



Eckley Miners' Village Strategic Plan

Final Report: 11/26/2019

ARC Grant Number: PA-19280-18

Background:

The Pennsylvania Historical and Museum Commission (PHMC) is seeking a solution that will result in a sustainable future for Eckley Miners' Village as a regional asset. Eckley is nearly a mile-long 'island' encompassing 100 acres which are surrounded by active mining operations. The property consists of an 1854 town plan that remains largely intact with a total of 200 buildings, outbuildings and related structures. PHMC, Eckley's parent organization, applied for ARC funding to support the hiring a consultant to oversee the completion of a planning process to develop a comprehensive strategic plan for Eckley Miners' Village.

Expected outputs included:

- o 1 strategic plan generated = completed

Expected outcomes included:

- o 1 program (investment framework and strategy) implemented = ongoing

The period of performance was September 10, 2018 to September 30, 2019 (extended to November 30, 2019). A minor amendment requesting an extension the period of performance was approved on 8/26/2019.

Recent/Upcoming Activities

Key Milestones & Results:

- 9/24/2018 – received emailed notification of ARC grant execution
- 10/24/2018 – PHMC press release issued about ARC grant award
- 11/1/2019 – internal PHMC project team kickoff meeting
- 12/3/2019 – bid released through Commonwealth of PA for Eckley's strategic plan
- 1/16/2019 – technical proposals reviewed by PHMC project team and a consulting firm was selected to complete Eckley's strategic plan
- 3/7/2019 – finalized Purchase Order to hire consultant, Urban Partners
- 4/12/2019 – Kick-off Meeting with Urban Partners
- 5/1/2019 – Initial Stakeholder meeting at Eckley Miners' Village; presentation by Urban Partners
- 5/30/2019 – Eckley Miners' Village Community Workshop
- June-July 2019 – Urban Partners completed stakeholder interviews, gathered visitation statistics, researched the market/region, and proposed new uses & programming for Eckley
- 7/31/2019 – Phase 1 completed: Engagement and Input
- 8/30/2019 – Phase 2 deliverables: Market Analysis and draft Vision Statement/Goals
- 10/28/2019 – final Community Meeting to present draft strategic plan and receive feedback (presentation attached)
- 11/22/2019 – Project close-out meeting with Urban Partners; Phase 3 completed: final Strategic Plan (attached)

Progress Made Toward Project Outcomes:

The primary output of this project is a strategic plan focused on the future of Eckley Miners' Village. The strategic plan provides a direction for the historic site that will result in long-term preservation and sustainability of this important property while also serving the needs of the local and regional community.

The Strategic Plan provides a business model for the successful management and operation of Eckley. This involved creating a long-term vision for the Village, providing a strategy for three years of actions to achieve the vision, and suggesting additional longer-term steps that will maintain momentum toward the vision beyond the initial three years. The plan identifies strategic investments that address present-day preservation needs for the historic property, ensure that it has a financially sustainable future, and position it to advance local and regional economic activities.

The Strategic Plan consists of several key components. The first is a summary of engagement and input, which was Phase 1 of the planning process. Next is a summary of the analysis of background conditions, which was Phase 2 of the process. This includes a summary of Eckley's current operations and physical conditions, as well as a summary of the market analysis conducted to identify potential new uses for the Village. The bulk of the Strategic Plan is the business plan and implementation plan. The business plan identifies strategies for economically viable uses for currently vacant buildings as well as expanded utilization of the site to achieve its full potential. In addition, the Plan contains guidance for implementing the strategies to ensure a sustainable future for Eckley. The implementation section suggests key tasks required to implement the business plan and integrates the timing of those tasks into an overall initial implementation plan organized by quarter through 2025.

Problems Encountered:

There was only one minor problem encountered. The plan's consultant, Urban Partners, requested a revision to the project schedule causing the plan to be completed two months behind the original schedule.

Outlook for Program Continuation and Sustainability:

Implementation of Eckley's strategic plan is expected to continue after the end of the ARC grant period. A companion project, not funded through this ARC grant, is seeking a limited-term project manager to assist with the implementation of the Strategic Plan, research potential funders to implement the recommendations of the Plan and to liaison with the Eckley Miners' Village Associates to raise funds for programming and interpretation. PHMC intends to hire the project manager soon after the completion of Eckley's strategic plan.

Conclusions and Recommendations:

The strategic planning process helped focus the PHMC's efforts and resources concerning the future treatments of the buildings and structures, use of the historic village, and programming offered at Eckley Miners' Village. Three noteworthy outcomes of the planning process include:

- Developing a Vision Statement and Goals - this helped the internal team and consultants work toward the same output and achieve expectations. Please see the vision statement and goals outlined below.

- o Public and Stakeholder Engagement - this was a robust and inclusive process that identified specific stakeholders to consult as well as the community at-large to gather their input and buy-in on the future of Eckley.
- o Implementation Plan - the implementation plan clearly outlines four strategies for restoration and use of vacant buildings as well as strategies for expanded programming. The implementation plan also includes an overall implementation schedule to achieve the Plan's recommendations by 2025.

The three outcomes of the planning process noted above are worth replicating to help inform other building rehabilitation projects or larger land use decisions. The completed Eckley Miners' Village Strategic Plan is attached.

Vision Statement

Eckley Miners' Village will be a new model for economically sustainable adaptive reuse, combining its legacy of history, education, and building preservation with compatible improvements and new uses that underwrite its immediate needs while fostering ongoing investment in its future success.

Goals

1. Preserve Eckley's historic buildings and structures through rehabilitation and restoration
2. Maintain the cultural, educational, and interpretive experience that Eckley provides
3. Continue and expand Eckley's unique events and programming
4. Increase visitation to Eckley and widen its geographic draw
5. Use Eckley to advance local and regional economic opportunities
6. Expand Eckley's organizational partnerships locally, regionally, and nationally
7. Improve Eckley's visibility through enhanced promotion and access

ENGAGEMENT AND INPUT

Phase 1 of the Eckley Miners' Village Strategic Plan effort consisted primarily of engagement with specific stakeholders as well as the community at-large to gather their input regarding the future of Eckley. Input was received during three public meetings and through stakeholder interviews.

- Initial Stakeholders Meeting – May 1, 2019
- Visioning Workshop – May 30, 2019
- Stakeholder Interviews – May-June 2019
- Community Workshop – October 28, 2019

BUSINESS PLAN

The business plan provides a sustainable model for Eckley Miners' Village that identifies both economically viable uses for currently vacant buildings and expanding visitation/utilization of the site to achieve its full potential. The business plan detailed in the Strategic Plan seeks to achieve those objectives, while also recognizing the market limitations of specific potential uses.

Restoration/Use of Vacant Structures

The market analysis undertaken identified four potential strategies for achieving restoration and new uses of vacant structures:

- Training/Research Facility
- Wedding/Event Facility
- Lodging
- Residential Community

Expanded Programming

The business plan also investigated opportunities for expansion of existing programming to further increase revenue at Eckley Miners' Village to further the goals of the Strategic Plan.

- Strategy 1: Additional Halloween Event Dates
- Strategy 2: Expanded School/Educational Programming
- Strategy 3: Professional Meetings and Public Events
- Strategy 4: Vintage Baseball Games with Ethnic Festivals
- Strategy 5: Craft Beer/Food/Wine/Music Festivals
- Strategy 6: Historically Authentic Church Services
- Strategy 7: Expanded Promotion through Tourism Agencies

BUDGET

The approved budget for the project included:

- \$ 50,000 ARC grant
- \$ 45,000 PHMC match - cash/restricted account
- \$ 5,000 PHMC match - in-kind, staff administration

In-kind staff hours exceeded the projected PHMC staff time for administration of the project by nearly double what was budgeted. A total of \$9,906.67 of in-kind staff hours were documented to assist in guiding the development of Eckley's Strategic Plan. Two additional PHMC staff also assisted in providing data, previous plans, and input but those hours were not tracked.

The Purchase Order to complete the Eckley Miners' Village Strategic Plan was for \$93,640.00; \$6,360 less than the original project budget. Therefore, the federal grant total request will be \$46,820 instead of \$50,000.

Attachments (sent via OneDrive link):

- Phase 3 deliverables:
 - o Eckley Miners' Village Community Meeting Presentation
 - o Eckley Miners' Village Strategic Plan Report
- Phase 2 & 3 invoices from Urban Partners

Eckley Miners' Village

STRATEGIC PLAN



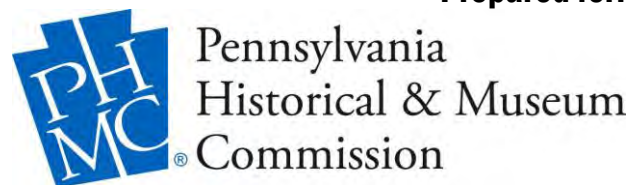
Prepared by:

URBAN PARTNERS

in association with:



Prepared for:



November 25, 2019

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INTRODUCTION

INTRODUCTION

The Pennsylvania Historical and Museum Commission (PHMC) retained Urban Partners, in cooperation with Hurley-Franks & Associates, to undertake a Strategic Plan for Eckley Miners' Village. The Plan is funded by the Appalachian Regional Commission and PHMC.

The Strategic Plan provides a business model for the successful management and operation of Eckley. This involves creating a long-term vision for the Village, providing a strategy for three years of actions to achieve the vision, and suggesting additional longer-term steps that will maintain momentum toward the vision beyond the initial three years. The plan identifies strategic investments that address present-day preservation needs for the historic property, ensure that it has a financially sustainable future, and position it to advance local and regional economic activities.

The Strategic Plan consists of several key components. The first is a summary of engagement and input, which was Phase 1 of the planning process. Next is a summary of the analysis of background conditions, which was Phase 2 of the process. This includes a summary of Eckley's current operations and physical conditions, as well as a summary of the market analysis conducted to identify potential new uses for the Village. The bulk of the Strategic Plan is the business plan and implementation plan. The business plan identifies strategies for economically viable uses for currently vacant buildings as well as expanded utilization of the site to achieve its full potential. In addition, the Plan contains guidance for implementing the strategies to ensure a sustainable future for Eckley.

The report begins with a vision statement for Eckley as well as several goals to fulfill the mission.

VISION STATEMENT AND GOALS

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Based on feedback received during the engagement and input phase of the project, a vision statement for Eckley Miners' Village was established to set the stage for the Strategic Plan as well as a series of goals intended for all Eckley stakeholders to support the vision.

Vision Statement

Eckley Miners' Village will be a new model for economically sustainable adaptive reuse, combining its legacy of history, education, and building preservation with compatible improvements and new uses that underwrite its immediate needs while fostering ongoing investment in its future success.

Goals

1. Preserve Eckley's historic buildings and structures through rehabilitation and restoration
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SUMMARY OF ENGAGEMENT AND INPUT

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Phase 1 of the Eckley Miners' Village Strategic Plan effort consisted primarily of engagement with specific stakeholders as well as the community at-large to gather their input regarding the future of Eckley. Feedback from stakeholders was received from both an Initial Stakeholder Meeting held at Eckley with key invitees as well as by follow-up one-on-one stakeholder interviews conducted by phone and in-person. Initial public feedback was received during a Visioning Workshop also held at Eckley.

Initial Stakeholders Meeting

The Initial Stakeholders Meeting for the Strategic Plan was held on April 30, 2019 in the auditorium of the Eckley Miners' Village Visitors' Center. The meeting consisted of a presentation that reviewed the project scope and schedule, identified the outreach process, discussed the initial vision for Eckley, and reviewed the project's next steps. As part of the initial vision, the group identified Eckley's strengths and challenges, initial ideas for new uses, and suggested stakeholders for interviews.

Strengths identified by attendees include access to and affiliation with Luzerne County's tourism efforts, the pending Rails to Trails connection to Eckley from Hazleton, proximity to Jim Thorpe, a good utility system already in place at Eckley, potential access to other state agencies, and the potential to connect with the film industry. Stated challenges include the need to better brand Eckley, improving engagement with locals and getting more locals to visit, a lack of signage directing visitors to the site, ADA access, and potential costs for Eckley's needs. The group collectively identified an initial list of recommendations for Eckley, including expanded educational programming and more school trips, destination conferences, creating a partnership with a hotel, marketing to bike tour operators in anticipation of the Rail Trail completion, and vintage baseball. It was suggested by the group that affordable housing was not a compatible use for Eckley. A meeting agenda and notes are attached in **Appendix A**.

Visioning Workshop

The Visioning Workshop for the Strategic Plan was held on May 30, 2019 in the auditorium and museum of the Eckley Miners' Village Visitors' Center. The Workshop consisted of two parts: an introductory PowerPoint presentation to explain the project and review Eckley's strengths and challenges identified in the Initial Stakeholders Meeting and other prior meetings, followed by a break-out session consisting of two moderated groups of about 10 to 12 individuals each to first discuss ideas for new programming followed by ideas for new uses.

