the communities.

II

THE RESOURCES

The murals in St. Nicholas Croatian Catholic Church, Millvale, Pennsylvania.



The former Homestead Works of U.S. Steel.

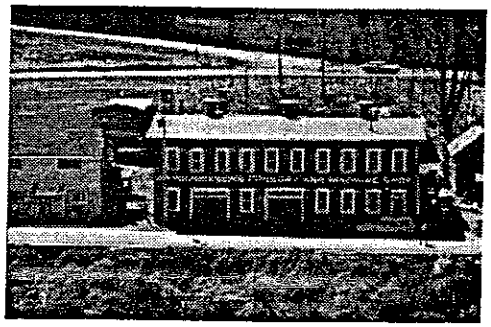
There is a wealth of material to tell the story of Big Steel. Although much has been lost in the last twenty years as the steel and coal industries declined, including demolition of most of the large integrated steel mills, the region is rich in historic sites and buildings and cultural traditions. Extensive data collection and analysis were completed during the preparation of the Rivers of Steel Management Action Plan. The details are documented in Chapter IX (Appendix), including the comprehensive cataloguing of historic iron and steel sites and an analysis of folklife and ethnic culture.

The key resources can be grouped into five primary categories:

- Steel industry sites
- Historic sites and buildings
- Cultural traditions
- Natural resources
- Transportation resources

The history and stories within these categories are interwoven and complex: skilled workers, entrepreneurs, immigrants, unions, meteoric industrial growth

The Henry Clay Frick Mansion in Pittsburgh.



The machine shop at Rices Landing.

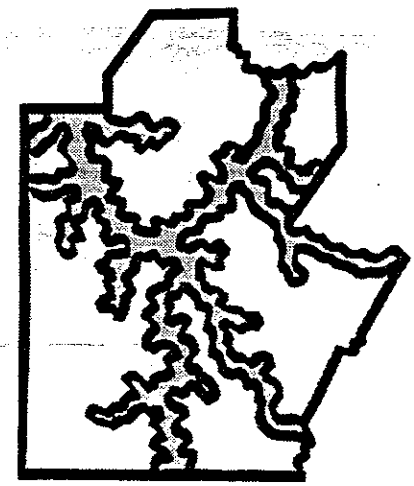
Local restaurants, such as Chiodo's in Homestead, are community institutions.

and decline, pollution and clean-up, iron, steel, coal, coke, railroads, locks and dams, company towns, and the natural resources of the hills and valleys.

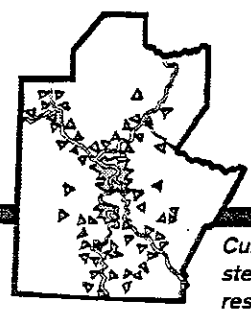
Individually these resources appear as unrelated fragments, rich and diverse, but without an apparent unifying framework to tie them together. It became clear, however, that a strong central framework does exist - the river valleys. As each resource category was isolated on the six county maps, the identical pattern emerged of concentration and critical mass in the river valleys.

Working steel mills, abandoned steel mills, and cleared steel mills sites are in the river valleys. Historic industrial towns, railroads, and roads are in the river valleys. Ethnic churches, National Register buildings, historic neighborhoods, and union halls are in the river valleys. Parks, trails, and recreation sites are in the river valleys. Barges, carrying coal and coke from mine to mill, ply the river valleys.

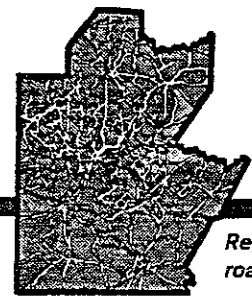
The power of a central vision emerges, Rivers of Steel, with a unifying physical framework, the river valleys, and a unifying programmatic theme, the story of Big Steel and the people who made it. In the following chapters, this Rivers of Steel Vision is developed into an implementable Management Action Plan.



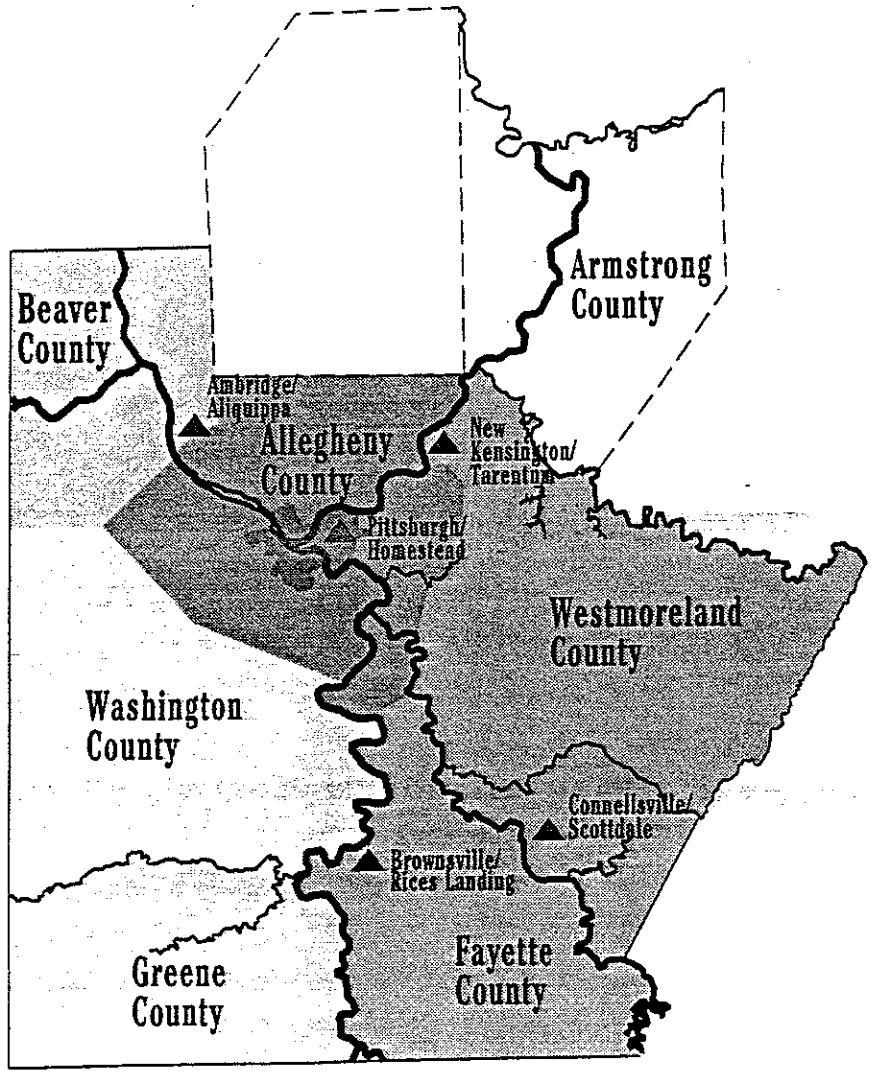
The unifying address of the Heritage Area: The Rivers



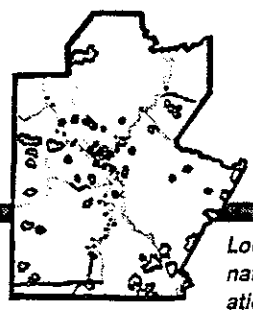
Cultural and steel related resources



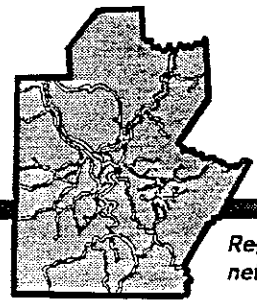
Regional road network



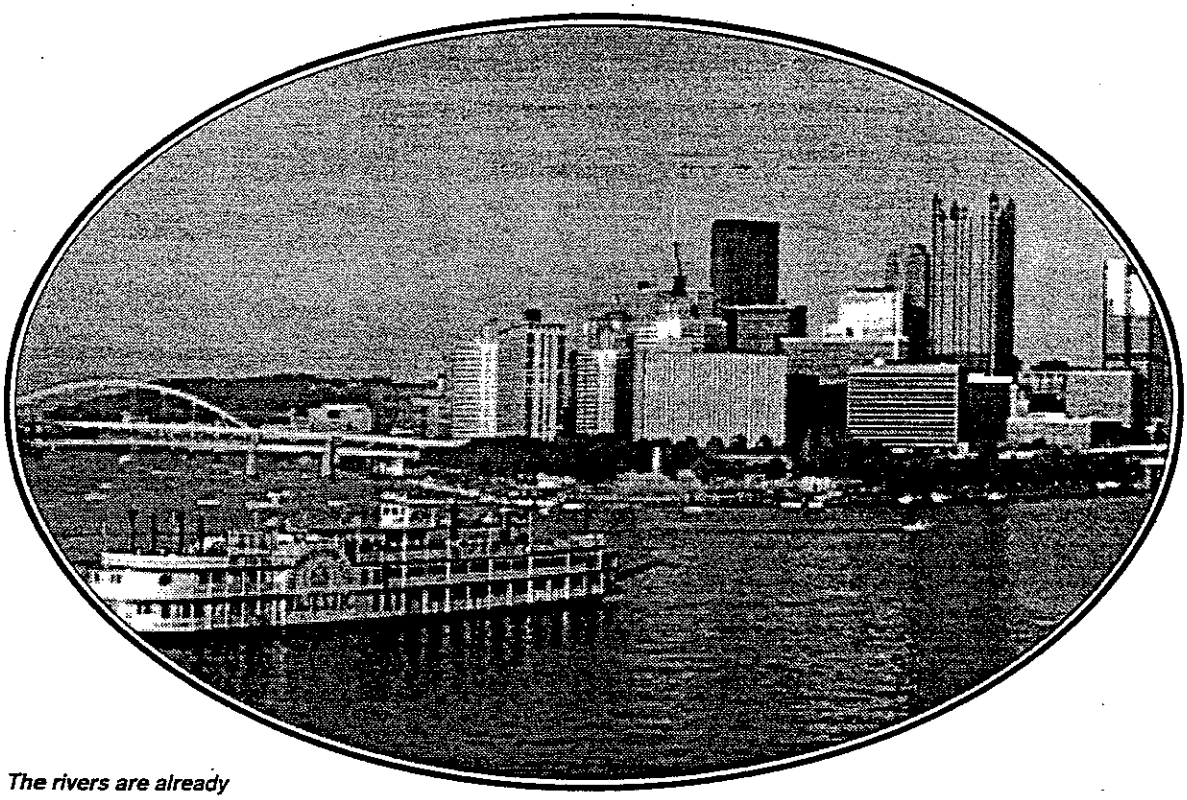
Rivers of Steel Heritage Area



Local, state, and national recreation resources



Regional rail network



The rivers are already the focus of many visitors and will be the key to Rivers of Steel Heritage programs.

III

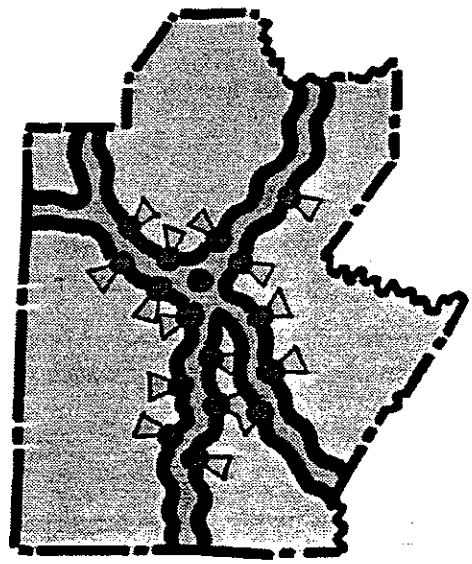
THE VISION: RIVERS OF STEEL

The confluence of the three rivers at the Pittsburgh Point is the region's most spectacular resource. As one of the most celebrated geographic points in America, this image is synonymous with the identity of the region and the city. The Rivers of Steel name will tie in to this highly visible and familiar image and use it to generate widespread interest, investment, publicity, and visitation.

While steel provides a strong interpretive theme for the program, the rivers provide a spectacular way to travel from attraction to attraction. Many of the great resources of the region are already at the water's edge, yet there is no network linking them together. Rivers of Steel journeys on the rivers will reveal the industrial and cultural heritage in dramatic and compelling ways, but the river journeys will also link together tourist related retail, recreation, and economic development projects. Rivers of Steel will bring hundreds of thousands visitors each year directly into museums such as the Carnegie Science Center, the Senator John Heinz Regional History Center, and the Steel Heritage Interpretive Center.

Landings will be developed at the gateway communities and at historic sites along the rivers. Boats will continuously discharge and pick up visitors who will be exploring the heritage of the river tours and heritage sites.

In the South Side, Homestead, the Strip, Lawrenceville, and Millvale, visitors will discover historic neighborhoods and sites of the Big Steel era. In Connellsville and Scottdale, Aliquippa and Ambridge, New Kensington and Tarentum, Brownsville and Rices Landing, the development of similar landings will bring visitors from the rivers directly into historic main streets and cultural districts. In the Connellsville region, for example, the river will attract recreational visitors who will explore the banks of the Youghiogheny, visit industrial heritage sites, and hike and bike historic trails.



The Rivers of Steel Heritage strategy — Rivers and Landings

River journeys on these historic waterways will have strong appeal for a diverse audience. Residents, tourists, families, students, teachers, conventioneers, and business groups will find the river experience rewarding and exciting. Passengers will also be able to buy package tickets to visit museums, recreational facilities, or events. Whatever resources are not directly accessible from the river tours will be connected by visitor services,

signage, and land-based tours.

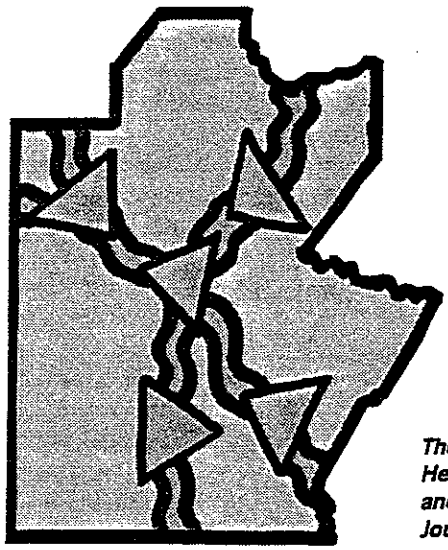
Tour boats will cruise up and down the waterways, past industrial behemoths, rolling green hillsides, precipitous cliffs, and historic communities. The changing landscape will reveal dramatic contrasts, conveying a uniquely American story that gradually unfolds at each bend in the river. The all-weather tour boats will run on a regular schedule year-round, serving tourists and commuters alike. Passengers can plan their own itineraries, get on and off at whatever landing they choose; then reboard to go to their next destination. Each landing will generate opportunities for bed & breakfasts, retail stores, festivals, and other entrepreneurial initiatives. The success of San Antonio's famous Riverwalk indicates the enormous potential of these river-based tours.

Rivers of Steel will engender more livable communities, healthy and vital river systems, economic and social vitality, and an understanding of the past which will create a stable and useful future.

Visitors in riverboats pass by historic steel plants.

IV

REGIONAL JOURNEYS



The Rivers of Steel Heritage area will be anchored by five Regional Journeys.

Five Regional Journey Organizations will plan, develop, and implement Rivers of Steel-related projects and events. Regional Journeys start from these gateway communities:

1. Pittsburgh/Homestead
2. Connellsville/Scottdale
3. Aliquippa/Ambridge
4. New Kensington/Tarentum
5. Brownsville/Rices Landing

The Steel Industry Heritage Corporation (SIHC) will provide technical assistance and, in some cases, funding for project development to communities to develop landings, attractions, historical sites, and programs based on industrial and cultural themes. As coordinator of and partner in regional initiatives, SIHC will help create physical and programmatic linkages. A management framework will allow common ticketing, tour packaging, marketing, and advertising for the five Regional Journey Organizations.

The official Rivers of Steel logo will certify that participating entities have met stringent production and facility standards. It will be widely recognized as a seal of quality, and, together with the Rivers of Steel design program, will impart to its members an image of integrity and dependability.

Tour boats will be equipped with audio-visual exhibits that present the history of the passing landscape, towns,

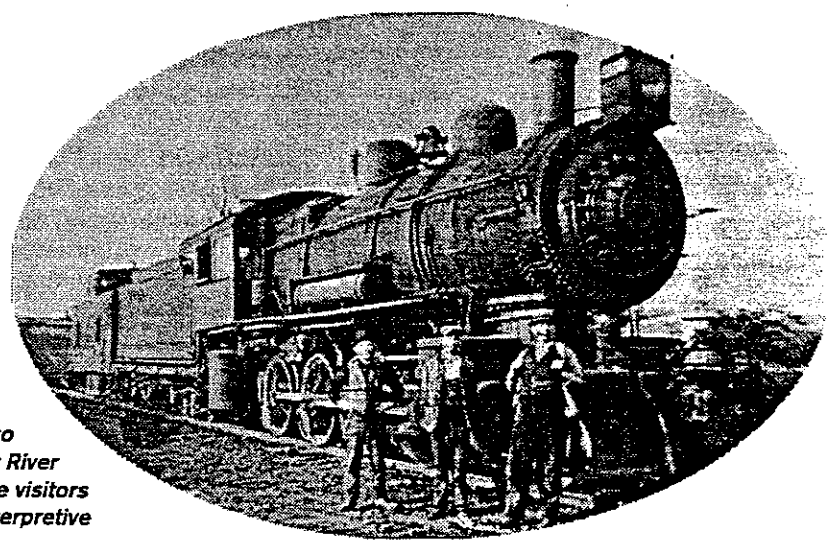
and industrial sites. Changing exhibits will present interesting new topics for repeat riders, especially commuters. Some of the vessels, designed especially for students, will be floating classrooms with exhibit programs keyed to school curricula.

At river landings, visitors will find information kiosks equipped with computer databanks on what there is to see and do in the region — festivals, performances, exhibitions, tours of steel mills and coal mines, and recreational activities. Visitors will be able to select from a menu of choices and get a printout of a map with their personal tours and the best way to get from place to place.

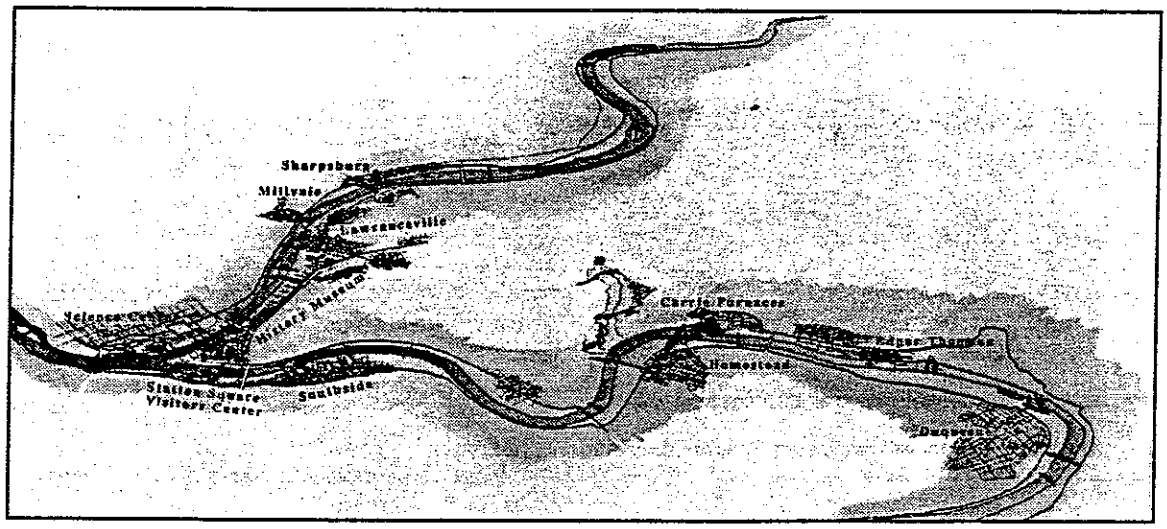
Each landing will also feature a variety of services and attractions: exhibits, entertainment, restaurants, arts and crafts shops, bookstores, parking, and other ventures. SIHC will advise communities on how to create landings that are cultural and commercial centers, giving entrepreneurs sound reasons for locating their businesses at or near a landing. The computer network provided by SIHC will be an invaluable resource for information needed to run successful businesses. Computers will record and analyze tourist requests so that these data can be used in marketing and to enhance visitors' experiences.

Communities with landings will have new opportunities for historic preservation, economic revitalization, and recreation.

Each of the five Regional Journey Organizations will be responsible for planning and initiating programs that reflect its community's special history and cultural traditions. The descriptions on the following pages offer potential outlines for these five journeys. The Pittsburgh/Homestead and Connellsville/Scottdale journeys, which provide urban and rural examples, are more fully drawn, to convey how a Regional Journey might evolve. Ultimately, each journey will be researched, named, planned, and implemented by the Regional Journey Organization in collaboration with SIHC. Detailed design will be a major program initiative in the next five years.



Excursion trains from Pittsburgh to the Youghigheny River Valley will provide visitors with a unique, interpretive experience.



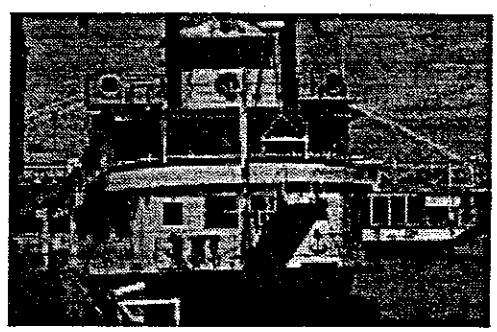
The Big Steel Journey will include communities and historic sites from Sharpsburg to Duquesne.

1. Big Steel Journey: Pittsburgh/ Homestead

The Big Steel Journey will take visitors through the heart of Andrew Carnegie's steel empire, once the backbone of the nation's industrial economy. Journeys will begin near Pittsburgh's Golden Triangle, the center of current tourism to the region. An Orientation Center at Station Square, or at The Carnegie Science Center, will provide ample space for orientation, parking, and a river landing, where tourists will embark on their Big Steel Journeys.

The orientation center and each river landing within the journey area will have a linked databank of tourist information to help visitors plan their tours, print out maps and itineraries, and give updates on what events are taking place in the region. Special and seasonal programs are planned to tie into existing events such as the Three Rivers Arts Festival, the Three Rivers Regatta, and Nationality Days at Kennywood Park.

A fleet of tour boats will operate on a regular schedule, allowing people the flexibility to plan their own journeys. Equipped with multimedia interactive exhibits, tour boats will offer a lively interpretive program on the region's history, from geologic time to the present day; from its historical and cultural aspects to current environmental concerns. The tour boats will also serve as prologues to the sites and attractions within the journey, offering information that will help visitors better appreciate what they are about to see.



Visitors will have options to tour sites according to time and interests.

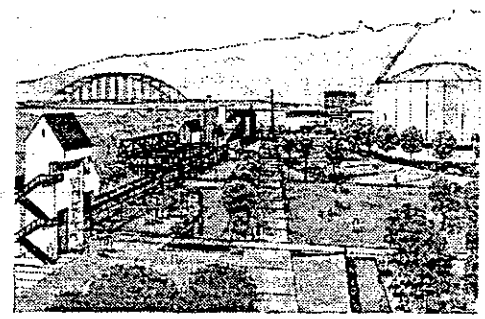
Station Square will become a destination on the Big Steel Journey.

The ten-minute boat ride from Station Square to Carrie Furnaces will serve as a dramatic introduction to the thematic core of the Big Steel Journey — the Steel Heritage Interpretive Center. A world-class exhibition, this National Park Service site will convey the full, comprehensive story of the steel industry. The topics within the exhibits will connect with historic industrial and cultural sites throughout the valleys, encouraging visitors to go on journeys of their own throughout the Rivers of Steel Heritage Area.

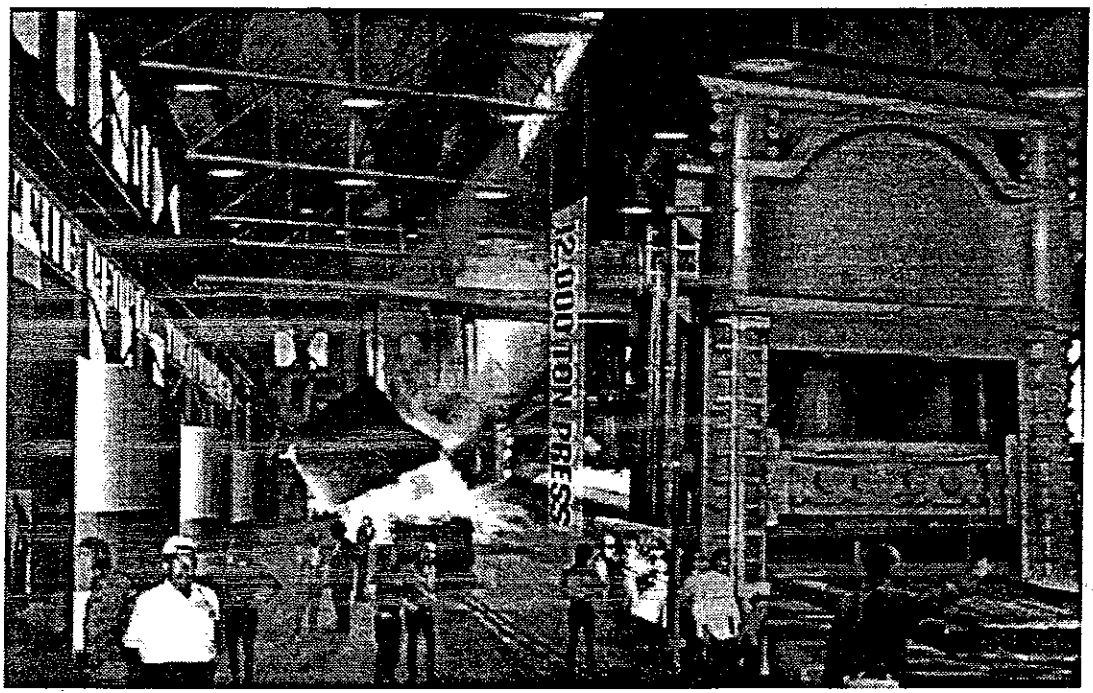
The exhibits at the center will create a vivid idea of the massive scale of the steel industry by presenting a powerful simulation of the awesome spectacle of steel production. Visitors to the site will use virtual-reality technology to "watch" the steelmaking process, from blast furnace operation and ingot pouring to continuous galvanizing and rolling blooms. Visitors will see and touch the 48" universal plate rolling mill, the last steam-driven mill in the United States and other industrial artifacts of Big Steel.

A series of walkways built around the site of the Carrie Blast Furnaces will let visitors see at close hand the industrial giants that set world production records of iron. An awesome thunder-and-light show will be staged on the grounds of the Carrie Furnaces each evening. Images of smoke and fire projected onto a curtain of steam will simulate a gigantic blast furnace blow.

Tours led by former steelworkers and local residents will take visitors through Homestead and Munhall, where they can discover the life of workers and managers in a company town. In Homestead they'll see the Carnegie Library, Frick Park, and the National Park Service Pinkerton Landing site, location of the 1892 Battle of Homestead between strikers and Carnegie Steel's Pinkerton guards. The Bost Building, which played a historic role in the strike, will house an extensive multimedia exhibit on the union movement, its struggle and victories as well as its role



New river landings like this one at the Carnegie Science Center will provide exhibits, public recreation facilites and new business opportunies.

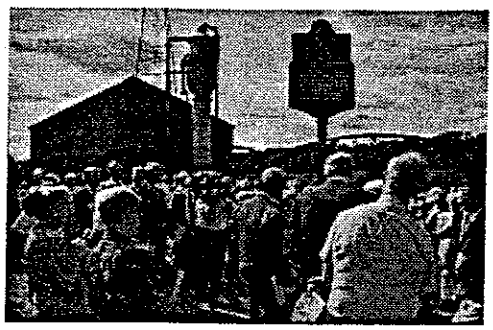


The Steel Heritage Interpretive Center will have state-of-the-art exhibits and will be a major national attraction.

today. Visitors will tour churches, including St. Michael's Slovak Catholic and St. Nicholas Carpatho-Rusyn Orthodox, and will sample eastern European foods like pierogi, stuffed cabbage, and nut roll.