The basis for the discussion was reviewing recommendations that had been identified during prior outreach efforts to get a reaction from the groups and encourage additional ideas. Each group was given a handout to indicate their approval or dislike for various programming and use recommendations (see **Tables 1** and **2** respectively). While one group filled in the tables, the results

of which are aggregated below, another group’s feedback was captured only on flip charts. However, the latter group’s preferences were similar and are reflected/represented in the tables.

Table 1: Preferences for Programming Recommendations

Prior Recommendation	Like It	Not Sure	Don’t Like It
Education:	8	3	1
Energy Production	11	1	
Archaeology for Local Students	8	3	
Industrial Heritage	12		
Mining History			
Events:			
Reenactments	10	1	
Team-Building for Local Employers	4	8	
Seasonal Events	11	1	
Children’s Events	9	1	1
Bigger Events	10	2	
Preservation	6	2	
Historically Authentic Church Services	12		
Self-Guided Audio Tours	6	2	
Better Walkways/Signage	12		
Better Advertising	11		
Food Experience/Wine-Tasting	10	1	1
Additional Exhibits/Interactive Presentations	10	2	
Website in Spanish	7	5	
Interpretive Plaques for Tree/Plant Species	6	6	
Bus/Shuttle Program	9	2	1
Driving Tour of Coal Region/Coordination with Other Sites	7	4	
More House Tours	10	1	
Enhanced Digital Content	8	3	
“Adopt a House” Program to Support Maintenance	10	1	

Programming ideas that received the highest ratings among participants include educational programming – namely energy production and industrial heritage, events – including reenactments, seasonal events, and food/wine events, historically-authentic church services, additional exhibits, more house tours, and an “adopt a house” program.

Table 2 indicates the preferences for new uses at Eckley. Use ideas that received the highest ratings among participants include a wedding venue, event venue, retreat/conference center, educational center with a connection to colleges, lab facilities, and vintage baseball – which could be considered more programming than use.

Supplemental thoughts and ideas regarding both new programming and new uses were recorded during the meeting. Notes from the meeting and an agenda are attached in **Appendix A**.

Table 2: Preferences for Use Recommendations

Prior Recommendation	Like It	Not Sure	Don't Like It
Housing for Students			12
Live/Work Space for Artists	6	5	2
Bed & Breakfast	5	4	2
Hotel	5	3	3
Restaurants and Shops	4	5	3
Flea Market	1	3	7
Wedding Venue	8	4	
Event Venue	9	3	
Retreat/Conference Center	9	2	
Working Mine Replica	6	3	2
Larger Museum		6	5
Campground (Outside Village)	2	5	5
Educational Center with Connection to Colleges	8	3	1
Leadership Center for Young Adults	1	8	3
Crafter Incubators	2	7	3
Lab Facilities for Storing Eckley Artifacts	8	2	2
Garden/Farm for Produce	5	5	2
Vintage Baseball	8	3	
Reality TV Series on Life in Eckley	4	5	3

Stakeholder Interviews

A series of stakeholder interviews were conducted during May and June 2019. Stakeholders to interview were recommended by those in attendance at the Initial Stakeholder Meeting. Suggested stakeholders were either folks who could not attend that meeting or those who wished to provide additional detail not easily discussed within a larger group setting.

The stakeholders were asked a series of questions, including the following:

- What is your involvement/affiliation with Eckley Miners' Village?
- What do you see as Eckley's current strengths?
- What do you see as Eckley's current challenges?
- Of the existing programming taking place at Eckley, what should remain? Could it be improved? Should any programming be discontinued?
- What new programming should be introduced at Eckley?
- Of the existing uses occurring at Eckley, what should remain? Should they be modified or improved? Should any be eliminated?
- What new uses would you like to see occur at Eckley?
- Do you have any other comments or suggestions?

Feedback from the stakeholders was reflective of that received at the Visioning Workshop. Among the stakeholders interviewed, stated strengths include volunteerism, events, programming, history,

authenticity, the visitors' center, and PHMC's leadership. Identified challenges include costs, the need for financial support, maintenance, litter, remote location, the need to appeal to a younger demographic, management structure, and financial sustainability.

Existing programs identified as worth preserving, according to the stakeholders, include the educational curriculum and Eckley's current events. New ideas for programming include linking Eckley to other heritage sites, the Rails to Trails completion, a beer and wine festival, vintage baseball, more homes open for tours, a more virtual experience in the visitors' center, visitor packages combined with other nearby events, food events, and more festivals.

An existing use identified as worth preserving is the year-round residential component. Suggested new uses include weddings, conferences/retreats, housing (including for-sale), artists in-residence, educational facility, lodging (including bed & breakfast and campground), and trail-related retail/dining once the trail is completed.

Finally, some stakeholders provided additional thoughts for Eckley, including the need to partner with outside entities for additional financial support and connections, the need for Eckley to remain authentic yet open to change, and a suggestion for Eckley to consider pilot projects and events to test their effectiveness.

Notes from the interviews are attached in **Appendix A**.

SUMMARY OF BACKGROUND CONDITIONS ANALYSIS

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Phase 2 of the Eckley Miners' Village Strategic Plan effort consisted of an analysis of background conditions for Eckley. Key components of this analysis described below include an evaluation of Eckley's baseline operations, a general physical conditions assessment of the Village, and the market analysis identifying the feasibility of various potential uses for the Village. The full report of background conditions is attached as **Appendix B**.

Operational Baseline Assessment

Baseline Operations and Funding

After some staffing reductions in the FY 2015 to FY 2017 period, Eckley Miners' Village has been operating on a fairly stable basis for the past three years. As shown in **Table 3**, operating expenditures have been a bit below \$500,000 annually, growing at about 5.5% to 6.0% per year mostly due to increasing salaries. These operating costs have been met from four sources: the State General Operating Budget; the Historic Preservation Fund; earned income from admissions, tours, and events; and minor repairs & upgrades supported by the portion of realty transfer taxes devoted to historic state development.

For FY 2019, these four sources provided the following funds:

- State General Operating funds--\$321,925
- Historic Preservation Fund--\$83,310
- Earned income--\$56,645
- Historic State Development Realty Transfer Tax--\$22,695.

These funds support a full-time staff of four, with additional administrative and supervisory support provided from other PHMC locations. We also note that 28% of most earned income is distributed to the non-profit Eckley Miners' Village Associates to support its programming and tours.

The operating expenditures do not include capital costs associated with more substantial repairs, maintenance, upgrades, and replacements. During the past few years, funds for new roofs, larger carpentry repairs, painting, etc. have come from additional Historic State Development Realty Transfer Tax funds in the range of \$40,000 to \$90,000 annually.

On-site staffing is further supported by the non-profit Eckley Miners' Village Associates (EMVA) which operates the museum store, assists with admissions ticket sales and Visitors' Center operations, helps staff events, and provides tours and other programming. Altogether, EMVA provides about 2,000 volunteer hours annually for these activities.

Table 3: Eckley Miners' Village State Operations History (FY 2015-FY2019)

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Operating Expenditures					
Salaries					
State General Operating Budget	\$ 205,880	\$ 187,500	\$ 114,310	\$ 129,158	\$ 137,408
Historic Preservation Fund	\$ 38,713	\$ 34,531	\$ 40,945	\$ 40,546	\$ 44,772
Fringes					
State General Operating Budget	\$ 159,857	\$ 154,804	\$ 95,292	\$ 112,744	\$ 119,519
Historic Preservation Fund	\$ 37,484	\$ 37,092	\$ 37,813	\$ 37,830	\$ 40,968
Heating, Water & Sewage, Electricity	\$ 54,688	\$ 71,484	\$ 75,916	\$ 75,418	\$ 76,549
Other Expense					
State General Operating Budget	\$ 21,815	\$ 30,271	\$ 21,139	\$ 27,544	\$ 29,233
Historic Preservation Fund	\$ (4,866)	\$ (4,165)	\$ 1,534	\$ (2,228)	\$ (2,430)
Historic State Development Realty Transfer Tax	\$ 550	\$ 24,519	\$ 29,308	\$ 16,939	\$ 22,695
Earned Income Transfer To EMVA			\$ 17,818	\$ 20,567	\$ 15,861
Total State Operating Expenditures	\$ 514,122	\$ 536,036	\$ 434,077	\$ 458,519	\$ 484,575
Capital Expenditures					
Large Investments					
Historic State Development Realty Transfer Tax		\$ 89,605	\$ 74,531	\$ 52,587	\$ 40,001
Total State Expenditures	\$ 514,122	\$ 625,641	\$ 508,607	\$ 511,105	\$ 524,576
Sources of Funds					
State General Operating Budget (Net of Earned Income)	\$ 442,240	\$ 444,059	\$ 260,540	\$ 290,987	\$ 321,925
Earned Income					
Individual Admissions			\$ 26,595	\$ 24,234	\$ 22,624
School Tours			\$ 8,580	\$ 10,714	\$ 8,806
Commercial Group Tours			\$ 3,480	\$ 4,340	\$ 3,593
Other Tours			\$ 2,406	\$ 2,716	\$ 1,890
Special Events			\$ 22,575	\$ 31,450	\$ 19,732
Rentals			\$ 300	\$ 475	
Donations				\$ 515	
Historic Preservation Fund	\$ 71,331	\$ 67,458	\$ 80,293	\$ 76,149	\$ 83,310
Historic State Development Realty Transfer Tax	\$ 550	\$ 114,124	\$ 103,839	\$ 69,526	\$ 62,696
Total State Revenues	\$ 514,122	\$ 625,641	\$ 508,607	\$ 511,105	\$ 524,576

EMVA's financial operations for FY 2017 and FY 2018 are detailed in Table 4. The 28% of earned income transferred from the State to EMVA is included in program and tour revenue for EMVA. EMVA also raises funds to support capital investment projects in the Village. As of the end of FY 2018, EMVA had about \$58,000 available in restricted accounts for use in several designated improvement projects.

Table 4: Eckley Miners' Village Associates Financial Operations for FY 2017 and FY 2108

Eckley Miners' Village Associates		FY 2017	FY 2018
Expenditures			
Salaries		\$ 38,983	\$ 50,271
Fringes		\$ 3,803	\$ 5,079
Gift Shop-Cost of Sales		\$ 13,709	\$ 15,596
Program Supplies & Expense		\$ 13,177	\$ 18,718
Other Expense		\$ 22,579	\$ 17,651
Total Expenditures		\$ 92,251	\$ 107,315
Sources of Funds			
Grants & Contributions		\$ 10,092	\$ 31,235
Memberships		\$ 3,603	\$ 4,507
Programs		\$ 30,053	\$ 41,020
Gift Shop Sales		\$ 30,596	\$ 32,595
Admissions--Monday Monies		\$ 6,645	\$ 11,491
Tours		\$ 6,965	\$ 5,657
Other		\$ 4,169	\$ 401
Total Sources of Funds		\$ 92,123	\$ 126,906

Utilizing these historic expenditures and sources of funds as a base, we have prepared a 10-year income and expense pro forma baseline forecast for the state operations of the Eckley Miners' Village (see Table 5). This Baseline Forecast assumes continued activity in the manner in which Eckley Miners' Village has operated during the past three years.

Based on these assumptions, the cost to the state for operation of Eckley Miners' Village in FY 2020 will be approximately \$578,000 including \$65,000 invested in more substantial repairs and improvements and this cost will grow during the next nine years to \$789,000 in FY 2029 (including \$85,000 for capital investment), largely due to assumed modest levels of inflation during the period.