At each landing, visitors will be encouraged to visit other sites that are part of the Rivers of Steel experience. Those with reservations to take a hard-hat tour of the Edgar Thomson Works will continue their journey up the river in special water taxis to Braddock, where they will also visit America's first Carnegie Library. Others may go to Turtle Creek to visit the Westinghouse Electric Company facilities, or to the South Side to see a microcosm of Pittsburgh history and ethnic neighborhoods.

At Station Square, visitors can browse in some of its many shops. At the Carnegie Science Center, an Omnimax film produced by SIHC will present a spectacular trip through a steel mill, projecting dramatic images of blast furnaces and rolling mills onto the seven-



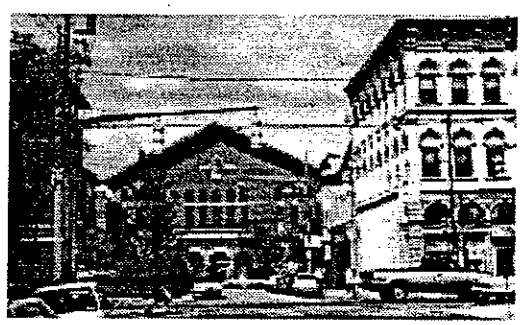
The Pinkerton Landing will be restored as an interpretive site in Homestead.

story-high screen of the Omnimax Theater.

Near the Pittsburgh Convention Center, a landing at the Senator John Heinz Regional History Museum will explore cultural and social themes: the immigrant worker, family life in working-class neighborhoods, and ethnic traditions and heritage. Visitors can combine music and dining by dropping in at one of the Strip District's restaurants and nightspots.

A new landing close to Downtown Pittsburgh will lead visitors to the Downtown Carnegie Library, where an exhibit will explore the story of entrepreneurs and capital investment. Walking tours of Downtown Pittsburgh, including Fourth Avenue (Pittsburgh's Wall Street), will reveal an architectural legacy that includes the historic offices and clubs where Carnegie, Frick, Schwab, and Mellon socialized and conducted business. Many of the nation's greatest architects, such as H. H. Richardson, Daniel Burnham, Longfellow, Alden, and Harlow, designed Pittsburgh buildings (still standing) during the early Big Steel era. Tours will also take visitors to the Oakland Cultural District, the Nationality Rooms at the Cathedral of Learning, the Carnegie, and Clayton, the restored home of Henry Clay Frick.

Tourists will be encouraged to travel beyond the Downtown to experience authentic stories of hard work and tenacity of purpose — values that make this region what it is today. On the Allegheny River, the Big Steel Journey will bring visitors into communities such as Millvale to see St. Nicholas Croatian Catholic Church and its extraordinary murals chronicling the immigration story, and to other neighborhoods such as Northside, Polish Hill and Bloomfield, still thriving ethnic communities. In Lawrenceville, visitors can explore Butler Street, treat themselves to some ethnic food, visit the Regional History Center's Polish worker's home, hike on a new trail along the Allegheny River, visit the NASA Carnegie Mellon Robotics Institute in a restored steel foundry, and then catch a boat to their next destination.



Historic communities like Southside will give visitors a flavor of the mill towns of the region.

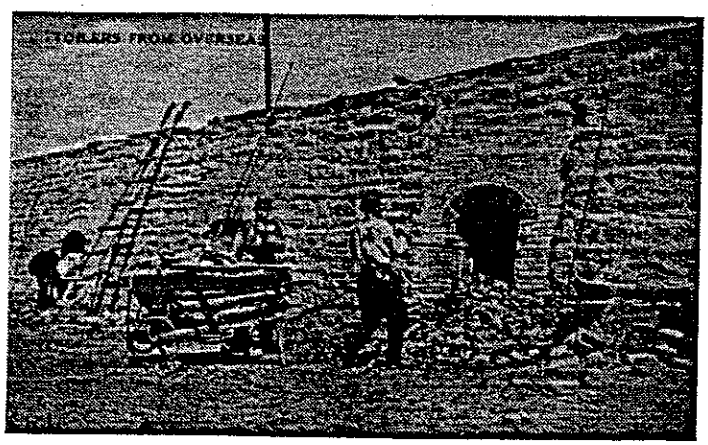
2. *Mountains of Fire Journey: Connellsville/Scottdale*

The Connellsville/Scottdale district, along Chestnut Ridge, is essential to tell the steel heritage story. For over a century, the district produced millions of tons of the highest-quality coke for steel mills in Pittsburgh and around the world. As the market for this indispensable resource grew, tens of thousands of fiery beehive ovens burned day and night across the surrounding hillsides, creating the impression of a vast conflagration.

The Mountains of Fire Journey will provide a rural counterpart to the urban Big Steel Journey. With the opening of the Youghiogheny River Trail, Connellsville, once the coal and coke capital of the world, is developing as a cultural and recreational center, attracting visitors from the Laurel Highlands, Ohiopyle State Park, and Fallingwater. These attractions already draw an estimated 2 million visitors each year.

A Rivers of Steel landing in the Youghiogheny River Park in Connellsville will provide a full spectrum of visitor amenities. At an information kiosk, people will learn more about the heritage of the area, historical sites and attractions, shopping, restaurants, places to spend the night, and special events — from Coal and Coke Festivals to fiddlers' contests.

On a hillside near the landing, the Journey Organization will stage "Mountains of Fire," a multimedia event. Every evening during the summer months, the dramatic presentation will demonstrate coke making: charging, leveling, quenching, drawing, and loading. In a spectacular finale, laser lights and moving images of red, billowing smoke and flame will be projected onto a curtain of steam, vividly simulating the burning fires of hundreds of beehive coke ovens.



Firing the beehive ovens.

From the landing, visitors can walk to the Coal and Coke Heritage Center, which will house a multimedia exhibit on the industrial and cultural story of the region, tracing its evolution from the early iron masters to the age of Big Steel. Presented in the words of the workers, owners, and families who lived here, the exhibits of images and artifacts will bring history alive, establishing a continuity that strongly links the past and future.

A walking tour of the historic district will tell the story of Connellsville, from its founding by Zacariah Connell in 1741 to its role today as a recreational gateway. Tour guides and brochures will describe historic sites, shops, and other points of interest: the Carnegie Free Library, built in 1903; the Hungarian Cemetery, where many of the victims of the 1907 Darr Mine Explosion are buried; the Stadium and its Olympic Oak; and buildings and homes listed on the National Historic Registry.

Throughout the Regional Journey area, trail markers will tell the story of the Connellsville/Scottdale district, tracing its history through a landscape of early iron furnace ruins, coking ovens, and coal patch towns. Following the Youghiogheny River Trail, visitors can explore other towns and historic sites: Adelaide, site of hundreds of beehive ovens; Broadford, where Henry Clay Frick opened his first mine; Dawson, the home of Philip Cochran, coal and coke pioneer; and Dunbar, the iron furnace town.

A rail link, bus, or trolley will take visitors to Scottdale, the West Overton Museums, and the birthplace of Henry Clay Frick. A journey to Shoaf's mine and coke works will show visitors an early twentieth-century coking operation with over 300 remarkably intact block and beehive ovens.

Near Uniontown, visitors can sample old-country cooking and watch kolo dancing at St. George's Serbian Orthodox Church Picnic every August; attend the yearly Carpatho-Rusyn Festival in October; or join the thousands taking part in the annual Labor Day pilgrimage at Mount St. Macrina Byzantine Catholic Convent, former home of J.V. Thompson, coal baron and banker.

Traditional crafts are still alive in many communities.

3. *Thunder of Protest Journey: Aliquippa/Ambridge*

As the location of a crucial union victory, Aliquippa will represent the story of the labor movement in the steel industry during the 1930's. In the visitor center, an exhibit will relate the story of the Steel Workers Organizing Committee. The struggle to establish the eight-hour day, higher wages, better working conditions, and the right to organize will be vividly presented with photographs, artifacts, film, and oral histories.

From a landing on the river, visitors will board buses to tour the town, with stops at the Wagner Act Memorial, the B. F. Jones Library, the Italian Club, and other sites that weave together the stories of management, immigration, and labor. A tour of one of the planned worker neighborhoods of Aliquippa will present a microcosm of the immigrant experience that brought workers from many countries, primarily eastern and southern Europe.

In Aliquippa, outside the Jones & Laughlin Steel plant site, a wayside exhibit will describe the 1937 strike that successfully tested the Wagner Act, validating labor's right to organize. An interactive video station will allow residents and visitors to record their memories and impressions of these historic events as well their thoughts on other topics, such as working conditions and community life. Across the river in Ambridge, tours will take visitors to see the former American Bridge Plant and the historic Laughlin Library.

A colorful range of celebrations and community gatherings will provide a lively cultural mosaic — from Aliquippa's San Rocco Festa and Ambridge Nationality Days to weekly pierogi kitchens and African American gospel concerts. The Hookstown Fair in August is an old-fashioned country festival with an animated midway of games and rides.

A side trip to Old Economy Village will reveal an interesting contrast to the planned workers' communities of America's industrial era. The Harmony Society's early nineteenth-century experiment in communal living has left a legacy of buildings, artifacts, and gardens that reflect the settlement's spiritual values and faith. Old Economy maintains a busy calendar of events, including a summer crafts fair, a fall harvest festival, and a Christmas celebration.

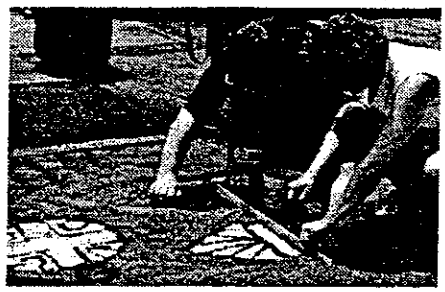
At Geneva College in Beaver Falls, visitors will discover an intriguing collection of artifacts that document the history of the Jones and Laughlin steel plant in Aliquippa. They can also tour the railroad yards at Conway and wander through the riverfront towns of Beaver, Bridgewater, and Rochester.

Ethnic foods are prepared in community churches.

4. *Mosaic of Industry Journey: New Kensington/Tarentum*

The unparalleled industrial diversity of Western Pennsylvania is exemplified in the New Kensington/Tarentum area. Mid-size and specialty steel mills, fabrication plants, machine shops, and foundries, as well as other major industries — aluminum, glass, coal, and electricity -- formed a versatile industrial network. The Mosaic of Industry Journey will chronicle these developments and tell the many stories of people who came here to find work, build communities, and seek a better life.

From landings along the Allegheny River, visitors can begin their journey with a tour of the Allegheny-Kiski Valley Heritage Museum and then drive by the specialty steel Allegheny Ludlum Plant which has remnants of a turn-of-the-century iron and steel mill, including a wooden pump house, company hospital, and historic office building. Nearby is the Penn-Salt District with 150 pre-civil war Gothic and Greek Revival houses. In Vandergrift, visitors will discover a unique project designed by the firm of Frederick Law Olmsted — a planned community for plant managers and skilled workers, complete with Victorian homes, curved streets, and parks.

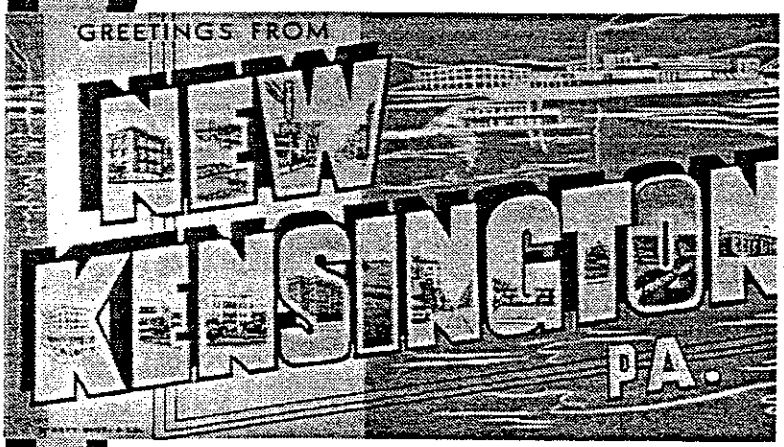


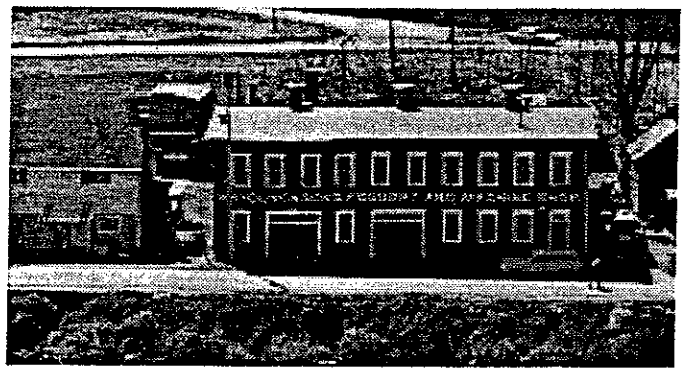
Craftmaking skills are passed from generation to generation.

The Aluminum Heritage National Historic District in New Kensington and Arnold will tell the story of the birth and expansion of the aluminum industry. Near Tarentum, the Tour Ed Mine offers a trip into a bituminous coal mine — a remarkable exploration of miners' working conditions and drilling and digging methods. At the Rachel Carson Homestead in Springdale, visitors will tour the birthplace of one of the most influential leaders in the environmental movement. The impact of industrialization on the environment, as well as the clean-up efforts of the Pittsburgh Renaissance will be explored.

The schedule of events of the Mosaic of Industry Journey will be marked by lively gatherings and ethnic celebrations: the Octoberfest, New Kensington Community Days, African American gospel revivals and homecomings, Italian and Polish festivals, and summer polka dances.

Bordered by steep cliffs and rolling green hills, the Allegheny River will be a central focus of enjoyment and recreation. Swimming, fishing, walking along the river, watching its activity or enjoying its quiet beauty will offer evocative connections with the region's heritage.





The W. A. Young & Sons Foundry and Machine Shop will be a main attraction of the American Crossroads Journey.

5. *Fueling a Revolution Journey: Brownsville/Rices Landing*

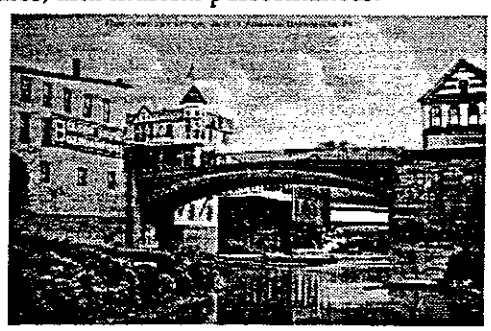
Located at the junction of the National Road and the Monongahela River, Brownsville linked overland and river trade in the nineteenth century, dispatching and receiving cargo to and from points all over the country. During the Big Steel era, Brownsville prospered as a commercial and transportation center for the nearby Klondike coal and coke district. Industrial tows still steadily ply the river, pushing rows of barges downstream past Donora (site of the smog inversion of October 30, 1948, which resulted in the first substantive air pollution laws in the nation), and the Pittsburgh area.

At a reception center in the Flatiron Building, near Brownsville's landing, visitors will discover the story of the town, its role in the economic and cultural life of the region, and the colorful personalities that shaped its history. Information kiosks will direct visitors to events, sites, and activities: walking tours of the Brownsville historic districts, and visits to the Monongahela Railway Company's Union Station, and Dunlap Creek Bridge, America's first cast-iron bridge.

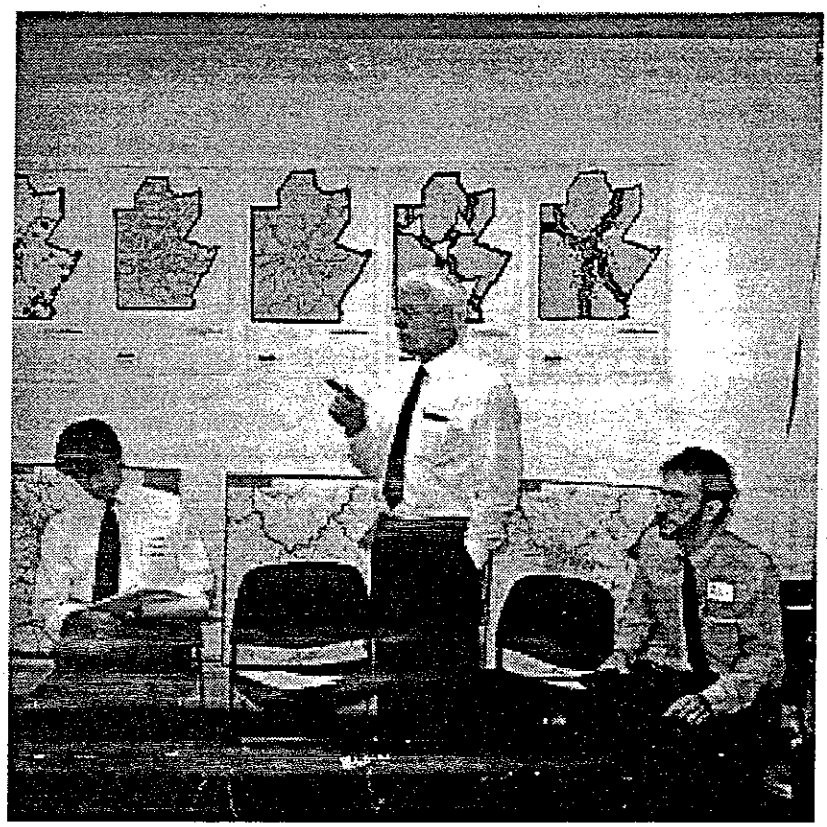
Visitors can also tour Nemacolin Castle, one of America's most noted grand homes, which hosts elegant seasonal events: Easter celebrations, National Pike Days, a Heritage Festival, and Christmas candlelight tours.

Farther up the Monongahela, visitors will tour Penn-Craft, a workers' cooperative community, Rices Landing, site of the restored W. A. Young & Son's Foundry and Machine Shop, Lock & Dam #7, and two 18th century Monongahela river towns, Greensboro and New Geneva. Downriver attractions include the steel town of Monesson and the River Buffs Museum in Monongahela City.

The diverse heritage of the area will be discovered by taking part in a wide variety of activities that express the cultural life of the region. Local churches and historic communities in Fayette, Green, Washington, and Westmoreland counties provide a lively and steady program of festivals, tours, bazaars, craft sales, and musical performances.



The first cast-iron bridge in America in Brownsville.



Public meetings and small group discussions were key elements in the development of the Rivers of Steel Management Action Plan.

V

IMPLEMENTATION STRATEGY

The implementation of the Rivers of Steel vision will require a coordinated effort involving many public and private organizations. As a designated Heritage Area of the Commonwealth of Pennsylvania, and as a proposed National Heritage Area, the Rivers of Steel Heritage Area will promote intergovernmental cooperation on every level — municipal, county, state, and federal. Through Rivers of Steel, Regional Journey Organizations will be able to access the appropriate government agencies to facilitate the implementation of economic, conservation, educational, and recreational strategies and projects. Descriptions of these implementation strategies follow in this chapter . Projects and initiatives are described in Chapter VI.

1. Economic Development Strategy

An overall regional economic development strategy for Southwestern Pennsylvania was presented by the Allegheny Conference on Community Development in November 1994 ("The Greater Pittsburgh Region: Working Together to Compete Globally"). One key component of that strategy was to make the region a leading destination for visitors and tourists. The Rivers of Steel Heritage Area was identified as a major initiative to be implemented immediately, particularly because of the focus on river development, themed attractions, tourism, and special events and festivals. Rivers of Steel will be included in the overall destination marketing strategy for the region, allowing for pooled and coordinated marketing resources and leveraged economic development funding.

The Rivers of Steel Heritage Area will attract an estimated 840,000 visitors annually.

Steel Heritage Interpretive Center	440,000
Station Square/Science Center	150,000
Aliquippa/Ambridge	85,000
Connellsville/Scottdale	65,000
New Kensington/Tarentum	50,000
Brownsville/Rices Landing	50,000
	840,000

Estimated annual Rivers of Steel visitation.
Source: Policy and Management Associates, 1995

a. Economic Development Opportunities:

Directly related to Rivers of Steel will be new development opportunities at the river landings. A market niche strategy will be developed for each landing that is designed to target businesses and facilities that can benefit from locating in close proximity to one another. For example, a strategy for one landing may be to develop an outdoor recreation theme. Businesses related to merchandising or servicing the outdoor recreation market, such as bike shops, outdoor clothing and equipment, fishing supplies, marina

operators, and waterside restaurants would be targeted for this location. The development concept would build on both the economic development opportunities as well as the interpretive programming to create distinct and varied addresses for each landing.

The development of the landings will create opportunities further inland within communities for bed & breakfasts, restaurants, bookstores, retail shops, galleries, museums, traditional crafts production, and stage/concert performance venues. The river tour boats will be privately owned and operated under contract to SIHC. Rivers of Steel will create new jobs and markets for entrepreneurs. By connecting many communities, it will establish a new spirit of economic rebirth.

The Rivers of Steel Heritage Area will provide new tourism-related employment for an estimated 1,127 persons with a gross annual payroll of $15,800,000.

New tourism will not be the only economic development activity in the region related to Rivers of Steel. Vacant industrial buildings and sites will be marketed for new industries. Historic downtowns of the Rivers of Steel communities will be revitalized as centers of commerce in coordination with training and social programs of other agencies and foundations.

Economic Development	$30,000,000
Special Events	14,500,000
Visitor Spending	7,500,000
Gate Receipts	5,000,000
	$57,000,000

Estimated Annual Revenues
Source: Policy and Management Associates, 1995

The Rivers of Steel Heritage Area will generate approximately $57,000,000 in annual revenues.

b. Promotion and Marketing Plan

Coordination of promotion and marketing among the many Rivers of Steel Heritage Area projects is essential to maximize tourism income. The Steel Industry Heritage Corporation (SIHC) will be responsible for this coordination.

In addition, SIHC will establish cooperative marketing relationships with the other Western Pennsylvania heritage areas: Path of Progress, Allegheny Ridge, National Road, Oil Region, and others.

A larger statewide cooperative initiative has been launched to market all nine heritage areas with a Pennsylvania "image" and common themes. SIHC will also establish cooperative relationships with state and regional tourism promotion agencies. The possibility of a multi-state marketing effort should also be explored with heritage areas in Ohio, West Virginia and Maryland.

c. Economic Development Mechanisms

SIHC, using existing economic development programs, will establish an educational, training, and financial framework for local projects, public and private. Programs such as small business loan funds, job training and small business development centers, and historic tax credits will be identified and made available to local Rivers of Steel organizations and entrepreneurs. Thus, SIHC will provide the linkage from potential programs and funding sources to local entrepreneurial and employment oppor-

tunities. A major goal is to attract private partners to Rivers of Steel.

d. Tax Incentives

Two new investment tax credit programs will be proposed to the Commonwealth of Pennsylvania which could be models for all heritage areas in the state:

(i) Historic Rehabilitation

Any historic rehabilitation project which is in both a State Enterprise Zone and the Rivers of Steel Heritage Area would qualify for State corporate and individual tax credits if the project meets the U. S. Secretary of Interior Standards for rehabilitation.

(ii) New Development

Similarly, new private development in support of the Rivers of Steel Heritage Area, and sensitive to historic river and community settings, such as hotels, restaurants, shops, and similar tourist related projects, would also qualify for State investment tax credits if located in Enterprise Zones.

e. Assisted Financing

In combination with the potential State tax incentives listed above, low interest loan and grant programs should be established. The funds would be a combination of State, County, municipal, and private sources for economic development projects, both tourism and non-tourism, which are located in the core historic communities of the Rivers of Steel Heritage Area.

The annual San Rocco Festival in Aliquippa continues an important Italian American tradition.

2. *Historic and Cultural Conservation Resource Strategy*

Rivers of Steel is committed to telling the story of the region's steel and related industries and the communities that grew up around them. The program has two major objectives:

- To preserve and provide stewardship for a broad network of regional sites and artifacts that document this rich, multifaceted story.
- To conserve living cultural traditions and promote cultural continuity in the region's industrial communities through folklife documentation and programming.

a. Historic Resources

Historic preservation is a planning tool and resource strategy. Rivers of Steel Regional Journey Organizations will assist communities in protecting and interpreting

their historic built fabric as a part of the story of steel. SIHC will set a standard for communities by adopting the guidelines of the U.S. Secretary of the Interior for historic rehabilitation.

In addition, SIHC will help Regional Journey Organizations to establish an educational, communications, and referral system to identify and conserve significant historic and cultural resources. Both public and private sectors will be enlisted to advise on potential sources of surplus or outdated industrial equipment or work-related archives.

Central to this conservation effort is the acquisition and establishment of a new National Park Service site at the Pinkerton Landing and Carrie Blast Furnaces of the former US Steel Homestead Works. Both are renowned artifacts of the Big Steel era and labor history. Carrie Furnaces will be stabilized to accommodate visitors, and the Bost Building, already owned by the Steel Industry Heritage Corporation, will be rehabilitated for use as a Labor and Community Center. National Historic Landmark nominations have been submitted for Carrie Furnaces, Pinkerton Landing, and the Bost Building, as well as for industrial heritage sites in Aliquippa.

National Park Service involvement at the Carrie Furnaces and throughout the Steel Heritage region should include Park Ranger guided tours as well as programming and interpretive technical assistance.

b. Cultural Resources

Cultural conservation efforts have been initiated through the identification of cultural organizations and their members, the documentation of traditional arts, skills and customs, and the listing of ethnic events. The gathered information will be published in an annual directory of folklife heritage resources listing performing artists, artisans, community historians, poets, writers, and storytellers. An additional directory will catalog annual events, ethnic festivals, religious and holiday observances, exhibitions, reunions, and other public celebrations.

Documenting living folklife traditions as well as work experiences will be vital to the Rivers of Steel mission. This task, which has already begun with audio and videotaped interviews and audio-visual documentation of folklife activities and events, will continue throughout all five Regional Journey areas. SIHC will also begin a vigorous outreach effort to collect personal artifacts such as workers' clothing, tools, lunchboxes, union cards, company and labor pamphlets, posters, and photographs from people who worked in the region's industries.

c. Conservation Role of The Steel Industry Heritage Interpretive Center

The Steel Industry Heritage Interpretive Center at the Carrie Furnaces will be designed as an anchor for the entire regional conservation program. The center will house a comprehensive multimedia exhibit program, archives, and artifacts,

and will serve as an information resource for all five Regional Journey Organizations. The center will also facilitate cooperation among other cultural institutions and area programs by coordinating the pooling and sharing of existing collections of artifacts, documents, tapes, and photographs. For its own collection, the Center will establish clear acquisition and accession procedures. SIHC already has an extensive archive related to Rivers of Steel themes. This collection will be continually expanded, catalogued, and made available to others for research purposes.

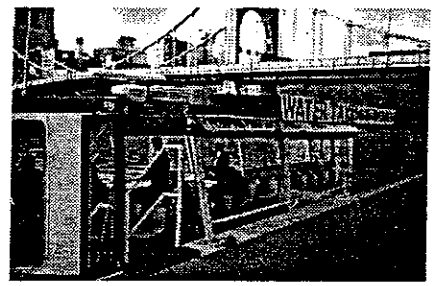
d. Early Initiatives Research

SIHC will plan and implement an interpretive boat tour that will attract people to the river, help build an avid constituency for river-based travel, and generate enthusiasm for the Rivers of Steel program of journeys and landings. To build momentum in riverfront communities, SIHC will help the Regional Journey Organizations establish thematic goals and develop plans for tours, exhibits, and folklife programs that will effectively realize their visions for the future. The planning process will include researching, documenting, and evaluating historic and cultural resources that correspond to specific interpretive themes, and preparing inventories that serve Rivers of Steel programmatic needs.