We note that under this Baseline Forecast, major repairs and capital investment is limited to the assumed provision of the equivalent of \$65,000 in 2020 dollars in each of the ten years. *A total capital investment of \$650,000 (in 2020 dollars) will be significantly insufficient to repair and maintain the structures in the Village.*

Table 5: Eckley Miners' Village State Operations Baseline Forecast (FY 2020-FY 2029)

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Operating Expenditures										
Salaries										
State General Operating Budget	\$ 145,652	\$ 151,479	\$ 157,538	\$ 163,839	\$ 170,393	\$ 177,209	\$ 184,297	\$ 191,669	\$ 199,335	\$ 207,309
Historic Preservation Fund	\$ 47,458	\$ 49,357	\$ 51,331	\$ 53,384	\$ 55,520	\$ 57,740	\$ 60,050	\$ 62,452	\$ 64,950	\$ 67,548
Fringes										
State General Operating Budget	\$ 131,087	\$ 136,331	\$ 141,784	\$ 147,455	\$ 153,354	\$ 159,488	\$ 165,867	\$ 172,502	\$ 179,402	\$ 186,578
Historic Preservation Fund	\$ 42,712	\$ 44,421	\$ 46,198	\$ 48,046	\$ 49,968	\$ 51,966	\$ 54,045	\$ 56,207	\$ 58,455	\$ 60,793
Heating, Water & Sewage, Electricity	\$ 76,549	\$ 77,697	\$ 78,863	\$ 80,046	\$ 81,246	\$ 82,465	\$ 83,702	\$ 84,958	\$ 86,232	\$ 87,525
Other Expense										
State General Operating Budget	\$ 28,402	\$ 29,538	\$ 30,720	\$ 31,949	\$ 33,227	\$ 34,556	\$ 35,938	\$ 37,375	\$ 38,870	\$ 40,425
Historic Preservation Fund										
Historic State Development Realty Transfer Tax	\$ 23,000	\$ 23,690	\$ 24,401	\$ 25,133	\$ 25,887	\$ 26,663	\$ 27,463	\$ 28,287	\$ 29,136	\$ 30,010
Earned Income Transfer To EMVA	\$ 18,228	\$ 18,775	\$ 19,338	\$ 19,918	\$ 20,516	\$ 21,131	\$ 21,765	\$ 22,418	\$ 23,091	\$ 23,783
Total State Operating Expenditures	\$ 513,090	\$ 531,287	\$ 550,172	\$ 569,770	\$ 590,109	\$ 611,218	\$ 633,127	\$ 655,867	\$ 679,471	\$ 703,972
Capital Expenditures										
Large Investments										
Historic State Development Realty Transfer Tax	\$ 65,000	\$ 66,950	\$ 68,959	\$ 71,027	\$ 73,158	\$ 75,353	\$ 77,613	\$ 79,942	\$ 82,340	\$ 84,810
Total State Expenditures	\$ 578,090	\$ 598,237	\$ 619,130	\$ 640,797	\$ 663,267	\$ 686,571	\$ 710,741	\$ 735,809	\$ 761,811	\$ 788,782
Sources of Funds										
State General Operating Budget (Net of Earned Income)	\$ 334,019	\$ 345,943	\$ 358,329	\$ 371,196	\$ 384,564	\$ 398,452	\$ 412,881	\$ 427,873	\$ 443,450	\$ 459,636
Earned Income										
Individual Admissions	\$ 25,000	\$ 25,750	\$ 26,523	\$ 27,318	\$ 28,138	\$ 28,982	\$ 29,851	\$ 30,747	\$ 31,669	\$ 32,619
School Tours	\$ 9,400	\$ 9,682	\$ 9,972	\$ 10,272	\$ 10,580	\$ 10,897	\$ 11,224	\$ 11,561	\$ 11,908	\$ 12,265
Commercial Group Tours	\$ 3,800	\$ 3,914	\$ 4,031	\$ 4,152	\$ 4,277	\$ 4,405	\$ 4,537	\$ 4,674	\$ 4,814	\$ 4,958
Other Tours	\$ 2,400	\$ 2,472	\$ 2,546	\$ 2,623	\$ 2,701	\$ 2,782	\$ 2,866	\$ 2,952	\$ 3,040	\$ 3,131
Special Events	\$ 24,500	\$ 25,235	\$ 25,992	\$ 26,772	\$ 27,575	\$ 28,402	\$ 29,254	\$ 30,132	\$ 31,036	\$ 31,967
Rentals	\$ 300	\$ 309	\$ 318	\$ 328	\$ 338	\$ 348	\$ 358	\$ 369	\$ 380	\$ 391
Donations	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597	\$ 615	\$ 633	\$ 652
Historic Preservation Fund	\$ 90,171	\$ 93,778	\$ 97,529	\$ 101,430	\$ 105,487	\$ 109,707	\$ 114,095	\$ 118,659	\$ 123,405	\$ 128,341
Historic State Development Realty Transfer Tax	\$ 88,000	\$ 90,640	\$ 93,359	\$ 96,160	\$ 99,045	\$ 102,016	\$ 105,077	\$ 108,229	\$ 111,476	\$ 114,820
Total State Revenues	\$ 578,090	\$ 598,237	\$ 619,130	\$ 640,797	\$ 663,267	\$ 686,571	\$ 710,741	\$ 735,809	\$ 761,811	\$ 788,782

Visitation and Event Attendance

These Baseline Forecasts assume continuation of recent visitor patterns to EMV. As shown on **Table 6**, overall visitation to EMV has been in the range of 10,600 to 13,100 annually for the past three years. In general, individual visitation represents about 53% to 55% of total attendance; student groups 15% to 18%, and event attendance 25% to 28%. School tours have involved 20 different school districts and two colleges. Most school tours come from within a one to one- and one-half hour radius of EMV, but a few come from as far as the Philadelphia suburbs and Harrisburg.

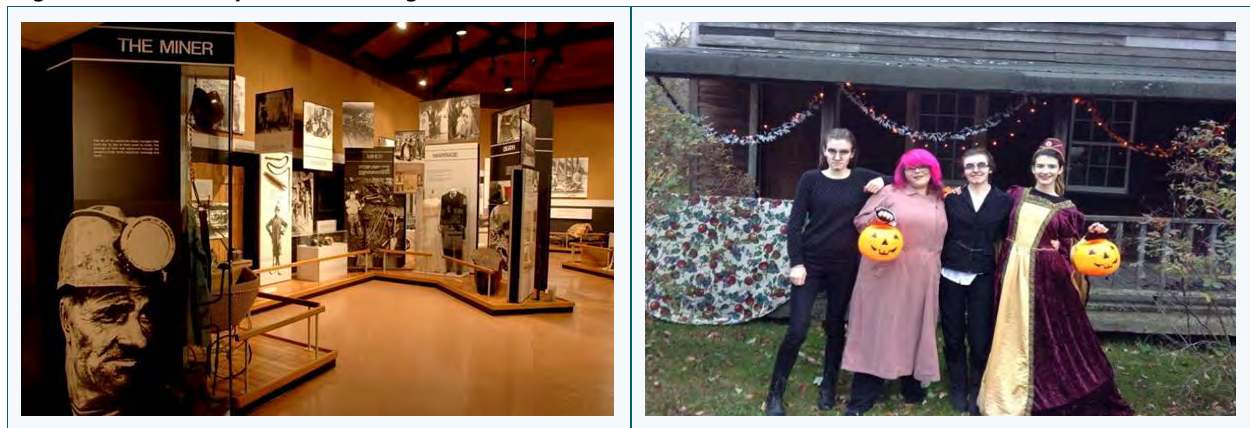
Major variations in visitation from year to year are largely based on weather conditions for scheduled events—especially Halloween—and a decline in FY 2019 in school visits.

Table 6: Eckley Miners' Village Visitor Categories

Visitor Category	FY 2017		FY 2018		FY 2019	
	No. of Visitors	Percent of Visitation	No. of Visitors	Percent of Visitation	No. of Visitors	Percent of Visitation
Halloween Event	1,073	9.3%	1,918	14.6%	1,017	9.6%
All Other Events	1,816	15.7%	1,308	10.0%	1,916	18.0%
Student Groups	2,068	17.9%	2,144	16.3%	1,572	14.8%
Adult Groups	430	3.7%	564	4.3%	439	4.1%
Individual Visitors	6,195	53.5%	7,209	54.9%	5,675	53.4%
Total	11,582		13,143		10,619	

In part due to decreased staffing, there has been some reduction in event scheduling in the FY 2015 to FY 2017 period from 14 days to 10 or 11 (see **Table 7**). This has, in general, impacted event attendance by about 20%, though as occurred in FY 2018, a full Halloween schedule with good weather can provide significant additional visitation.

Figure 1: The Eckley Miners' Village Visitors' Center and Halloween Event



Source: EMVA

Table 7: Eckley Miners' Village Event Schedule

Event	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
	No. of Days	Attendance	No. of Days	Attendance	No. of Days	Attendance	No. of Days	Attendance	No. of Days	Attendance
WWII/1940s/Swing Dance	2	738	2	768	2	778	2	592	2	562
Living History/Civil War	2	686	2	402						
Halloween	6	1,587	4	1,164	3	1,073	4	1,918	3	1,017
Christmas At Eckley	2	205	2	225	2	244	2	246	2	126
Charter Day			1	149	1	69	1	72	1	90
Patch Town	2	299	2	832	2	725	2	398	2	667
Total	14	3,515	13	3,540	10	2,889	11	3,226	10	2,462

EMV staff and volunteers are conscientious in tracking the origins of their visitation—collecting information from 63% to 79% of visitors annually. Based on this extensive sampling, we see that slightly more than half of visitors come from the immediate Northeast Pennsylvania regions (Upstate PA and Pocono Mountains) (see Table 8). Another 10% to 15% come from the adjacent Pennsylvania regions, though visitation from the close by Lehigh Valley is surprisingly small. 20% to 30% of visitors come from the remainder of Pennsylvania and from adjacent states, while 11% to 12% travel to EMV more distantly.

Table 8: Eckley Miners' Village Estimated Origin of Visitors

	FY 2017	FY 2018	FY 2019
Region			
Northeast PA*	53.6%		
Upstate PA		43.1%	36.1%
Pocono Mountains		13.2%	12.4%
Lehigh Valley	3.2%	2.8%	3.2%
Valleys of the Susquehanna	12.2%	4.9%	6.8%
Subtotal - Adjacent Regions	69.1%	64.0%	58.5%
Rest of Pennsylvania	9.6%	15.0%	16.0%
Neighboring States	10.1%	9.2%	13.5%
Other States	10.9%	11.3%	11.2%
International	0.3%	0.5%	0.8%
Total	100.0%	100.0%	100.0%
* Divided into Upstate PA and Pocono Mountains in subsequent years			

General Physical Conditions Assessment

Infrastructure and Parking

From records of recent capital improvement projects along with the knowledge of Eckley Miners' Village management, utility service for water, sewer, and electric power has been run underground down Main Street. It appears that water, sewer, and electricity have been or will be connected underground to all primary structures, a circumstance that provides for a visually clean and historically accurate character of the Village Main Street. In addition, the Sharpe House, the social club, all buildings in museum use, and all currently rented out buildings have been connected underground for water, sewer, and electricity, as well as 11 additional vacant properties. As others are brought into use, they will need to be similarly connected for these utilities underground.

The placement of parking provides a special problem in avoiding compromise of the historic character of the Village. Parking standards for any new uses will likely need to be adjusted to minimize the intrusive character of large paved areas. Parking areas may need to be organized into small dispersed lots and thoroughly landscaped to provide some visual shielding from the historic areas.

Building Utilization and General Conditions

As detailed on **Table 9** and **Map 1**, there are 57 structures along Main Street and Back Street, not including the outbuildings in the rears of many properties. These include the breaker and 14 buildings currently being used and maintained as part of the Museum, the social club which is privately occupied under a long-term lease, and four homes currently rented to resident-occupants. The remaining 37 buildings are vacant and available for use. Almost all of these vacant buildings are residential structures and at least 25 contained two residential dwelling units each in their original configurations.

Eckley Miners' Village is listed on the National Register of Historic Places as the Eckley Historic District, nominated in 1978. All original buildings are considered "contributing" to the district. Non-contributing structures include three built for the 1968 movie *The Molly Maguires*—the breaker, the Company Store, and the old mule barn. Additional newer non-contributing structures include the Visitors' Center, the Social Club (modified for the movie), Stove Building, a newer mule barn, feed barn, staff residence, and sewage treatment plant.

These historic structures are composed of minimal wood frame construction; sitting on plain stone foundations, each in varying degrees of need of the maintenance attention necessary to sustain them and deter their continuing deterioration. Their design is of the most basic utilitarian character, as single family detached or twin units, generally limited to two stories of height with a possible low attic space available in some buildings. The miners' residential buildings have an absence of ornamentation that reflects the historical styles of the period of their construction. In contrast to the miners' residences; more attention to the spatial needs, the stylistic standards, and the architectural character of the period are reflected in the other buildings like the Foster House, the mine owner's residence, the doctor's residence, and a variety of community buildings like the churches. It should

be expected that the interiors of these other buildings will also reveal considerably more investment than the miners' residences.