For more detailed information on historic and cultural resource conservation, please refer to Chapter IX (Appendix):

4. Technical Report: Folklife and Ethnic Culture

5. Technical Report: Historical Resources



Tour boats will also act as floating classrooms.

3. Education Strategy

The Rivers of Steel experience will be based on an educational mission that will engage the interests of scholars, students (preschool through college), business people, senior citizens, and everyone else who is interested in the region's history and future.

Tour boats and river landings will be equipped with interpretive exhibits; brochures and guidebooks on regional heritage will be widely distributed; and cultural events, dances, and concerts will have educational objectives. The Steel Industry Heritage Interpretive Center and the Coal and Coke Heritage Center will house extensive exhibits that will present the stories of the region and give them a global context.

a. Outreach

In addition to these efforts, which will be an integral part of the overall plan, there will be an extensive educational outreach effort. Developing an imagina-

tive and exciting educational program will be one of this project's most important goals. These educational initiatives can be started almost immediately, and will help build a receptive audience for the Rivers of Steel experience.

The Steel Industry Heritage Corporation presently conducts tours of industrial towns and communities throughout the region. SIHC has also sponsored a series of cross-generational programs that bring youngsters and senior citizens together to research local heritage. One such project, at the Steel Valley High School, provided videotape equipment to students to record and document the stories of older Homestead residents. Another project is developing folk artist residency programs in public schools around the region. SIHC (with Commonwealth of Pennsylvania funds) has also partially funded the Pittsburgh Voyager School Program, a major initiative that operates an 80-foot Navy vessel as a floating classroom for local schoolchildren.

b. Collaborations with Cultural Institutions

Because funding sources for educational projects are limited, Rivers of Steel will concentrate on collaborating with existing institutions to include in their programs additional components that will tell the region's industrial story. The Carnegie Science Center, for example, presents an opportunity for collaborating on a metallurgy exhibit on iron and steel, while the Senator John Heinz Pittsburgh Regional History Center is a valuable resource for developing programs that will explore the daily lives and concerns of the workers, and their diverse cultural contributions. The Rachel Carson Institute is cataloguing the flora and fauna of the rivers.

SIHC's archives already include numerous artifacts, oral histories, and photographs. An early implementation project will be to record this collection, together with film footage from local filmmakers and collections, the Library of Congress, and the National Archives, on a CD-ROM that will serve as a documentary resource that can be widely distributed to schools, universities, libraries, and the media.

c. Primary and Secondary School Programs

A series of curriculum kits developed by Rivers of Steel will be distributed at all levels throughout the school system. The kits will concentrate on using the artifacts and sites of steel, coal, and related industries and communities as teaching tools. These will be used to bring insight to language arts, math, science, music, art, folklore, and history.

Rivers of Steel will initiate exchange programs between schools that will give students the chance to teach others, exchanging information, ideas, and points of view. Students will be invited to give presentations on their own communities in other schools, telling the story of the Connellsville Coke Region, for example, to a class of Homestead students.

d. Collaborations with Universities

SIHC will reach out to local universities to promote cooperative research projects, internships for surveying and conserving industrial artifacts, and

research fellowships. Colleges will be enlisted in a concerted effort to provide small-business and entrepreneurial training focused on tourism and historical and cultural interpretation. SIHC will also promote initiatives to educate economic development agencies, local and county governments, and residents about the social and economic benefits of heritage tourism.

Riverfront trail

e. On-line Services

SIHC will collaborate with local universities to develop its interactive data systems, including a bulletin board on the Internet about Rivers of Steel programming and archival resources, commercial opportunities, and tourism amenities. Rivers of Steel bulletin boards will be established also on the LearningLink, and the Three Rivers FreeNet. These interactive networks, accessible through the computer systems of most schools and libraries, will share information and resources.

f. Adult Education Programs

Education for older adults will provide another opportunity to tell the Rivers of Steel story and gather more information. The senior citizens of the region are an invaluable resource for chronicling the diversity of work and life experiences. SIHC will implement an ambitious oral history project that will record and cross-reference a vast store of eyewitness material so that it is fully accessible.

For more detailed information on the education strategy, please refer to Chapter IX (Appendix): 8. Technical Report: Education

4. Natural Resources and Recreation Strategy

The framework that will tie the entire Rivers of Steel experience together is the extensive system of rivers and river valleys in Southwestern Pennsylvania. The rivers will provide convenient boat transportation linking the major Regional Journey landing sites. The revitalization of the river valleys into a system of recreation sites, greenways, and trails will transform the valleys from industrial corridors into a "green net". The "green net" will link significant natural, historic and recreational sites, thereby helping to sustain the environmental health and economic renewal of the region.

Significant public and private recreation resources already exist in the Rivers of Steel region and attract millions of visitors each year. One of the main goals will be to integrate these natural resources and recreation amenities into the Rivers of Steel trails thereby drawing visitors who are already in the area into the Rivers of Steel journeys. Trail development efforts are already underway throughout the Rivers of Steel area. The Regional Journey

Organizations will be involved in trail development as well as providing technical and financial assistance to help coordinate other trail programs. Another effort will be the protection of significant ecological and scenic areas. The Rivers of Steel programs, by attracting visitors and investment, will also greatly enhance the value of waterfront property and create extraordinary opportunities for establishing linked greenways, parks, and trails. Regional Journey Landing sites will provide opportunities for river-related recreation facilities such as marinas, boat rentals, rafting expeditions, as well as windsurfing and swimming.

a. Goals

The Rivers of Steel Natural Resources and Recreation strategy revolves around the following goals:

- **Form:** Use the river valleys as the primary organizing element..
- **Link:** Assist in the creation of a regional and multi-state network of greenways, trails, parks and open spaces that will link significant natural, recreational, and historic sites.
- **New Image:** Promote the new image of the riverfront as the front door to communities rather than the old image of the riverfront as the back yard of industries.
- **Recreation:** Support local and regional recreation in greenways, trails, parks, and riverfronts.
- **Environment:** Support local and regional efforts to protect natural scenic and ecological areas, and to regenerate former industrial sites, including public access for riverfront recreation. Support efforts for clean waterways.

b. Focus

The Rivers of Steel natural resources and recreation program will focus on investment in the river valleys as the armature for creating an expanding "green net", consisting of a branching open space system of waterways, multi-use trails, parks, nature areas, and forest lands. This strategy will increase public access to the natural amenities of the region.

The Natural Resource and Recreation Strategy will focus on the following:

(i) "Landings"

The Regional Journey Organizations will construct river landings - public spaces that will act as gateways into the river communities and heritage sites located along the rivers and inland.

Landings will be the focal points for interpretive programs and facilities, functioning also as visitors' centers, with exhibits and orientation maps. Landings will also provide opportunities for compatible uses such as boat docking, retail business, and recreation. In communities along the Youghiogheny River, for instance, a landing may have a commercial development linked to servicing the recreation needs of trail users and river

enthusiasts. Bicycle rentals, sales and repair, supply shops for fishing, water recreation and hiking, bed and breakfast accommodations, camping facilities, and restaurants will be woven together to create both recreation amenities and economic development.

The Army Corps of Engineers will be involved in the development of river landing sites and docks with facilities for public boat launching, boat docking, boat rentals, fueling, restaurants and snack areas.

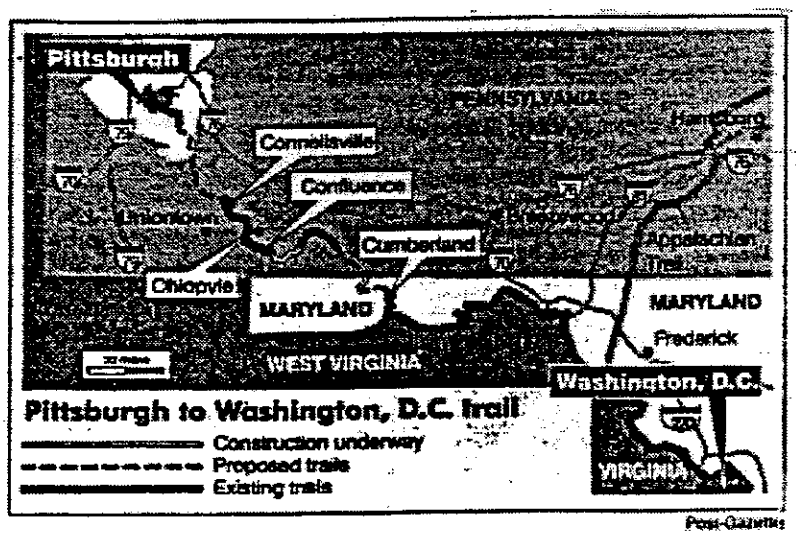
(ii) Trails

Plans are underway, by a number of organizations, to create a regional Rails-to-Trail system that would extend from Washington, DC through southwestern Pennsylvania to Lake Erie. The Rivers of Steel Heritage Area trails will form a part of this multi-state system.

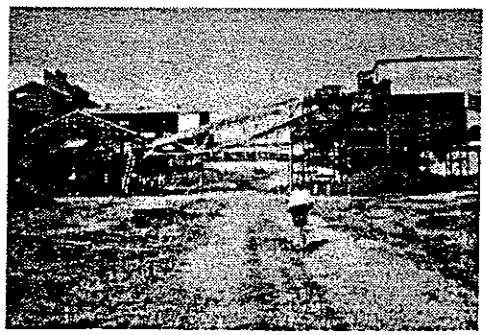
SIHC is spearheading the regional effort to develop the Steel Heritage Trail along the Monongahela River, from West Homestead through McKeesport to Clairton and to the West Virginia border, which will provide a strategic link with the Three Rivers, Montour and Youghiogheny River Trail systems, ultimately creating a regional network of over 150 miles. Additionally, SIHC will provide technical and financial support to the Greene County Trail, as well as technical and programmatic assistance to the other greenway and trail initiatives in the Rivers of Steel Heritage area.

The trail system will form an integral part of the Rivers of Steel transportation system linking historic resources with natural conservation areas, greenways, and local, state and national parks.

Landings are seen as important to the development of the trail system. By strategically linking the trails to the landings, the interpretive sites, programs, and historic communities, will become more visible and accessible. A number of counties have, or are in the process of



The multi-state trail system

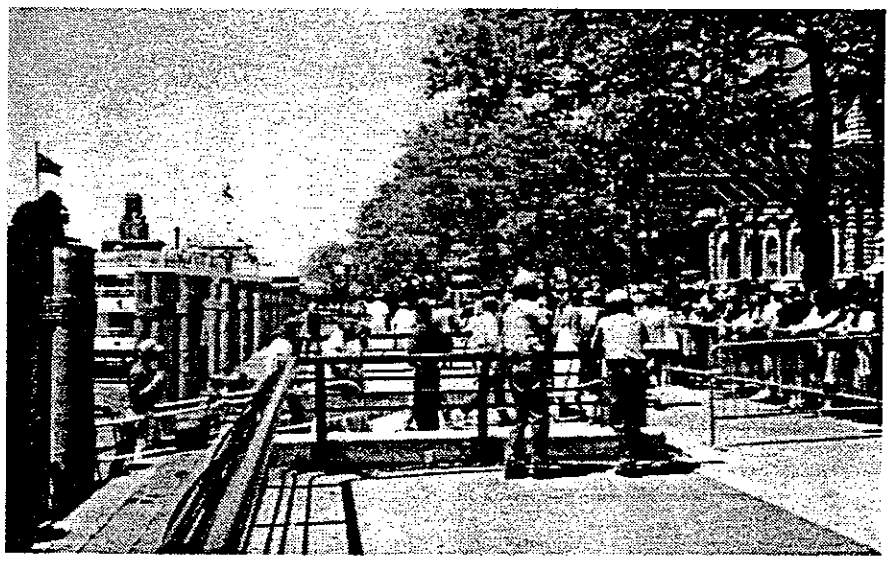


Trails will link heritage sites.

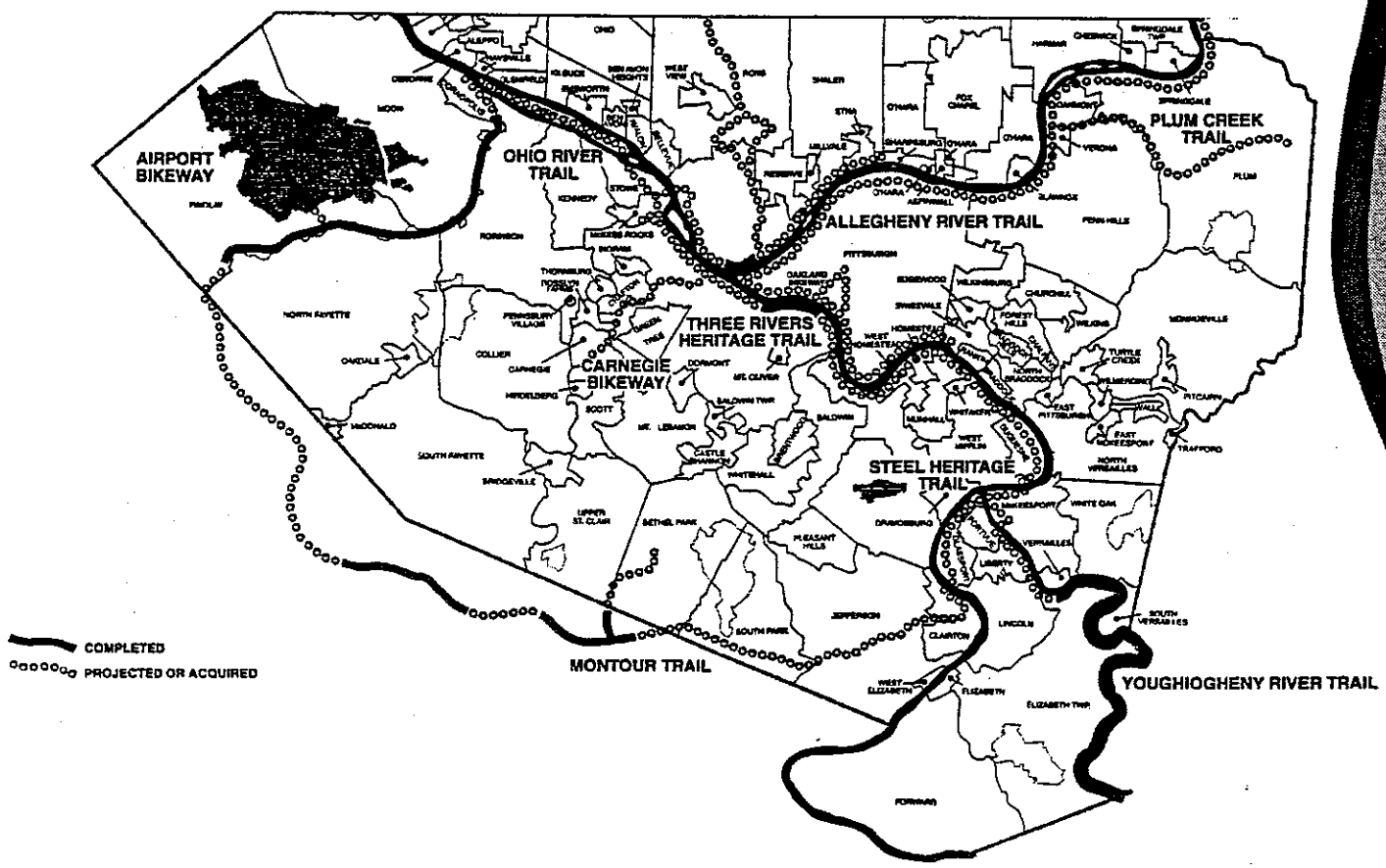
developing trails related to riverfront, recreation and natural heritage plans. There efforts will be integrated into the Rivers of Steel Management Action Plan.