Table 9: Inventory of Eckley Miners' Village Structures and Use

Building	Building Use	Non-Contributing	Rehabbed 2004-2010	Utilities Connected	Improvements Needed	Building	Building Use	Non-Contributing	Rehabbed 2004-2010	Utilities Connected	Improvements Needed
					Structure Utility Connections Fit-Out Painting						Structure Utility Connections Fit-Out Painting
Rectory	Museum Use			XX		Museum	Museum Use	XX		XX	
Catholic Church	Museum Use			XX		66-68			XX		XX XX
65-67			XX		XX XX	70-72			XX		XX XX
69-71			XX		XX XX	74-76	Rented			XX	
73-75			XX		XX XX	90-92			XX		XX XX
81-83			XX		XX XX	94-96				XX	XX XX
85-87			XX		XX XX	98-100					XX XX XX
89-91				XX	XX XX	102-104					XX XX XX
93-95				XX	XX XX	Social Club	Private Lease	XX		XX	
101-103				XX	XX XX	Exhibit House	Museum Use			XX	
105-107			XX		XX XX	110-112				XX	XX XX
109-111				XX	XX XX	114-116			XX		XX XX
113-115			XX		XX XX	118-120			XX		XX XX
Nicolas House	Museum Use			XX		122-124	Museum Use			XX	
Old Mule Barn	Museum Use	XX		XX		126-128					XX XX XX
Company Store	Museum Use	XX		XX		130			XX		XX XX
125-127			XX		XX XX	132				XX	XX XX
129-131			XX		XX XX	134			XX		XX XX
Episcopal Church	Museum Use			XX		136					XX XX XX
142-143			XX		XX XX	137			XX		XX XX
144-145			XX	XX	XX	138			XX	XX	XX
146-148	Rented			XX		139	Rented			XX	
Feed Barn	Museum Use	XX		XX		140			XX		XX XX
Mule Barn	Museum Use	XX		XX		141			XX		XX XX
Breaker	Museum Use	XX				147			XX		XX XX
49-51 Back Street	Rented	XX		XX		Doctors House	Museum Use			XX	
46-48 Back Street	Museum Use			XX		159			XX		XX XX
50-52 Back Street	Museum Use	XX		XX		Sharpe House	Museum Use			XX	XX XX
						160.5				XX	XX XX

Of the 37 vacant buildings, 22 were included in the rehabilitation projects undertaken in 2004-2010. From the 2008 record As-Built drawings of renovation and repair work performed on these structures, all or most of those buildings received new roofing, windows and doors, structural stabilizing cross bracing, and new wood siding. We also understand that the Sharpe House is structurally sound and weather-tight, though the Sharpe House and the Rectory have been specifically identified as in need of exterior painting.

Map 1: Building Locations at Eckley Miners' Village



Source: Google Maps

The remaining 14 buildings are in need of various components of structural repair—roof repair or replacement; foundation leveling and replacement of deteriorated components; exterior siding repair or replacement; weatherproofing; etc. Much of the wood siding on houses not reconstructed or restored dates to the movie period or shortly thereafter. The extent of necessary work will vary substantially from structure to structure.

All 37 vacant structures will require full interior fit-out for any identified uses. Normally the reuse of these buildings would require significant investment to bring them up to current building code standards, but to do such universally would significantly alter the historic character of the structures. Though they are important historic assets, renovations would need to comply with current building codes unless exceptions are granted by a variance. Therefore, any reuse of the buildings will require a balancing of the reality of modern building code standards, the late 19th century to early 20th century character (historic or replicated) of each of the buildings, the demands of the market for specific uses to attract market-based customers, and the physical constraints of the properties.

In particular, the interior rooms in the residential structures occupied by the miners and their families are small; floor-to-ceiling heights are minimal; finishes are rough; wall, ceiling, and roof insulation, if any, is minimal; the stairs are steep and narrow; and plumbing and electrical services and fixtures are the most basic available in the early 20th century. Individual decisions will need to be made about the extent of maintaining interior historic (or in many cases, replicated) character versus safety issues such as the condition of stairs and amenity requirements such as bathroom and kitchen facilities. Buildings constructed for the owners, key personnel such as the doctor, and community functions may be exceptions to some of these utilitarian characteristics. In most cases, this reuse effort will also require replacement of windows and exterior doors.

Figure 2: Eckley Houses and the Company Store



Source: EMVA

There are many 'out-buildings', generally located behind the primary miner's residences that face Main Street. These 'out-buildings' were apparently constructed originally as privies and storage sheds; most of these buildings are now in poor condition; many having no basic foundations, are generally in serious disrepair, and are quickly succumbing to the natural elements, the likely result of being overshadowed by the maintenance demands of the primary residential structures. The

resulting loss of each structure in this class of buildings will further diminish the rich and comprehensive historic visual character of the Village.

Some potential new uses in the Village will not be able to be fully accommodated in existing structures. A wedding venue, for instance, may require a temporary tent or permanent pavilion to maximize success with larger weddings. In identifying sites for any new development, it will be important to address issues of the impacts to archaeological assets as well as the adjacency to existing historic buildings. There is hidden evidence of absent buildings, such as early building records and the remains of original foundations. Therefore, identifying the best sites for any new construction will need to strike a balance when considering the effects of siting choices that might compromise future considerations of the ‘ghosting’ of now absent buildings and the immediate need for new buildings to have good proximity to key components of the Village.

The placement and construction of any new buildings should avoid compromising the historic character of the Village. Any new buildings added will also need to confront one or all of three choices: (1) to be temporary in nature and easily removable; (2) to be permanent and sympathetic to the unique character of the Village, designed to be 'background' elements, avoiding drawing attention to themselves and conscious of their need to provide a simple backdrop to the original Village character; or (3) to be skillfully designed examples of great contemporary architecture that contrasts with, while being sympathetic to and embracing the historic scale and character of the Village.

Building Rehabilitation Priorities

As described above, there were a series of capital projects conducted at Eckley from 2004 to 2010 that involved exterior rehabilitation and/or structural stabilization for several of the buildings. However, many buildings were not reconstructed as part of those projects due to budget limitations.

PHMC staff identified houses that retain high historical integrity but have not received any level of reconstruction, restoration, or significant stabilization in the last 25 years. The following outline prioritizes these structures by degree of rehabilitation need:

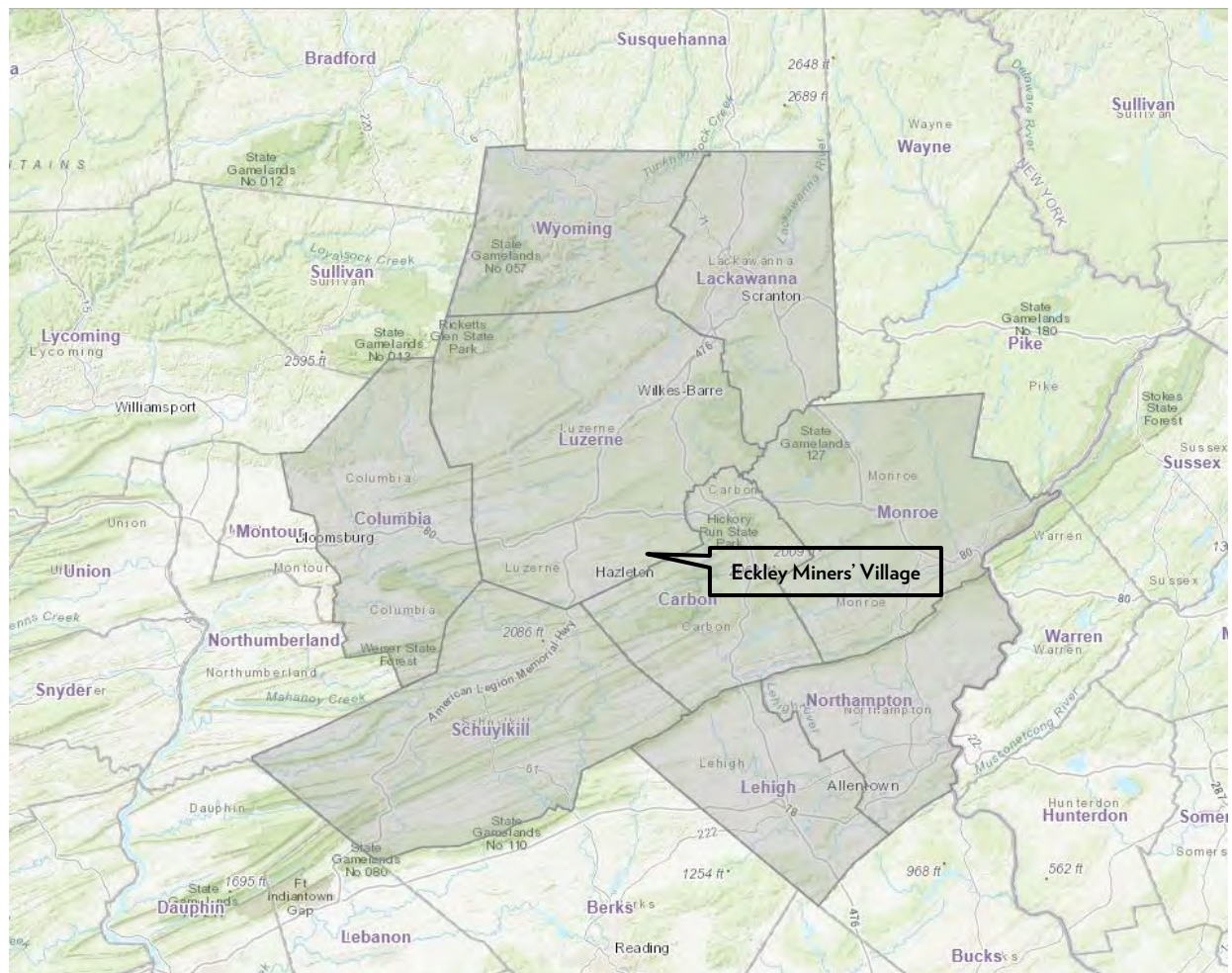
1. Highest Priority. Houses that have had tenants or uses in the last 10 years or so, retain most historically significant additions, and are in poor condition: 110-112, 132, 138, and 142-143.
2. Second. Houses that have had tenants in the last 10 years or so, may have some intact additions, and are in “relatively” stable condition. All have recently received water/sewer/electricity: 89-91, 93-95, 101-103, 109-111, and 160.5.
3. Third. Houses that are relatively stable but have other problems that make them not likely available for other use without significant investment: 94-96.
4. Fourth. Houses that tenants currently occupy and are relatively stable. All have power and water/sewer connections: 74-76, 49-51, 139, 144-145, 146-147.

Market Analysis

Market Area Definition

Based on the attendance and audience profile findings from the Operational Baseline Assessment, we have identified a market region that appears to serve and be served by Eckley Miners' Village. For the purposes of this study, we have defined the Greater Eckley Region as a nine-county area surrounding the Eckley site (see **Map 2**). These counties include Luzerne County, Carbon County, Columbia County, Lackawanna County, Lehigh County, Monroe County, Northampton County, Schuylkill County, and Wyoming County. We use this geography as a foundation for examining the region's socio-economic and market conditions.

Map 2: The Nine-County Greater Eckley Region



Source: U.S. Census Bureau

Uses Examined

We conducted a market assessment of various potential new uses for Eckley which appear most likely to generate the revenue necessary to make required physical improvements to the individual structures in the Village. Markets examined for this analysis include:

- institutional uses—including a training and research facility;
- event uses—weddings and conferences;
- lodging—B&B/small inns and lodging related to weddings;
- vacation rentals—longer-term rentals typically associated with ski and summer seasons; and
- housing—traditional rental housing and curated homes/long-term rentals, as well as condominiums sold to individual owners.

Other uses were initially considered for Eckley in addition to the ones identified above, including offices, a restaurant, and retail. However, due to its relative isolation and lack of regional population growth, we don't believe these are currently viable markets. Once the Rails to Trails connection is completed from Hazleton to Eckley, there would likely be a market for trail-serving retail which potentially could be accommodated at the existing Company Store.

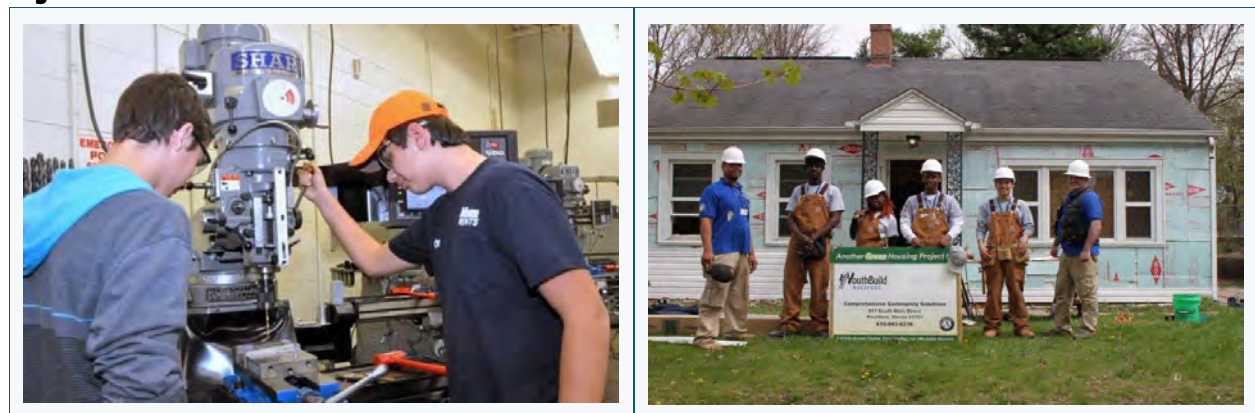
Market Conclusions

Based on market conditions in the Greater Eckley Region, a variety of reuse concepts appear to be promising for Eckley Miners' Village, all of which could be approached collectively to rehabilitate most of the properties on the site. Any long-term lease (beyond five years) or sales arrangements would need to be approved by the Commonwealth as they are currently not permitted. Changes in state policy or creative arrangements would be required. Potentially feasible uses include a training/research facility, wedding/events venue, lodging, and housing of various types.