Large sections of the multi-state trail system are already completed, including the C&O Canal Trail, the Ohiopyle State Park Trail, and parts of the Montour Trail and the Three Rivers Heritage Trail. In addition, 28 miles of the Youghiogheny River Trail between McKeesport and Connellsville are scheduled for completion in 1995 as a joint project of Allegheny, Fayette, and Westmoreland counties. Elsewhere in Western Pennsylvania, groups are attempting to fill gaps in the multi-state trail, and to propose branch trails through their communities.

Major funding for trail efforts will include the Federal Intermodal Surface Transportation Efficiency Act (ISTEA). Efforts should be made to obtain additional funding for trail development from private foundations, corporations and other State and Federal programs.



Landings will act as gateways to communities and their heritage.



Proposed Steel Heritage Trail in the Regional Context.
Map courtesy of the Allegheny County Planning Department, 1995.

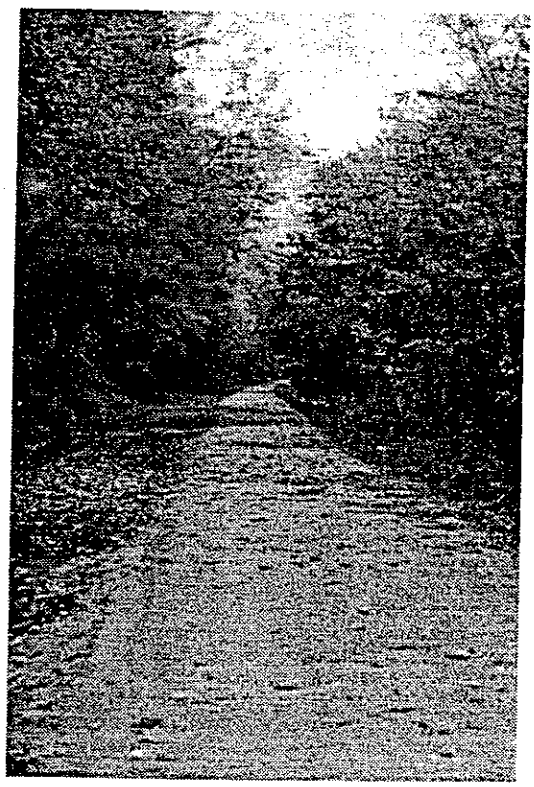
(iii) Riverfront Conservation

Riverfront preservation is part of a larger conservation effort designed to have people better understand the relationship between man and nature.

SIHC will assist communities in identifying riverfront sites needing special protection either because they are unique resources or are part of the Rivers of Steel network of open space. Assistance will include technical advice, special purpose studies, land use "vision plans" for riverfronts, and financial assistance for purchase and restoration of strategically important sites.

The concept of the rivers as a system of regional greenways requires communities to look at their historic and natural resources and recreation plans in a comprehensive way. Emerging greenway programs need to be supportive of, and linked to, the Rivers of Steel "green net."

For more detail on natural resource and recreation strategies, refer to Chapter IX (Appendix): 6. Technical Report: Natural Resources and Recreation



Trails will link natural areas and recreation areas in a "green net".

5. Interpretive Planning Strategy

Telling the story, sharing it with others, bringing it to life in an exciting and imaginative way — these are the challenges that the Rivers of Steel interpretive program will address. Using the latest exhibit technologies, the interpretive program will create an unparalleled visitor experience, setting high standards of creativity and establishing Rivers of Steel as a model for other regional heritage programs. The Steel Industry Heritage Interpretive Center, especially, is conceived as a world-class tourist destination that can be promoted and marketed nationally and internationally.

a. Stories of the People

The Rivers of Steel primary themes are Big Steel, related industries, and the communities that grew up around them. Throughout the program, there will be a strong emphasis on people. Their stories, both past and present, will infuse every facet of the industrialization story. First-hand accounts, oral histories, videotapes, letters, and documents will illuminate the role played by the men and women who worked in the mills and mines. These artifacts will provide evidence of working conditions, company housing, and unionization, reveal the causes and impact of the steel industry's decline, and describe efforts that are part of the region's renewal. They will show how working families and historic communities are maintaining their cultural and social vitality through ethnic, religious, and other traditions.

b. Early Initiatives

The early initiatives that will most effectively launch this ambitious vision are the Big Steel Journey and the tour boat exhibits. The boats themselves will be designed to offer a comfortable, convenient river journey. On board, an interactive multimedia exhibit program will refer to the passing landscape, presenting information that visitors will want to have about riverfront sights and scenery. Big Steel will be the main focus of the exhibit program. Other subjects will include the geography and geology of the valleys, historic and cultural legacies, and stories of industrialization and reclamation. Changing exhibits will ensure variety for frequent riders and commuters. Docents on board will be skillful interpreters, knowledgeable and ready to answer questions.

The Bost Building in Homestead will be restored to house the Steel Industry Heritage Corporation and a Labor and Community Heritage Center.

The National Registry of Historic Places will be a source of new interpretive projects and a tool in developing the interpretive program.

c. Regional Journey Organizations

The Rivers of Steel interpretive planning efforts will also help Regional Journey organizations to create their own programs, linking diverse resources into coherent and powerful visitor experiences that convey their unique history. A mix of interpretive strategies — walking tours, visitor centers, cultural events and festivals, historic sites, brochures, interactive and multimedia exhibits — will be used to create a strong thematic program.

d. Media Presentations

Two thunder-and-light shows will convey the industrial might of the region. "Mountains of Fire," staged on a hillside near Connellsville's Youghiogheny River Park, will project images of billowing flames on a curtain of steam. Its grand finale will simulate the spectacle of hundreds of coke ovens burning at once. A similar show staged at Carrie Furnaces will use the same exhibit technology of projections and steam to create an inferno-like impression of a blast furnace blow.

An Omnimax film will showcase the operations of a Big Steel mill in a dramatic and powerful giant-screen format. The film will be shown in the Carnegie Science Center's Omnimax theater as well as in other Omnimax theaters around the country.

e. Steel Heritage Interpretive Center

The Steel Heritage Interpretive Center at Carrie Furnaces, a National Park Service site, will be recognized as a major new American museum and an invaluable contribution to the national cultural scene. Within the center, state-of-the-art technology and ingenious programming will illuminate the Big Steel story in a vivid, exciting presentation that will thrill audiences.

An important goal of the exhibit program will be to give visitors a vivid idea of what steelmaking was like in its heydays — to simulate the massive and awesome spectacle of steel production. Perhaps there will be a virtual-reality program that conveys the drama of the process — the fire, noise, steam, smoke, and red-hot steel. Interactive exhibits will demonstrate the science and technology that are part of the steel industry. Media presentations, tours by worker-docents, a rich collection of photographs and artifacts, and an array of participatory activities will not only present a comprehensive overview of the steel story, but invite visitors to experience it for themselves.

For more information on the interpretive plan, please refer to Chapter IX (Appendix): 3. Interpretive Program

The Steel Heritage Interpretative Center

Pinkerton Landing historic site.

6. Intergovernmental Cooperation

On September 4th, 1990, a Memorandum of Understanding was signed by six counties (Allegheny, Westmoreland, Fayette, Greene, Washington and Beaver), the City of Pittsburgh, the Mon Valley Initiative, the National Park Service and state and regional agencies. The Memorandum represents the commitment of the partners to coordinate, implement and support the Steel Industry Heritage initiatives.

A six-county Steering Committee was formed to serve as an advisory group to SIHC and the project team as the Management Action Plan was developed.

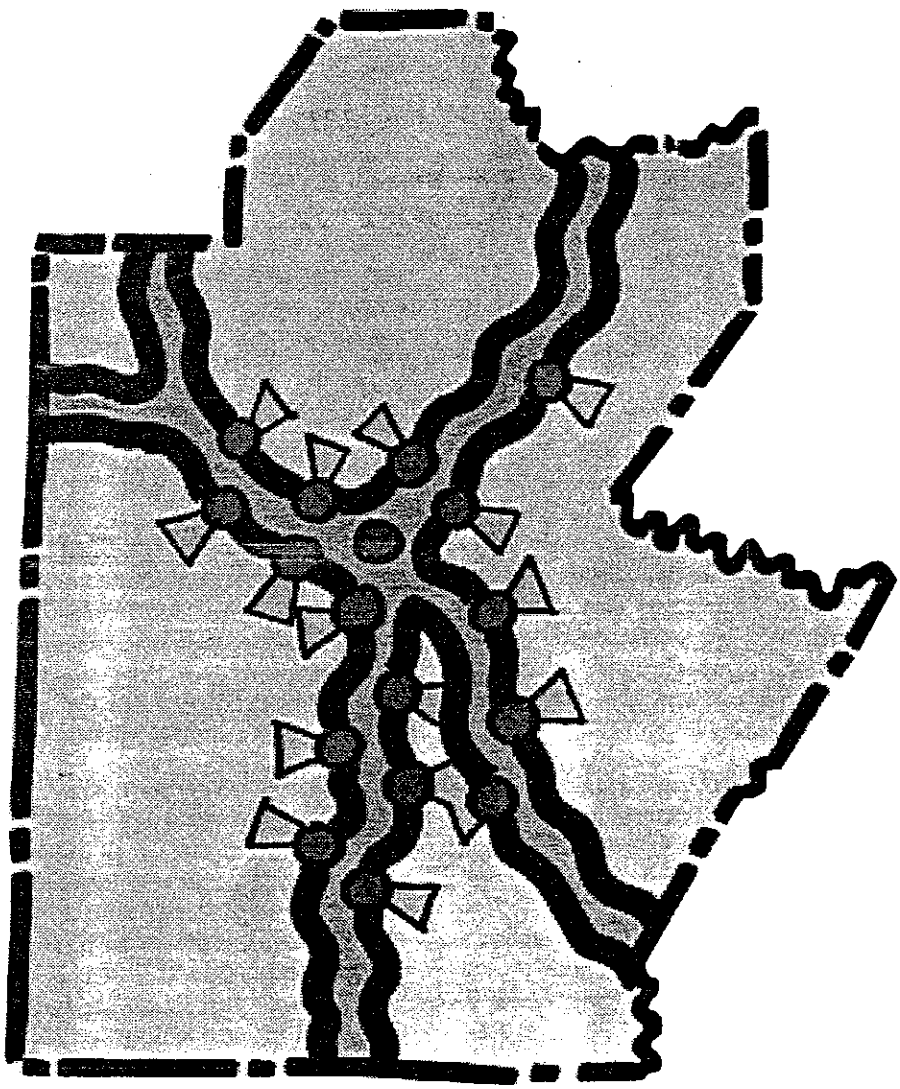
SIHC will continue to work directly with the National Park Service, the Pennsylvania Heritage Park Program and other federal and state agencies on initiatives affecting the Heritage Area as a whole. In addition, SIHC will work with each of the Regional Journey Organizations to form advisory boards which will combine private and public sector participants who will become advocates for Steel Industry Heritage Area initiatives. This network of locally based advisory boards will create a regional framework for coordination and cooperation.

The Regional Journey Organizations will by their nature be driven by local communities and interested participants. It will be essential to establish cooperative links between local communities before the Regional Journey Organizations can be successful in leveraging cooperation from state and federal partners.

The counties will play a key partnership role with local municipalities to address cross-jurisdictional initiatives. The organizational structure for Regional Journey Organizations will include representatives from the county commissioners offices as well as representatives from local supervisors or councils involved in the targeted geographic area.

SIHC will assist the individual Regional Journey Organizations to coordinate and structure cooperation with the state and federal agencies. In this way a regional voice can emerge that balances interests and manages the process for coordinated resource and funding requests.

A National Heritage Areas Program has been proposed which will result in the conservation of resources in the nation's distinctive regions, representative of the diverse origins of our uniquely American character and vital to our national heritage and identity. Federal investment and involvement will stimulate innovative partnerships and economic development -- private and public, local, state, and federal -- across geographic regions. Heritage areas will create a greater sense of a shared natural and cultural heritage and new and renewed connections, leading to greater commitments to conservation, education and recreational opportunities in the public realm. SIHC will support the creation of a National Heritage Areas Program.



Rivers and landings

VI
TEN YEAR ACTION PLAN

1. *Introduction*

Rivers of Steel will evolve as a series of regional and local projects, implemented by both the Steel Industry Heritage Corporation and the Regional Journey Organizations. Chapter VIII, *Implementation Projects*, lists all the projects, programs, and costs for Rivers of Steel. However, a Ten Year Action Plan, described below, has also been developed, which features the following:

- An Early Action Plan for the Steel Industry Heritage Corporation for the first five years.
- A Ten Year Action Plan for the Steel Industry Heritage Corporation and the Regional Journey Organizations.
- Cost estimates for representative projects of the Ten Year Action Plan.

2. *Early Action Plan: Steel Industry Heritage Corporation:*

a. Year One:

It is essential that interpretive and tour activities get underway immediately for Rivers of Steel. The projects listed below will be initiated and completed by the Steel Industry Heritage Corporation in Year One.

(i) Launch the Riverboat Tours:

- Interpretive Plan: An interpretive riverboat tour for the Pittsburgh/ Homestead Big Steel Journey will be implemented in the first year. The Steel Industry Heritage Corporation will design the tours, write the interpretive plan, and hire and train docents.
- Boats: The Steel Industry Heritage Corporation will design specifications for the boats and contract with river transportation companies for the boats and operating personnel.
- Visitor Orientation Center: The Steel Industry Heritage Corporation will contract with Station Square or the Carnegie Science Center for a landing site for the boats, including the provision of a temporary indoor reception center where visitors can purchase tickets, meet their docents, wait for the boats and use bathroom facilities. Appropriate on-site and on-boat signage and interpretive handouts will also be developed.
- Train Docents: Develop and begin implementing a program to train docents to lead the boat tours.

(ii) Carrie Furnaces and Pinkerton Landing:

- Acquire the Carrie Furnaces and Pinkerton Landing sites.

(iii) Big Steel Journey:

- Design and manage the Big Steel Journey. Design, develop, and operate landings, community walking tours, and other projects in partnership with local organizations.

(iv) Folklife Resources

- Develop an inventory data base of folklife heritage resources.

(v) Events Directory

- Develop a directory of heritage and cultural events.

(vi) Public Relations/Promotion

- The first river tours will be launched with a major public event and maximum press coverage. The quality of this promotional activity will set the tone for future projects and fund-raising.

(vii) Fundraising Strategic Plan

- The new Advisory Committee of the Steel Industry Heritage Corporation will develop a strategic plan for fundraising, including gaining support from private and corporate foundations.

b. Years Two to Five:

There are several other Early Action projects which will be started in Year two and completed by Year Five:

(i) Bost Building:

- The Bost Building in Homestead, owned by the Steel Industry Heritage Corporation, will be rehabilitated to house:
  - Steel Industry Heritage Corporation administrative staff
  - Archives/Library
  - Exhibits
  - Restaurant
  - Theater
  - Gift Shop

An opening exhibit will be developed on labor and community heritage to encourage the general public as well as the staffs and volunteers of the emerging Regional Journey Organizations to visit and use the facility.

(ii) Omnimax Film on Steel Making:

- An Omnimax film on the making of steel will be commissioned to convey the massive scale of the process and to be part of the Big Steel Journey interpretive tour. The film will be shown on a scheduled basis at the Carnegie Science Center Omnimax Theater.

(iii) Schematic Design of Steel Heritage Interpretive Center:

- The Steel Heritage Interpretive Center will be located at the Carrie Furnaces site adjacent to the blast furnaces. Architectural and exhibit designers will be commissioned to prepare Schematic Design documents for the center, as well as a promotional document for fund-raising.

(iv) Docent Training

- Develop Rivers of Steel training program for docents.

(v) Steel Heritage Trail

- Develop Steel Heritage Trail in cooperation with other trail and historic preservation efforts.

(vi) Capital Campaign

- A capital campaign to raise $60 million will be initiated in Year One and substantially completed by Year Two.

3. *Ten Year Plan: Steel Industry Heritage Corporation and Regional Journey Organizations*

In addition to the Five Year Plan above, the Steel Industry Heritage Corporation and the Regional Journey Organizations will also work to implement the following projects within ten years:

a. Steel Industry Heritage Corporation Projects (years 5-10):

(i) Steel Industry Heritage Interpretive Center:

- The interpretive center at the Carrie Furnaces will be completed as a National Park Service site, and will become the primary visitor and ticketing center for the Rivers of Steel.

(ii) Stabilize and Restore Carrie Furnaces:

- As the primary outdoor artifact of the Steel Industry Heritage Interpretive Center, the Carrie Furnaces will be stabilized and restored.

(iii) Big Steel Journey Organization:

- Spin off the Big Steel Journey as an independent Regional Journey Organization, which will become a prototype for other Regional Journey Organizations.

(iv) Loan Program

- Develop and implement a loan program for heritage area economic development.

(v) Technical and Financial Assistance: Folklife and Cultural Programming

- The Steel Industry Heritage Corporation will provide technical and financial assistance to the Regional Journey Organizations for local folklife and cultural programming.

(vi) Coke Heritage Interpretive Center

- The Steel Industry Heritage Corporation will work with the National Park Service, Pennsylvania Heritage Parks Program, and the Mountains of Fire Regional Journey Organization to develop a Coke Heritage Interpretive Center in the Connellsville area.

(vii) Mon River Trail

- Provide planning and historic preservation assistance for the development of the Mon River Trail linking to the West Virginia border.

b. Regional Journey Organization Projects (years 1-10):

(i) Landings:

- The first order of business will be to identify, design and develop river landings to tie into the Rivers of Steel Interpretive Boat Tours run by the Steel Industry Heritage Corporation.

(ii) Tours:

- Interpretive walking tours (both docent and self-directed) from the landings into the local communities will be designed and implemented.

(iii) Historic Sites/Preservation Activities/ Resource Centers/Visitor Centers:

- The Regional Journey Organizations, assisted by the Steel Industry Heritage Corporation, will develop a priority list of historic sites to be acquired, preserved, or restored. Identify and nominate historic districts for the National Register of Historic Places. Work with communities to establish Main Street programs. Resource and visitor centers will be developed if there is a demonstrated need and available funds.

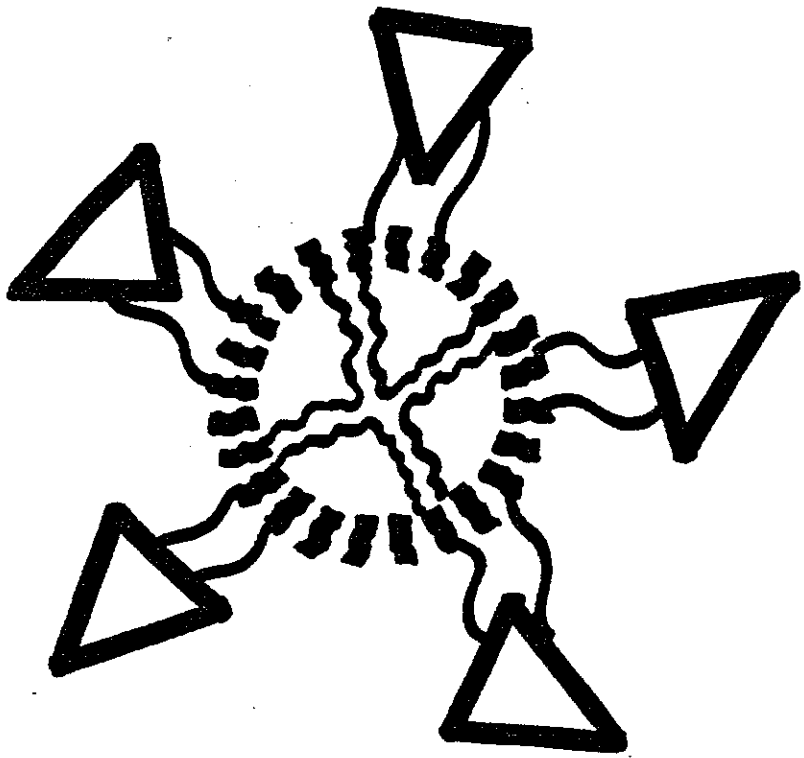
(iv) Directory/Calendar:

- The Regional Journey Organizations, assisted by the Steel Industry Heritage Corporation, will develop and maintain a directory of folklife resource people and organizations and a calendar of folklife and cultural events in their Journey areas.

4. Cost Estimate for Representative Projects

(A more complete list of projects and costs begins on page 47, Implementation Projects.)

Projects	Cost	
1. Early Action Plan: Year One: Steel Industry Heritage Corporation		
Launch the Riverboat Tours	$500,000	
Acquire Carrie Furnaces and Pinkerton Landing	$1,750,000	
Design and implement Big Steel Journey	$1,500,000	
Develop an inventory data base of folklife heritage resources.	$25,000	
Develop a directory of heritage and cultural events	$25,000	
Public Relations/Promotion	$150,000	
Fundraising Strategic Plan	$50,000	
Total		**$4,000,000**
2. Early Action Plan: Years Two to Five: Steel Industry Heritage Corporation		
Bost Building	$4,500,000	
Omnimax Film on Steel Making	$1,800,000	
Schematic Design of Steel Industry Heritage Interpretive Center	$600,000	
Develop Rivers of Steel training program for docents	$100,000	
Develop the Steel Heritage Trail	$1,500,000	
Capital Campaign	$100,000	
Total		**$8,600,000**
3. Ten Year Plan: Steel Industry Heritage Corporation and Regional Journey Organizations		
Steel Industry Heritage Corporation Projects (Years 5-10)		
Steel Industry Heritage Interpretive Center	$50,000,000	
Stabilize and Restore the Carrie Furnaces	$15,000,000	
Establish Big Steel Journey Organization	$100,000	
Develop and implement a loan program for heritage area economic development	$500,000	
Technical and Financial Assistance for local folklife and cultural programming	$500,000	
Develop Coke Heritage Center in Connellsville area	$5,000,000	
Provide assistance to the Mon River Trail	$2,000,000	
Regional Journey Organization Projects (Years 1-10)		
Design and Develop Landings (Regional Journeys)	$3,000,000	
Develop Historic Tours	$500,000	
Historic Sites/Preservation/Activities Resource Centers/Visitor Centers	$8,000,000	
Develop and Maintain Directories of Heritage and Cultural Events	$400,000	
Total		**$85,000,000**
4. Total: Early Action Plan and Ten Year Plan		
Total		**$97,600,000**



Rivers of Steel Management Concept

Regional Journey Organization

Steel Industry Heritage Corporation

VII

MANAGEMENT OF THE RIVERS OF STEEL

1. *Management Goal and Concept*

a. Goal

The goal is to create the simplest and most effective management organization to:

- Implement the Rivers of Steel Vision for the six county region;
- Coordinate and support the steel, coal, and related industrial and cultural heritage efforts of local and County organizations.

b. Concept

A central organization will be needed, but the key to the success of the Management Action Plan will be to enfranchise and support local groups involved in steel, coal, and related industrial and cultural heritage activities. Experience in other heritage areas across the country points to the importance of such partnering efforts between local organizations (public and private) and a central entity.

The diagram opposite illustrates this partnering relationship for the Rivers of Steel. The local entities, or Regional Journey Organizations (see Chapter IV), are depicted as triangles. The central organization, the Steel Industry Heritage Corporation (SIHC), is symbolized by a large dotted circle with rivers within its boundaries. The cooperative relationships between the Regional Journey Organizations and the Steel Industry Heritage Corporation are illustrated as wavy lines.

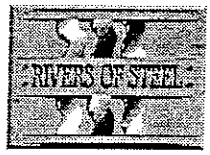
Initially, SIHC will also be responsible for setting up and running the Big Steel Regional Journey. Once established, the Big Steel Regional Journey will be spun off as a separate organization.

2. *Rivers of Steel Heritage Area Organization*

a. Management Structure

The Steel Industry Heritage Corporation (SIHC) will become the central organization of the Rivers of Steel Heritage Area and will evolve as follows:

- The membership of the Board of Directors will be increased and further diversified to include as many as possible of the organizations which created the steel, coal, and related industries, as well as the cultural institutions and government agencies of the region which operate facilities and programs relevant to the Rivers of Steel.



- A new Advisory Board, whose primary responsibility will be to lead fund-raising efforts with corporations, foundations, and the public will be created.

b. Primary Responsibilities

The Steel Industry Heritage Corporation and its staff will have the following responsibilities:

- Coordinate the river-based tours for all five Regional Journeys, including the boats which connect the landing sites and all on-board interpretive programs and personnel. It is likely that the boats will be operated on a contract basis by private river transportation companies.
- Design and manage the Big Steel Journey until it is spun off as a separate organization.
- Provide regional and national advertising and public relations services for the Rivers of Steel Heritage Area and the Regional Journey Organizations.
- Utilizing the Advisory Board, solicit and distribute funds for capital projects and operations, including assistance and coordination of the fund-raising activities of the Regional Journey Organizations.
- Coordinate application and distribution of government grants for the Rivers of Steel Heritage Area and the Regional Journey Organizations.
- Set overall design, production, and service standards for signage, written/graphic materials, ticketing, food and beverage operations, comfort facilities, programming, and promotional activities for the Rivers of Steel Heritage Area and the Regional Journey Organizations.
- Conduct historic research, document living folklife traditions, and maintain a central resource library and archives.
- Provide technical assistance to the Regional Journey Organizations regarding artifact and archival collection, preservation, exhibition documentation, and programming.
- Provide continuing liaison and foster interagency communication between Federal, State, County, and municipal governments and agencies involved in the Rivers of Steel Heritage Area.
- Develop and present region-wide programming in steel and steel-related industrial and living cultural traditions such as travelling photo exhibitions, radio/TV series, and performing arts tours, in partnership with other institutions.

- Provide a cooperative strategic planning process to review projects and programs of the Rivers of Steel Industry Heritage Area and the Regional Journey Organizations in order to establish priorities for implementation.

- With the National Park Service, design, own, and manage the Steel Industry Heritage Interpretive Center at the Carrie Furnaces.

- Coordinate with and provide guidance to the Regional Journey Organizations for historic preservation, cultural conservation, educational programming, recreation and natural resource conservation, and economic development.

- Provide (on an as available basis) technical assistance and support for organizations and heritage related missions not affiliated with the Regional Journey Organizations..