Training/Research Facility

A shared research/training facility at Eckley could be used by education programs focusing on Eckley-related educational themes: archeology; new energy industries; and historic property rehabilitation and maintenance. It could also be a meeting facility. The University of Maryland, with its existing archeology presence at Eckley, could be an initial participant in the concept. Students from the Greater Hazleton Career Center might also use the facility as an educational base and, as part of the Center's curriculum, perform some rehab work on other Eckley structures requiring long-term maintenance and renovation.

Figure 3: Hazleton Career Center and YouthBuild Students

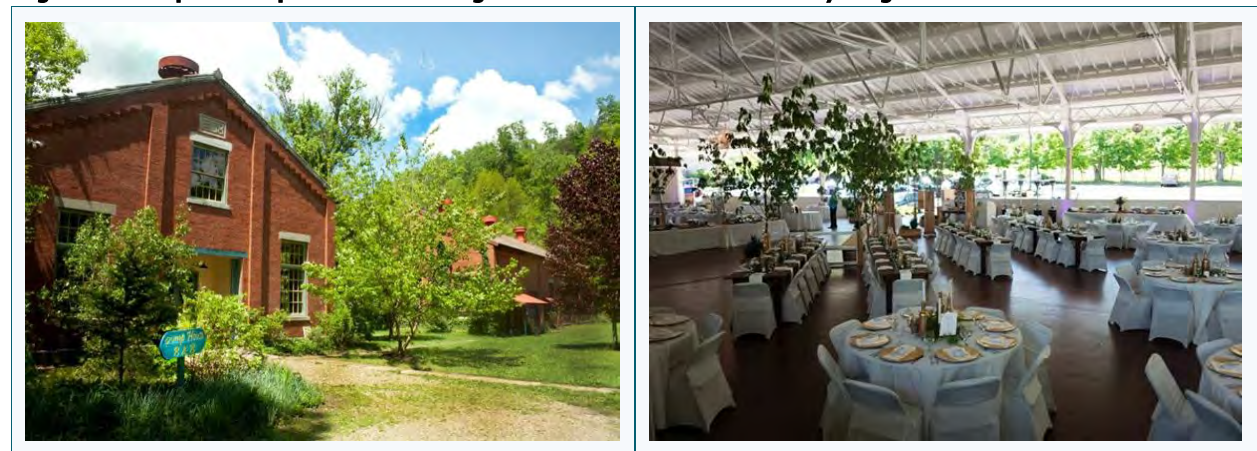


Source: Standard Speaker, YouthBuild

Wedding/Events Venue

Eckley Miners' Village can provide a unique environment for weddings; the two historic churches can provide the wedding sites, while the Sharpe House could be the centerpiece for receptions, with an adjacent tent or pavilion to accommodate larger groups. Once a venue is established, the overall use can be expanded to include other events, retreats, and conferences during time periods less prime for wedding use. For this use to occur, a wedding venue operator or caterer would need to be secured by the Commonwealth. The operator could invest its own resources into the site, or the Commonwealth could seek grants, private donations, or other arrangements to get the site operational. Income generated by this use would include facility rentals and some small portion of the caterers' gross from the weddings.

Figure 4: Sample Competitive Wedding Venues in the Greater Eckley Region

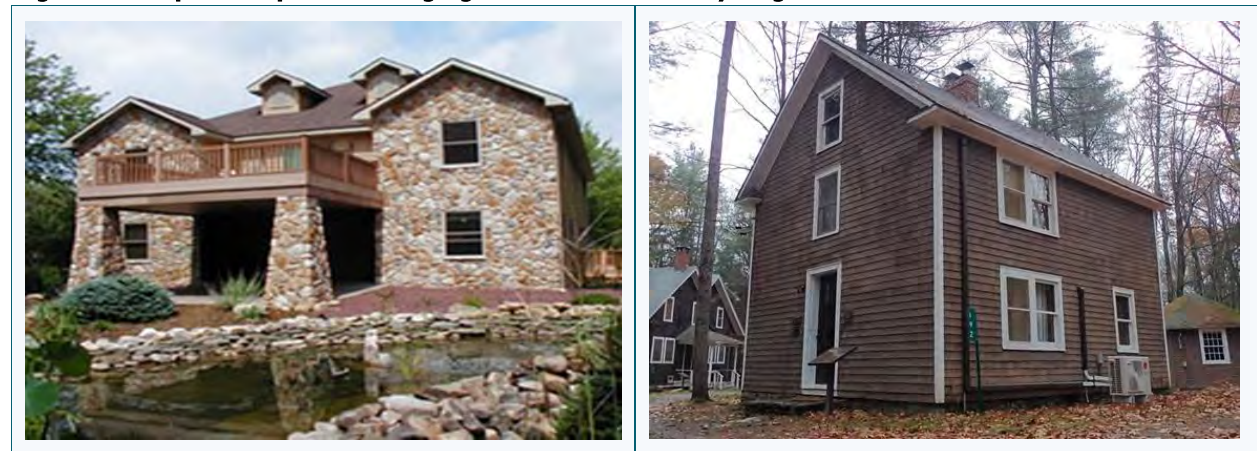


Source: Venue websites

Lodging

A collection of buildings could be operated as lodging at Eckley Miners' Village—either as independent accommodations or in conjunction with the wedding venue. This lodging could be rented generally on a nightly basis.

Figure 5: Sample Competitive Lodging in the Greater Eckley Region



Source: Venue websites

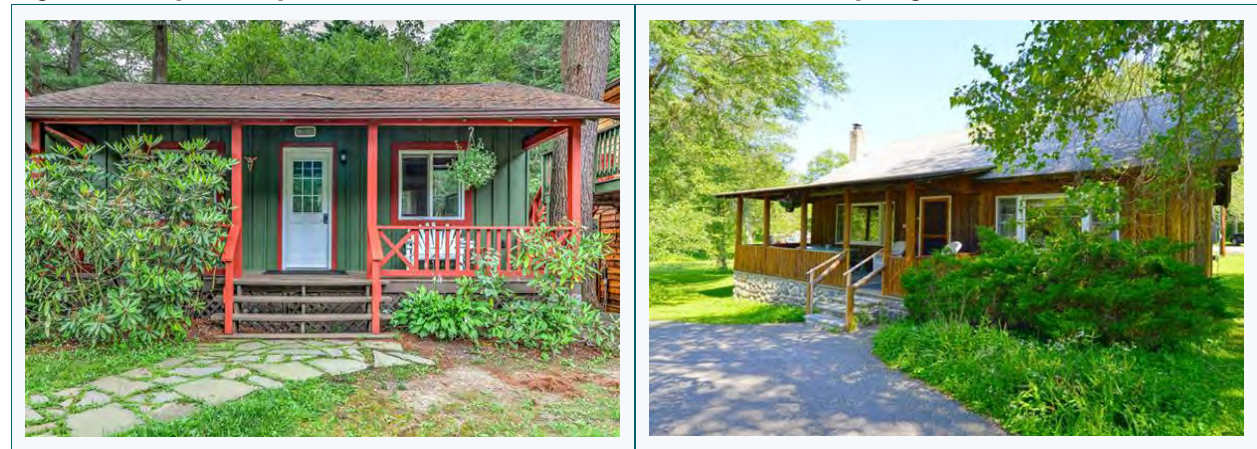
For this use, the Commonwealth would need to secure an operator to run the lodging, likely a local hotel or B&B operator willing to expand its business or room inventory to include a number of lodgings at Eckley. This operator might also be the wedding facility operator. If an operator determines the economics would merit its investment, the operator could sign a long-term lease with the Commonwealth and negotiate a development agreement for the improvements to the buildings to be used for lodging. Otherwise, the Commonwealth could seek grants, private donations, or other arrangements to rehab and update the housing for lodging. After the investment is made, the interested operator would be retained to operate the facility.

Housing

A collection of buildings could also potentially be operated as housing at Eckley Miners' Village in several different formats, including short-term rentals, seasonal rentals, curated housing, permanent rental housing, and permanent sales housing.

- **Short-Term Rentals:** Various buildings could be operated as short-term rentals, either as independent accommodations or in conjunction with a nearby ski resort. These rentals would be rented on a nightly or weekly basis. Similar to lodging, the Commonwealth would need to secure an operator to manage the homes through a long-term lease, likely a local property management company willing to expand its business to include rehabilitating and managing a number of rental homes at Eckley. Or the Commonwealth could sell the collection of buildings to a developer/management entity to rehab, rent, and manage. The developer would have to maintain and preserve the exteriors of the buildings and grounds according to standards required by covenant.

Figure 6: Sample Competitive Short-Term Rentals in the Greater Eckley Region



Source: Venue websites

- **Seasonal Vacation Rentals:** Various buildings could also be operated as seasonal vacation rentals. These rentals would be more commonly rented on a monthly or seasonal basis. This market is less certain than lodging and short-term rentals, however, as evidenced by limited bookings in the region. As with short-term rentals, the Commonwealth would need to secure an operator to manage the homes through a long-term lease, likely a local property

management company to rehab and manage a number of rental homes at Eckley. Or the Commonwealth could sell the collection of buildings to a developer/management entity to rehab, rent, and manage the units. The developer would have to maintain and preserve the exteriors of the buildings and grounds according to standards required by covenant.

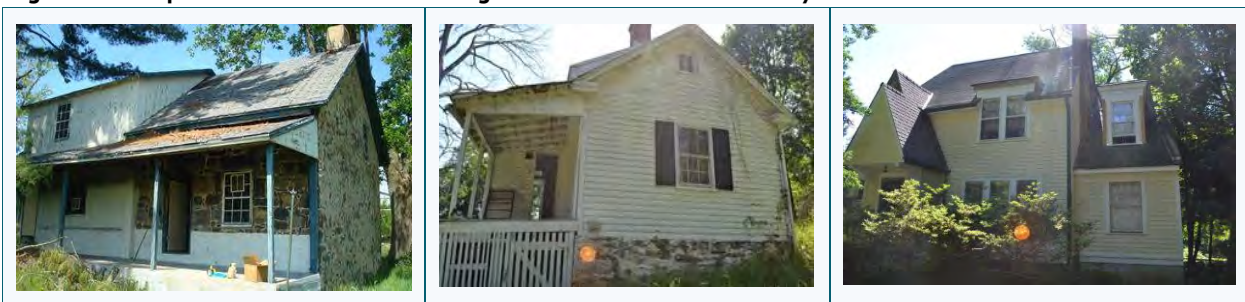
Figure 7: Sample Competitive Seasonal Rentals in the Greater Eckley Region



Source: Venue websites

- Curated Housing:** Various houses could be leased as “curated” housing to individual occupants that would take responsibility for the rehabilitation and maintenance of the buildings and its associated costs. Assuming the Commonwealth can extend its lease term beyond five years to perhaps 25, it appears that a curated housing program could also succeed in Pennsylvania and be a tool for some degree of building stock rehabilitation and preservation at Eckley. The key would be finding people with the adequate skills and financing to do the work. Interest in this type of use would likely be expanded if some loan products were available to the curators. Based on current economics in the region, we expect the level of potential curator investment may not be sufficient to meet all rehabilitation costs; some initial Commonwealth investment may be necessary to induce positive response from possible curators. A developer/management entity may be sought to act as an intermediary to the curators undertaking the improvements, particularly in conjunction with any long-term rental housing as a master property maintenance/operations system.

Figure 8: Sample Houses in Curator Programs in Delaware and Maryland



Source: destateparks.com, dnr.maryland.gov

- **Permanent Rental Housing:** Another potential housing use would be permanent rental housing completed by a for-profit or non-profit housing developer. This use could be pursued later for remaining vacant structures, once the potential of other uses has been explored. Since “market” rate rentals in the Eckley area currently meet the standards necessary to qualify for affordable housing finance (see examples of funding sources in **Appendix C**), some use of these housing resources may be possible for long-term rental housing. Similar to seasonal rentals, the developer could establish a long-term lease with the Commonwealth to rehabilitate a collection of the homes and rent and manage them, or the Commonwealth could sell the collection of buildings to the developer to rehab, rent, and manage the units. The developer would have to maintain and preserve the exteriors of the buildings and grounds according to standards required by covenant.

Figure 9: Sample Housing for Rent in the Immediate Greater Eckley Region (8/2019)



Source: Zillow.com

- **Permanent Sales Housing:** Another potential model for permanent housing is market-rate sales housing as condominiums. It is assumed that any homes marketed for this purpose would be first transferred from the Commonwealth to a developer/manager which would complete rehabilitation of the properties and then sell them to individual homeowners. The homes sold would be only the structures; the land and immediate surroundings would be leased to a horizontal condominium association with maintenance and operations covenants consistent with the operations of the Village. The developer initially and eventually the homeowner’s association would have responsibility for building exterior and grounds maintenance.

Figure 10: Sample Recent Home Sales in the Immediate Greater Eckley Region (10/16-9/19)



Source: Zillow.com

BUSINESS PLAN

BUSINESS PLAN

A sustainable business model for Eckley Miners' Village will need to both identify economically viable uses for currently vacant buildings and expand visitation/utilization of the site to achieve its full potential. The business plan detailed here seeks to achieve those objectives, while also recognizing the market limitations of specific potential uses.

Restoration/Use of Vacant Structures

The Village currently has 57 primary structures, of which 15 are actively utilized as part of PHMC's museum activities, four are rented to current residents, one is leased to a local social organization, and 37 are currently vacant. The largest vacant property—the Sharpe House—is structurally sound and its exterior is in generally good condition. This property is also scheduled for repainting in the next year. The structures and exteriors of 22 of the remaining 36 vacant properties were rehabilitated during the 2004 to 2010 period; the other 14 properties require structural and exterior improvements.

New water, sewer, and electric utilities are available underground on Main Street. Ten of the vacant structures have existing connections to these utilities; connections will need to be extended for the other 27 structures.

The market analysis undertaken to identify uses for these properties has generated four potential strategies for achieving new uses:

- **Training/Research Facility:** A shared training/research facility at Eckley could be used by education programs focusing on Eckley-related educational themes: archeology; new energy industries; and historic property rehabilitation and maintenance. The University of Maryland, with its existing archeology presence at Eckley, could be an initial participant in the concept. Students from the Greater Hazleton Career Center might also use the facility as an educational base and, as part of the Center's curriculum, perform some rehab work on other Eckley structures requiring long-term maintenance and renovation.
- **Wedding/Event Facility:** Eckley Miners' Village can provide a unique environment for weddings; the two historic churches can provide the wedding sites, while the Sharpe House could be the centerpiece for receptions, with an adjacent tent or pavilion to accommodate larger groups. Once a venue is established, the overall use can be expanded to include other events, retreats, and conferences during time periods less prime for wedding use.
- **Lodging:** A collection of buildings could be operated as overnight lodging at Eckley Miners' Village—either as independent accommodations or in conjunction with the wedding venue. This lodging would be rented generally on a nightly basis.
- **Residential Community:** A variety of residential uses including owner-occupied housing, long-term rental homes, seasonal rentals, and short-term rentals can utilize the remaining vacant residential structures.

As shown on **Map 3** on the following page, these four strategies can be located compatibly along Main Street to reuse all vacant structures. The Sharpe House would host the Wedding/Event Venue while the adjacent Foster House would be the center for the Training/Research Facility. The seven smaller vacant structures between the Sharpe House and the Episcopal Church (137, 138, 140, 141, 142-43, 144-45, & 147) can be used to create 26 lodging rooms with private baths. Finally, the 27 vacant residential structures located between the two churches can be re-occupied in a variety of residential formats.

Strategy 1: Training/Research Facility

The shared research/training facility would likely be used by two or three institutions at various times of the year. After examining the available structures, the Foster House (159 Main Street) appears to provide the most appropriate opportunity for this facility (see **Figure 11**).

Figure 11: The Foster House



Figures 12 and 13 following the map provide preliminary potential layouts for the two floors that would include common areas (reception, men's & women's restrooms, food service), separate offices for each of three institutions, and five program rooms to share—two classrooms, two labs, and a training/conference room.

Map 3: Building Locations at Eckley Miners' Village



Source: Google Maps

Figure 12: The Foster House – First Floor Floorplan

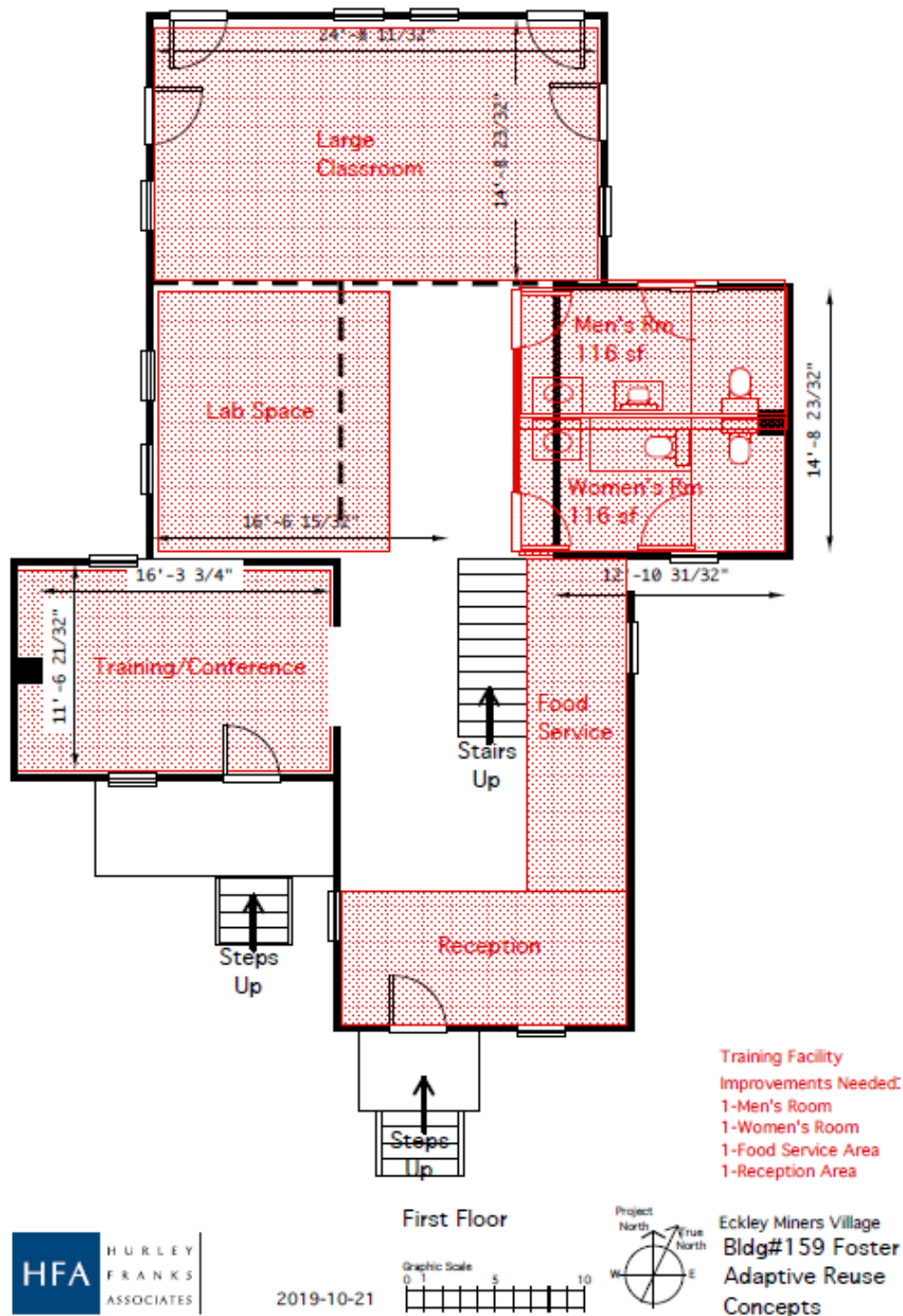
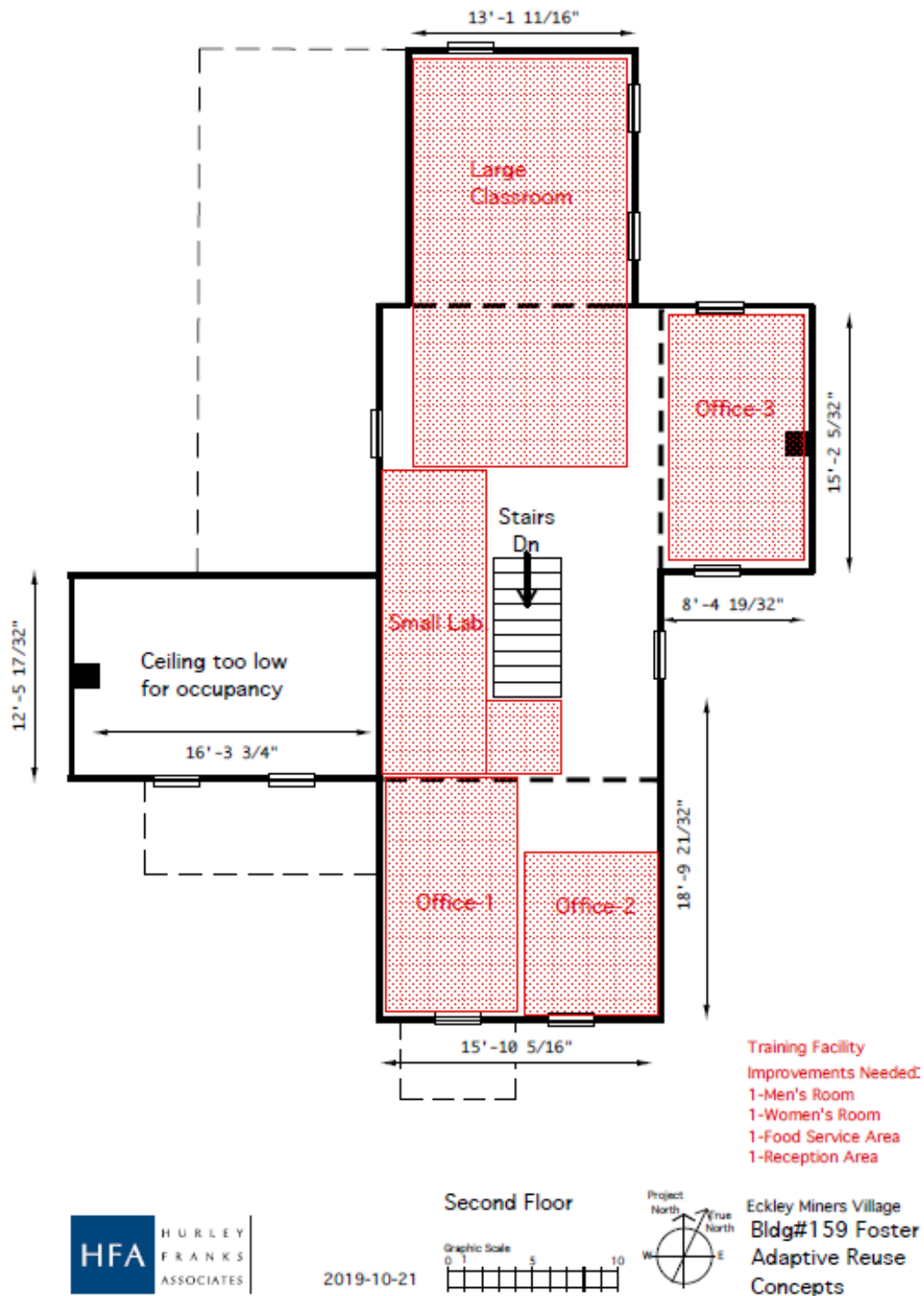


Figure 13: The Foster House – Second Floor Floorplan



Required Capital Investment

Foster House includes approximately 1,560 SF of usable space. The structure of the building, roof, and exterior were rehabilitated during the work completed in the 2004 to 2010 period. Underground utility connections are needed from the street to the building. Based on this current condition, the cost to complete this building for this training/research facility use is estimated at \$400,000 (see Table 10). This budget includes an allowance of \$50,000 for any remaining exterior needs and landscaping.

Table 10: Foster House Capital Needs

<u>Utility Connections</u>	\$20,000
<u>Building Interior</u>	
HVAC	\$50,000
Fire Protection	\$20,000
Interior Carpentry, Painting, Restrooms, Electrical, Flooring (@\$140/SF)	\$225,000
Total	\$295,000
<u>Grounds</u>	
Landscaping & Exterior Carpentry	\$50,000
<u>Contingency</u>	\$35,000
Total	\$400,000

Capital Funding

Based on discussions with some potential institutional participants, it appears that this facility will need to remain in the ownership of PHMC and capital investment requirements will need to be met through grant sources provided to PHMC.

Management/Operations

For this analysis, we assume that PHMC will lease this facility to a lead institution (perhaps the University of Maryland). Participating institutions will be responsible for providing all programming occurring within the facility and for annual operating expenses for the building. Operating costs for utilities, insurance, and cleaning will likely run in the range of \$10,000 annually.

Benefits for Eckley Miners' Village

This activity at Foster House will benefit Eckley Miners' Village in multiple ways:

- Foster House will be fully rehabilitated and occupied.
- Program activities involving Eckley-related educational themes--archeology; new energy industries; and historic property rehabilitation and maintenance--will further enhance the understanding and image of Eckley within the local community and within several academic disciplines.