- Provide an ongoing regional framework and vision for the Rivers of Steel Heritage Area by periodically updating the Management Action Plan with participation by the Regional Journey Organizations to respond to new trends and evolving experiences of the Rivers of Steel.

- Develop new heritage areas, such as Armstrong County.

- Develop new industrial heritage themes.

3. Regional Journey Organizations

a. Management Structure

The Regional Journey Organizations will vary in size, mission and management structure. Some local organizations are already in place, others are just forming. However, to participate as a Regional Journey Organization in the Rivers of Steel, some form of nonprofit organization, government commission or agency will need to be in place. The Steel Industry Heritage Corporation will provide technical assistance as needed for these local organizational efforts.

b. Primary Responsibilities

The Regional Journey Organizations and their staffs will have the following responsibilities:

- Design and manage the Regional Journeys (see Chapter IV).

- Identify and work with existing local heritage and cultural organizations.

- Develop and run local interpretive programs.

- Develop and manage local interpretive and historic resource centers.

- Develop and operate the Rivers of Steel landings.

- Develop local promotional and fund-raising activities in coordination with SIHC.
- Develop design and programming standards for local projects in conformance with the Rivers of Steel standards developed by SIHC.
- Collect, preserve and display artifacts.
- Develop and run related local programs for recreation, cultural, and natural resource conservation.
- Develop and coordinate industrial and cultural heritage education programs with schools and colleges.
- Work with local economic development organizations to identify and facilitate local private economic development projects related to the Rivers of Steel, including retail, entertainment, folk arts and crafts production, hospitality, and other visitation and recreation activities.

4. Management Initiatives

The Steel Industry Heritage Corporation will initiate the following management initiatives:

- Restructure the existing Steel Industry Heritage Corporation Board of Directors to reflect regional diversity and increased corporate and institutional representation.
- Establish a new Advisory Committee of the Steel Industry Heritage Corporation to lead fund-raising efforts.
- Develop strategic planning approaches for fundraising and programming.
- Establish links to regional economic development initiatives such as the Regional Economic Revitalization Initiative of the Allegheny Conference on Community Development.
- Begin discussions with tourism promotion agencies, historic preservation groups, and community development corporations (CDC's).
- Add appropriate staff/consultants in the following program areas:
  - Strategic planning and design
  - Curatorial (cultural, historic, and industrial archeology)
  - Fund-raising and grants development
  - Programming (education, industrial/labor history, and cultural traditions)
  - Natural resources and recreation
  - Public relations/media
  - Marketing
  - Graphics and computers
  - Government relations
  - Financial management
  - Construction management

VIII

IMPLEMENTATION PROJECTS

In order to carry out the strategies described in Chapter V (Implementation Strategies), specific major projects have been identified in the following categories, some of which are also in the Early Action Plan (Chapter VI):

- Economic Development
- Historic and Cultural Resource Conservation
- Education
- Natural Resources and Recreation Initiatives

Each set of implementation projects will include the following three classifications:

- Project and Program Initiatives

  Major projects, programs, and costs are listed.

- Potential Partners

  Potential partners with the Steel Industry Heritage Corporation (SIHC) and the Regional Journey Organizations are listed.

- Steel Industry Heritage Corporation Staff Initiatives

  As the central organization of the Rivers of Steel Heritage Area, SIHC and its staff will be responsible for organizing and implementing many of the management and inter-agency initiatives for both SIHC and the Regional Journey Organizations.

1. Economic Development Projects

a. Project and Program Initiatives

Project and Program	Cost
Promote and coordinate regional tourism through Rivers of Steel programs (ticketing, graphics, promotions).	$150,000
Develop a strategic plan for public/private financing of capital projects.	$50,000
Capital Campaign	$100,000
Develop and implement a loan and grant program for funding of local economic development projects related to the heritage area.	$500,000
Develop and implement Rivers of Steel interpretive boat tour.	$500,000
Develop and implement Big Steel Journey.	$1,500,000
Establish Big Steel Journey Organization	$100,000
Rehabilitate Bost building as SIHC Administration Center and Labor and Community History Center.	$4,500,000
Develop Omnimax film on Steel Making	$1,800,000
Develop initiatives for the five regional journey organizations (landings, folk arts and crafts incubators, etc.)	$500,000
Identify opportunities for interim uses of vacant land-banked riverfront sites.	$25,000
Develop marketing strategies for Heritage Area products.	$25,000
Design and Develop Landings (Regional Journeys)	$3,000,000
Historic Sites/Preservation Activities/Resource Centers/ Visitor Centers (Regional Journeys)	$8,000,000

b. Potential Partners:

Pennsylvania Department of Commerce (Tourism and Economic Development); U.S. Department of Commerce; Economic Development Administration; Pittsburgh Visitors and Convention Bureau; Port of Pittsburgh Commission; Preservation Pennsylvania, County departments of development and redevelopment authorities; municipal authorities; private foundations; corporations.

c. Steel Industry Heritage Corporation Staff Initiatives:

Design and develop Rivers of Steel Journey with consultants.

Coordinate efforts with local economic development programs (Main Street, Community Development Corporations, and Enterprise Zones).

Work with regional economic development organizations (Regional Industrial Development Corporation, Mon Valley Initiative, etc.).

Seek to become a funded organization of the Allegheny County Regional Asset District.

Work with private and corporate foundations to create a regional heritage area funding coalition.

Create regional journey partnerships.

2. *Historic and Cultural Resource Conservation Projects*

a. Project and Program Initiatives

Project and Program	Cost
Acquire Carrie Furnaces and Pinkerton Landing.	$1,750,000
Develop Coke Heritage Center in Connellsville area.	$5,000,000
Develop regional folklife programming (radio/TV; traveling exhibits; workshops).	$100,000 (year)
Design and Construct Steel Heritage Interpretive Center.	$50,000,000
Stabilize and restore Carrie Furnaces.	$15,000,000
Research and evaluate historic and cultural resources, including documented inventories for all five regional journeys.	$250,000
Develop and maintain an inventory data base of folklife heritage resources.	$25,000 (year)
Develop a directory of heritage and cultural events.	$25,000 (year)
Collect oral histories and document living folklife traditions.	$10,000 (year)
Establish and implement acquisition, accession, and cataloguing procedures.	$35,000
Acquire artifacts and collection.	$15,000 (year)
Provide technical and financial support for local folklife programming initiatives.	$500,000
Develop Historic Tours	$500,000

b. Potential Partners:

National Park Service; Pennsylvania Historic and Museum Commission; Pennsylvania Heritage Affairs Commission; regional museums and cultural institutions; churches; local historic preservation organizations; local cultural organizations; private foundations; corporations.

c. Steel Industry Heritage Corporation Staff Initiatives:

Prepare a Special Purpose Study for Armstrong County.

Catalog and expand archives related to Rivers of Steel Themes.

Establish conservation priorities and "core" inventory of historic and cultural resources.

Prepare studies for other industrial heritage themes to be developed.

Facilitate pooling and sharing of existing collections of artifacts and field research materials with other institutions, and sharing of information through computerized services.

3. *Education Projects*

a. Project and Program Initiatives

Project and Program	Cost
Develop guidebooks and walking tours of historic communities.	$25,000 (year)
Develop Rivers of Steel training programs for docents.	$100,000
Develop Rivers of Steel interaction computer programs using CD ROM for schools and libraries.	$100,000
Develop learning kits and curriculum aids.	$100,000
Develop cross-generational programs for primary and secondary schools and senior citizens.	$50,000 (year)
Develop Rivers of Steel bulletin boards on interactive computer networks.	$10,000

b. Potential Partners:

Pennsylvania Department of Education; U.S. Department of Education; County Intermediate Units; Pittsburgh Voyager; museums; Preservation Pennsylvania; school districts; universities and colleges; private foundations; corporations.

c. Steel Industry Heritage Corporation Staff Initiatives:

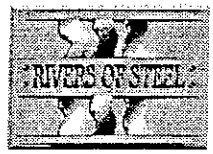
Work with Pittsburgh Voyager program to develop Rivers of Steel related programs.

Establish partnerships with existing institutions, such as the Carnegie Science Center, Pittsburgh Regional History Center, and the Pittsburgh Folk Festival, Allegheny-Kiski Heritage Museum, Penn State branch-campuses, and other regional institutions.

Cooperate with other heritage areas in developing complementary programs.

Promote teacher and student exchange programs related to Rivers of Steel subjects.

Promote cooperative projects and internship programs with universities and colleges to undertake Rivers of Steel research.



4. Natural Resources and Recreation Projects

a. Project and Program Initiatives

Project and Program	Cost
Provide assistance to the Mon River Trail, including the Greene County segment, linking Pittsburgh to West Virginia.	$2,000,000
Develop the Steel Heritage Trail linking the Youghiogheny, Three River, and Montour Trails.	$1,500,000
Provide technical and financial assistance to local communities for riverfront conservation through a grant/loan program.	$250,000
Expand the promote river-based recreation activities (boating, rafting, fishing, etc.).	$50,000 (year)
Create a fund to assist in acquisition of rights-of-way for trails.	$250,000
Provide technical and financial support for festivals, events, and recreation initiatives.	$100,000

b. Potential Partners:

Pennsylvania Department of Natural Resources and Conservation; Pennsylvania Department of Transportation; Pennsylvania Department of Community Affairs; Pennsylvania Fish and Game Commission; Port of Pittsburgh Commission; U.S. Army Corps of Engineers; National Park Service; county governments; municipal governments; private foundations; corporations; environmental groups; recreation groups.

c. Steel Industry Heritage Corporation Staff Initiatives:

Assist in the development of a regional greenway plan.

Assist in the creation of a "linked" system of interpretive natural re source areas.

Advocate and facilitate government cooperation in enacting programs which preserve and reclaim the region's rivers.

Support the development of Industrial Lands Restoration and Reclamation education programs for all curricular levels, from elementary to graduate school.

Steel Industry Heritage Corporation Steering Committee

Edmund Ayoub, retired steelworker, businessman

David Blenk, Aliquippa Alliance for Unity and Development

Junia Campbell, Community Representative, Chartiers Valley Partnership

Pauline Cooper, Executive Director, Aliquippa Alliance for Unity and Development

David Demarest, Ph.D., Professor English, Carnegie-Mellon University

Steffi Domike, Filmmaker, Mon Valley Media

Carol Drake, President, Peters Creek Historical Society

John Duray, United Mine Workers of America

Ruth Enci, Mayor, Borough of Carmichaels

Sylvia Fields, Community Relations, Duquesne Light Company

Carol Fisher, Executive Director, Green County Council on the Arts

Leonard Fleming, General Foreman, Retired, 48-inch mill, USSteel Homestead Works

Nicholas Geanopulos, Executive Committee Member, Order of AHERA

Fraser Gensler, PD-R, U. S. Army Corps of Engineers

James Getsy, Program Manager, Program Management Brach, U. S. Department of Housing and Urban Development

Laurence Glasco, Ph.D., Professor of History, University of Pittsburgh

Brian Hayden, Office of U. S. Congressman Ronald Klink

Norene Halvonik, Representative, National Road Heritage Project

Adrian Horvath, Park Maintenance and Development Coordinator, Westmoreland County Bureau of Parks

Evelyn A. Hovanec, Ph.D., Penn State Fayette Campus

Norma Kline, Chair, Riverfront Development Committee, Rices Landing

Ann Nickerson Kowalski, Ph.D., Museum Works

David Levy, President, Levy Industrial Group

Frank Y. Liu, Director-Law Library, Duquesne University

Marlene Luketich, Assistant Planning Director, Washington County Department of Planning

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Joseph T. Makarewicz, Director, PA Ethnic Heritage Studies Center, University of Pittsburgh

James McCarville, Executive Director, Port of Pittsburgh

William McGowen, Executive Director, Pittsburgh Voyager

Tim McNulty, Heinz School, Carnegie-Mellon University

Bill Metzger, Board Member, Montour Trail

Gerald L. Morosco, Board Member, South Side Local Development Company

Donald Niemela, Mon Valley Council/AFL-CIO

Joseph Perriello, Steelworkers Organization of Active Retirees President, Chapter 20-20

The Honorable Frank J. Pistella, Pennsylvania State Representative

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David K. Roger, Planner, Fay-Penn Economic Development Council

Norma Ryan, Chair, Brownsville Flatiron Building Committee

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Sandra Lafe Smith, President, Educational Media Partnerships

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John W. Stephen, Friends of the Riverfront

Rev. Bill Thomas, Mon Valley Ministries

James Thomas, Chair, Steel Valley Enterprise Zone Advisory Committee

Pat Trimble, CWO4, United States Coast Guard, MSO Pittsburgh

Cassandra Vivian, Community Representative, Monessen/Mid-Mon Region

Sam Weber, Executive Vice President, Beaver County Chamber of Commerce

Joseph West, Planner, Beaver County Planning Commission

Rivers of Steel Project Advisory Team

Ellen Kight, Director,
Pittsburgh Office, PA Department of Community Affairs

Douglas Reynolds, National Register Coordinator,
PA Historic & Museum Commission

Amy E. Skillman, Director, PA Heritage Folklife Programs Affairs Commission

Larry Williamson, Director
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PA Dept. of Community Affairs

Joseph DiBello, Manager
Park and Resource Planning
National Park Service

Thomas Dyer, Manager
Park Planning and Special Studies
National Park Service

Peter Samuel, Project Planner
National Park Service

Pennsylvania State Heritage Parks Interagency Task Force

PA Council on the Arts
William Daniels

PA Department of Commerce/EDP
Mark Hoy
Keith Gingrich (Alternate)

PA Department of Community Affairs
David Kerr

PA Department of Conservation and Natural Resources
Larry Williamson*

PA Department of Education
Patricia L. Vathi

PA Department of Environmental Protection
To be appointed

PA Department of Transportation
Thomas TenEyck
Barbara Mason-Haines (Alternate)

PA Heritage Affairs Commission
Shalom Staub

PA Historical and Museum Commission
Brenda Barrett

* Manager, Pennsylvania State Heritage Parks Interagency Task Force

RIVERS OF STEEL

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