- Students will benefit from deeper understanding of coal-era history.
- Programming at this Center will assist in the evolution of new energy industries to benefit this portion of Pennsylvania.
- Students from the Greater Hazleton Career Center might perform some rehab work on other Eckley structures requiring long-term maintenance and renovation.
- A modest level of additional visitation to the Village will be provided by the audiences for activities at the Center.

Strategy 2: Wedding/Events Venue

The Sharpe House (Figure 14) can be the centerpiece for wedding receptions, with an adjacent tent or pavilion to accommodate larger groups. As noted in the market analysis, the fees for wedding receptions at unique venues can be quite high and can provide—at a minimum—the economic basis for restoration of the Sharpe House.

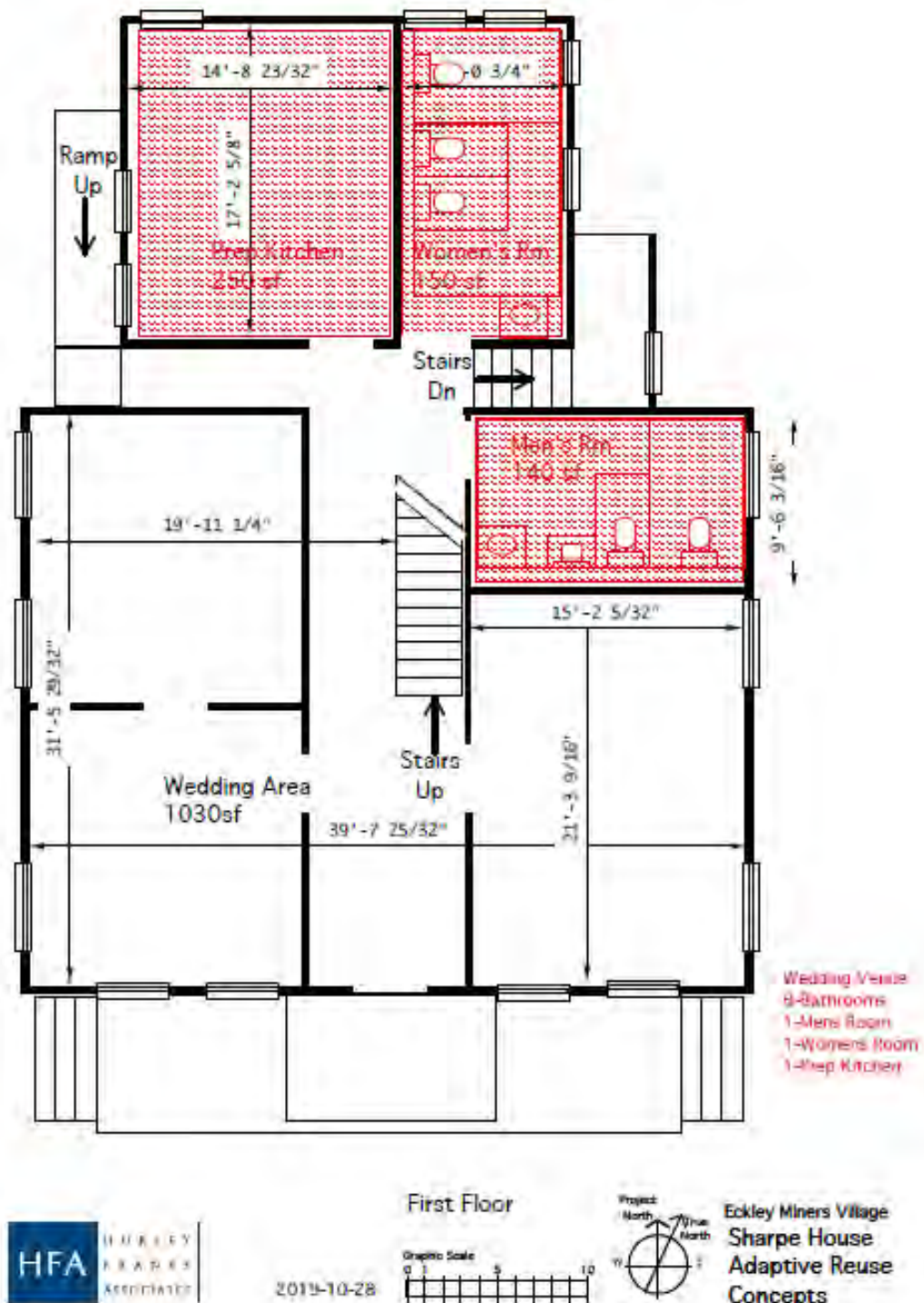
Figure 14: The Sharpe House



Once this venue is established, the overall use can be expanded to include other events, retreats, and conferences during time periods less prime for wedding use. Based on competitive market conditions, likely fees for these non-wedding uses will be modest, but the activity will increase utilization and visibility of the Village.

A potential layout for the Sharpe House as a wedding/event venue is illustrated on Figures 15, 16, and 17.

Figure 15: The Sharpe House – First Floor Floorplan



The first floor (Figure 15) can provide space for the restrooms and prep kitchen necessary to service the weddings and events including sufficient capacity to accommodate up to 200 guests seated at an adjacent pavilion or tent. The remainder of the first floor would be used as a cocktail hour/reception site in concert with the larger meal seating at the pavilion or tent.

This space could also provide the opportunity for weddings with up to 65 guests in the off-season when the pavilion/tent is impractical. This assumes that some interior walls are removed on the first floor. If historic considerations require that these walls remain, then the maximum event capacity for full seating for the meal at a wedding within the house would be 30 to 40 guests.

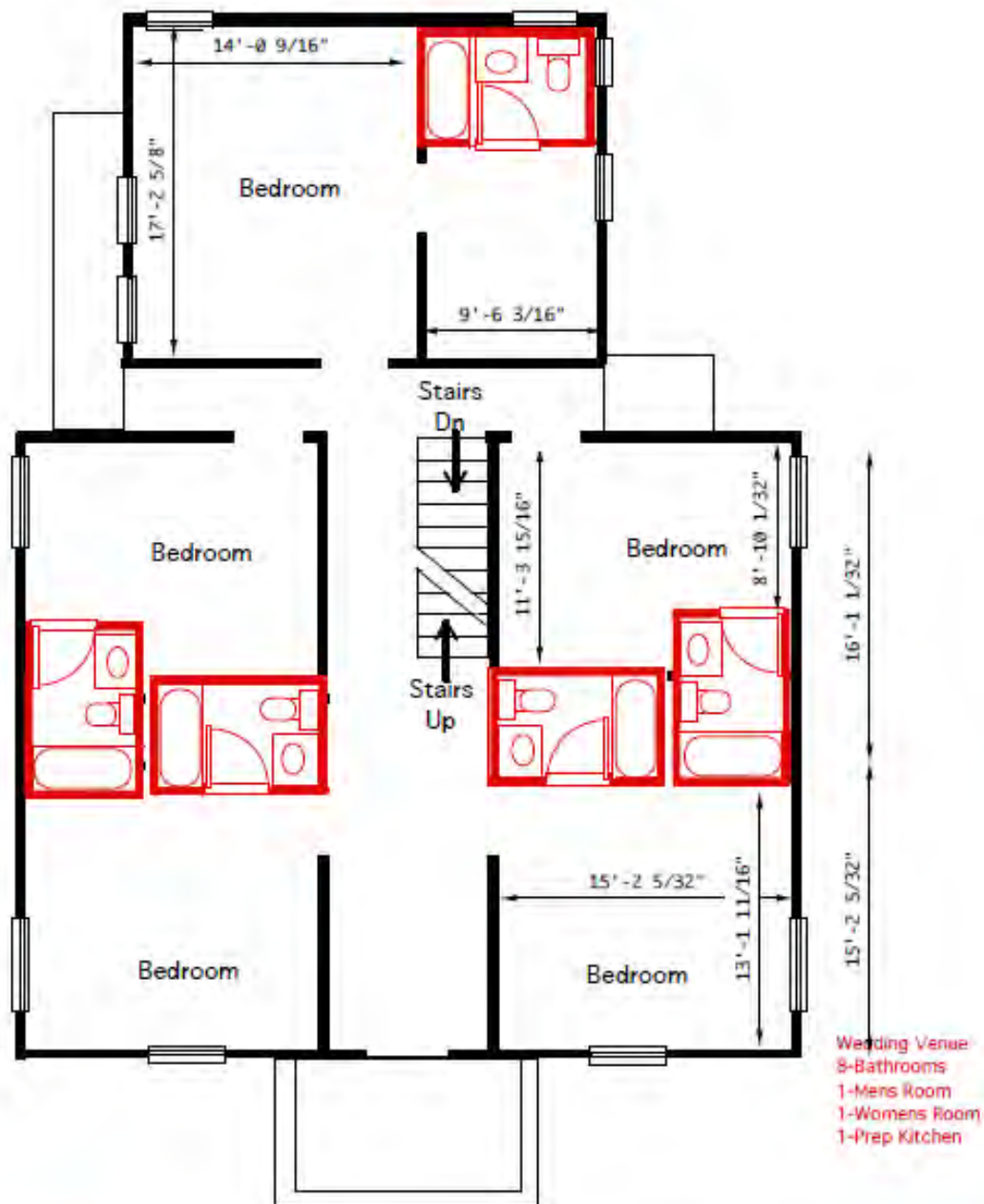
The second floor (Figure 16) provides space for five bedrooms, two of which would serve as the Bride's and Groom's rooms for wedding preparations. All five bedrooms would be available for rent as overnight accommodations in association with the wedding or other event, as would the three bedrooms located on the third floor (Figure 17).

For this use to occur, PHMC will need to enter into some form of partner or vendor arrangement with one or more wedding venue operators or caterers. The operator could invest its own resources into the site if a longer-term lease was available, or the Commonwealth could seek grants, private donations, or other arrangements to get the site operational.

Options for longer-term leasing need to be explored. One model could emulate the Fairmount Park Historic Preservation Trust (now merged into the Fairmount Park Conservancy) in Philadelphia. Following that model, PHMC would enter into a long-term lease with an authority such as the Luzerne County Industrial Development Authority for the Sharpe House (and perhaps other structures). In turn, the authority would re-lease the properties to a non-profit organization—created and controlled by PHMC—which would then be able to enter into a variety of lease or vending arrangements with venue operators and caterers.

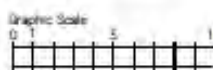
Income generated by this use would include facility rentals and a small portion of the caterers' gross from the weddings and other events. Preliminary analysis suggests that this income stream should be sufficient to meet operating costs, amortize needed capital investment, and generate some revenue surplus that could be used to make on-going improvements to other Eckley Miners' Village properties.

Figure 16: The Sharpe House – Second Floor Floorplan



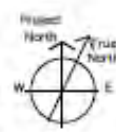
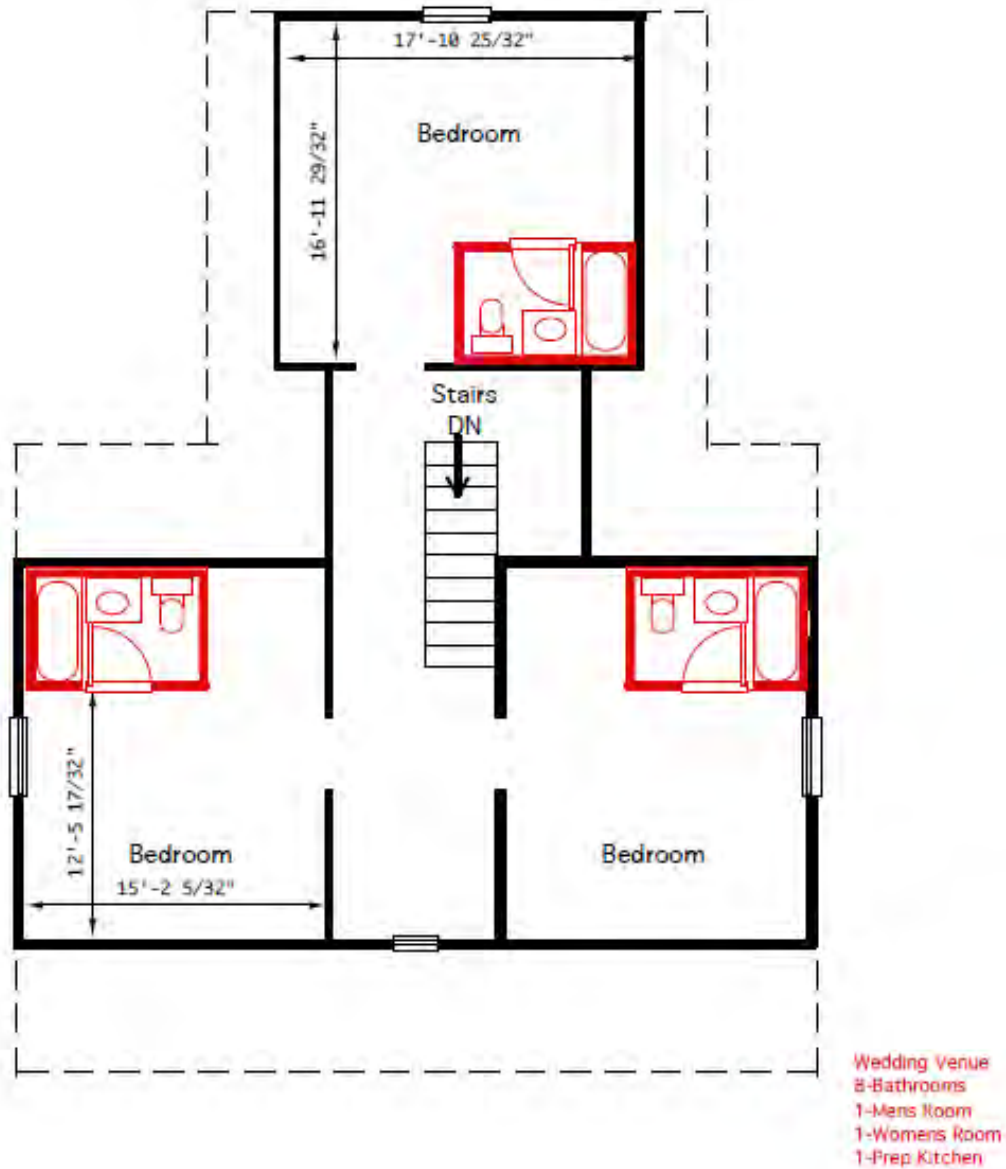
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Second Floor



Eckley Miners Village
Sharpe House
Adaptive Reuse
Concepts

Figure 17: The Sharpe House – Third Floor Floorplan



Eckley Miners Village
Sharpe House
Adaptive Reuse
Concepts

Required Capital Investment

The Sharpe House includes approximately 5,100 SF of usable space. The structure of the building, roof, and exterior are generally in good shape and the property is scheduled for exterior repainting. Utility connections are already in place from the street to the building. Based on this current condition, the cost to complete this building for use as a wedding/event venue is estimated at \$1,015,000 (see Table 11). This budget includes an allowance of \$70,000 to equip the prep kitchen.

Table 11: Sharpe House Capital Needs

<u>Building Interior</u>		
HVAC		\$175,000
Fire Protection		\$55,000
Interior Carpentry, Painting, Restrooms/Bathrooms, Electrical, Flooring (@\$140/SF)		\$715,000
Kitchen Equipment		\$70,000
Total		\$1,015,000
<u>Tent or Pavilion/Grounds</u>		
Base for Pavilion or Tent (3,400 SF w. Elect.)		\$60,000
Pavilion w. Lighting and Receptacles	\$225,000	
Alternate: Tent w. Lighting and Receptacles	\$50,000	
Dance Floor		\$5,000
Landscaping & Exterior Carpentry		\$50,000
Total	With Pavilion	\$340,000
	With Tent Only	\$165,000
<u>Bride's & Groom's/Bedroom Furnishings</u>		\$35,000
<u>Contingency</u>		\$110,000
Total	With Pavilion	\$1,500,000
	With Tent Only	\$1,325,000

In addition to rehabilitation of the interior of the Sharpe House, this wedding/event facility will require a larger pavilion or tent to accommodate seated events of up to 200 persons (see example pavilion--Figure 18). A pavilion of 3,400 SF (68 x 50) would be necessary to accommodate 200 guests seated at tables of 10 with a 400 SF dance floor.

As shown on Table 11, we estimate the cost of this pavilion with a concrete base, electric service, and dance floor at \$290,000. If a less expensive, but also less durable, tent is utilized, the initial cost is approximately \$115,000. To this we add a \$50,000 allowance for landscaping and any small exterior carpentry needed for the Sharpe House; \$35,000 for furnishings of the eight bedrooms; and a contingency. Total capital costs are estimated at \$1,500,000 with a pavilion and \$1,325,000 with a tent only.

Figure 18: Example of a Permanent Pavilion



Revenues and Operating Expenses

As noted above, an extensive market analysis was completed for this use. The highest venue rentals occur for Saturdays during the six-month late spring/summer/early fall peak season. We estimate that this Eckley venue could achieve rents at current pricing of \$5,300 for these peak Saturdays. Pricing for other times and for the off-season falls below this prime rate. As shown on **Table 12**, expected revenue from larger events (70 to 200 guests) during peak season weekends totals \$312,000 at 2019 pricing. This assumes booking of 51 larger events out of a possible 78 dates (about 65% utilization). This revenue includes about \$250,000 in actual venue rentals, about \$24,000 in additional income from a small participation in the gross catering fees received by the participating caterers (typical for this industry), and \$38,000 from overnight rental of the available bedrooms in the Sharpe House.

During peak season, we also anticipate some revenues from mid-week weddings and from a few rentals of the Sharpe House only for smaller weddings on the weekend dates when larger events are not booked. Total revenue from these smaller peak season weddings is estimated at \$59,000. Finally, we anticipate a modest number of off-season weddings utilizing the Sharpe House only generating total revenue of \$46,400.

The price points for these smaller weddings assume that design constraints limit the maximum wedding dinner seating within the Sharpe House to 30 to 40 guests. If these design constraints are relaxed so that modifications to interior walls allow the first floor to support dinner seating for up to 65 guests, then we expect gross revenues to increase by about \$34,000 annually (see Table 12).

Once the facility is in place for weddings, other events such as conferences and meetings could also be booked here. Competitive pricing in the vicinity of Eckley suggests typical meeting rentals of

\$400 for three hours. In this analysis, we assume \$12,000 in gross rental income from 30 conferences or meetings.

Table 12: Wedding/Event Venue Revenue Summary

Segment	Price	Dates Booked	Rental Revenue	Percent of Caterer Gross	Lodging Rooms Booked	Lodging Revenue	Total Revenue
<u>Peak Season Weekend Large Event (26 Weeks)</u>							
Saturday	\$5,300	21	\$111,300	\$9,700	101	\$16,600	
Friday	\$4,800	18	\$86,400	\$8,300	86	\$14,300	
Sunday	\$4,400	12	\$52,800	\$5,500	43	\$7,100	
Total Peak Season Weekend Large Event		51	\$250,500	\$23,500	230	\$38,000	\$312,000
<u>Other Peak Season Weddings</u>							
Sharpe House Only--Weekend	\$2,300	8	\$18,400	\$600	35	\$5,800	
Mid-Week	\$2,200	15	\$33,000	\$1,200			
Total Other Peak Season Weddings		23	\$51,400	\$1,800	35	\$5,800	\$59,000
<u>Off Season Weddings--Sharpe House Only</u>							
Saturday	\$2,500	5	\$12,500	\$400	24	\$4,000	
Friday	\$2,300	4	\$9,200	\$300	19	\$3,200	
Sunday	\$2,300	3	\$6,900	\$200	11	\$1,800	
Mid-Week	\$1,500	5	\$7,500	\$400			
Total Off Season Weddings		17	\$36,100	\$1,300	54	\$9,000	\$46,400
Total Weddings		91					\$417,400
Adjustment If Sharpe House Dinner Seating Capacity Is Enlarged to 65							\$34,000
Conferences/Meetings	\$400	30					\$12,000

The most significant operating expense associated with a wedding/event venue (assuming the catering operation functions independently) is the labor cost of booking the facility, coordinating among users and caterers, showing the venue to potential users, and providing an on-site “day of event” staff person to coordinate and monitor for any problematic situations. These tasks could be met through a variety of arrangements among PHMC, a possible venue partner, a designated lead caterer, any prime lessee of the facility, or another contracted manager. For this analysis, we believe these functions will require staff costs of about \$70,000.

The second significant cost is contracted facility clean-up after each event and maid service after rental of lodging rooms. These services will likely be arranged on an hourly basis; we estimate the cost of these services at about \$25,000 for the volume of activity anticipated in Table 12. Finally, there will be costs for utilities, minor repairs, equipment maintenance, and reserves for replacement of equipment, furnishings, and redecoration. We estimate those at \$40,000 annually.

Taken together, we estimate the cost of operations for the wedding/event facility to be approximately \$135,000 annually. After adjusting for these operating costs, the net operating income from the facility should be in the range of \$290,000 to \$325,000 annually.

Management/Operations/Capital Funding

There is a continuum of potential arrangements for managing and operating this facility. For this analysis, we will consider three specific approaches from this broad continuum:

1. **PHMC Capital Improvements/Vendor Operation**

Under this approach, PHMC would competitively secure a vendor to manage the facility and then complete necessary capital improvements utilizing state funds or other grant funds (see Appendix C). This vendor would be responsible for all labor and other costs of marketing, coordination, on-site representation, clean-up, etc. To incentivize aggressive marketing of (and hence revenue-generation from) the facility, the vendor arrangement will likely involve base payments for labor/services costs as well as a share in gross revenue as a profit-based inducement to the vendor. It is possible that the most interested vendors will be caterers already actively involved in the wedding market. To protect its asset, PHMC would probably be responsible for utilities, repairs, and maintenance/replacement costs. A rough calculation suggests that PHMC will receive annual net funds of \$200,000 to \$250,000—after payments for utilities and repairs/maintenance—that could be used for rehabilitation of other Eckley properties.

2. **As-Is Long-Term Lease to Facility Operator/Private Capital Improvements**

Under this approach, PHMC would utilize some arrangement to enter into a long-term lease (perhaps 25 years) with a facility operator. That operator would secure the capital necessary to complete the physical improvements and would be responsible for management and all operating costs of the facility. Almost assuredly, any interested operator will be a caterer already actively involved in the wedding market. We anticipate that this operator would want to amortize the capital investment in the facility as quickly as possible (e.g., in 15 years). Payments to PHMC under the lease will most likely be totally contingent on the volume of business generated at the facility above some minimum. Under this approach, a rough calculation suggests that PHMC will receive annual net funds in the range of \$50,000 for the first 15 or 20 years, after which payments may increase to the range of \$100,000 to \$150,000. These funds could be used for rehabilitation of other Eckley properties.

3. **Partnership Between PHMC-Related Non-Profit and Private Operator**

Under this approach, PHMC would utilize some arrangement to enter into a long-term lease with a PHMC-related non-profit. That PHMC-related entity would competitively secure a private operator/partner to participate in the capital improvements and operation of the facility. This joint partnership would secure the capital necessary to complete the physical improvements from grants, loans, and partner equity. The private partner, for a fee, would be responsible for management and all operating costs of the facility. Again, any interested partner will be a caterer already actively involved in the wedding market. For analysis purposes, we will assume a mix of 40% grants, 50% debt, and 10% private equity in meeting

capital costs. Under this approach, a rough calculation suggests that the PHMC-related entity will receive annual net funds in the range of \$100,000 for the first 15 or 20 years, after which payments may increase to the range of \$125,000 to \$150,000. These funds could be used for rehabilitation of other Eckley properties.

Benefits for Eckley Miners' Village

This activity at the Sharpe House will benefit Eckley Miners' Village in multiple ways:

- Sharpe House will be fully rehabilitated and occupied.
- Significant additional visitation will be drawn to the Village—about 7,900 visitors for 90+ weddings and 800 for 30 conferences/meetings.
- The reasons for community engagement with Eckley will be expanded through use of the site for family and organizational activities beyond the usual events sponsored at Eckley.
- The new meeting/event facilities will assist other PHMC efforts to attract expanded group visitation.
- A permanent revenue stream will be created to support on-going facility rehabilitation efforts at Eckley.

Strategy 3: Overnight Lodging

A collection of buildings could be operated as lodging at Eckley Miners' Village—either as independent accommodations or in conjunction with the wedding venue. This lodging could be rented generally on a nightly basis. The seven smaller vacant structures between the Sharpe House and the Episcopal Church (137, 138, 140, 141, 142-43, 144-45, & 147) can be used to create 26 lodging rooms with private baths (see **Figure 19**). These seven structures are generally in three layouts:

- 137 and 138 can provide for three rooms each—two on the first floor; one on the second;
- 140, 141, and 147 can accommodate four rooms each—three on the first floor; one on the second;
- 142-143 and 144-145 can provide four rooms each—two rooms on each floor of each building.

Figure 19: Three Housing Prototypes with Potential to Accommodate Lodging



Potential layouts for each of these three house types are illustrated on **Figures 20, 21, and 22.**

For this use, the Commonwealth would need to secure an operator to run the lodging, likely a local hotel or B&B operator willing to expand its business or room inventory to include a number of lodgings at Eckley. This operator might also be the wedding facility operator.

Figure 20: Single House Type That Can Provide for Three Lodging Rooms

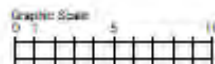


Lodging Improvements
Needed:
3-Bathrooms
1-Stair Unit



2019-10-21

First & Second Floors



Eckley Miners Village
TYPE-F Houses
Adaptive Reuse
Concepts

Figure 21: Single House Type That Can Provide for Four Lodging Rooms

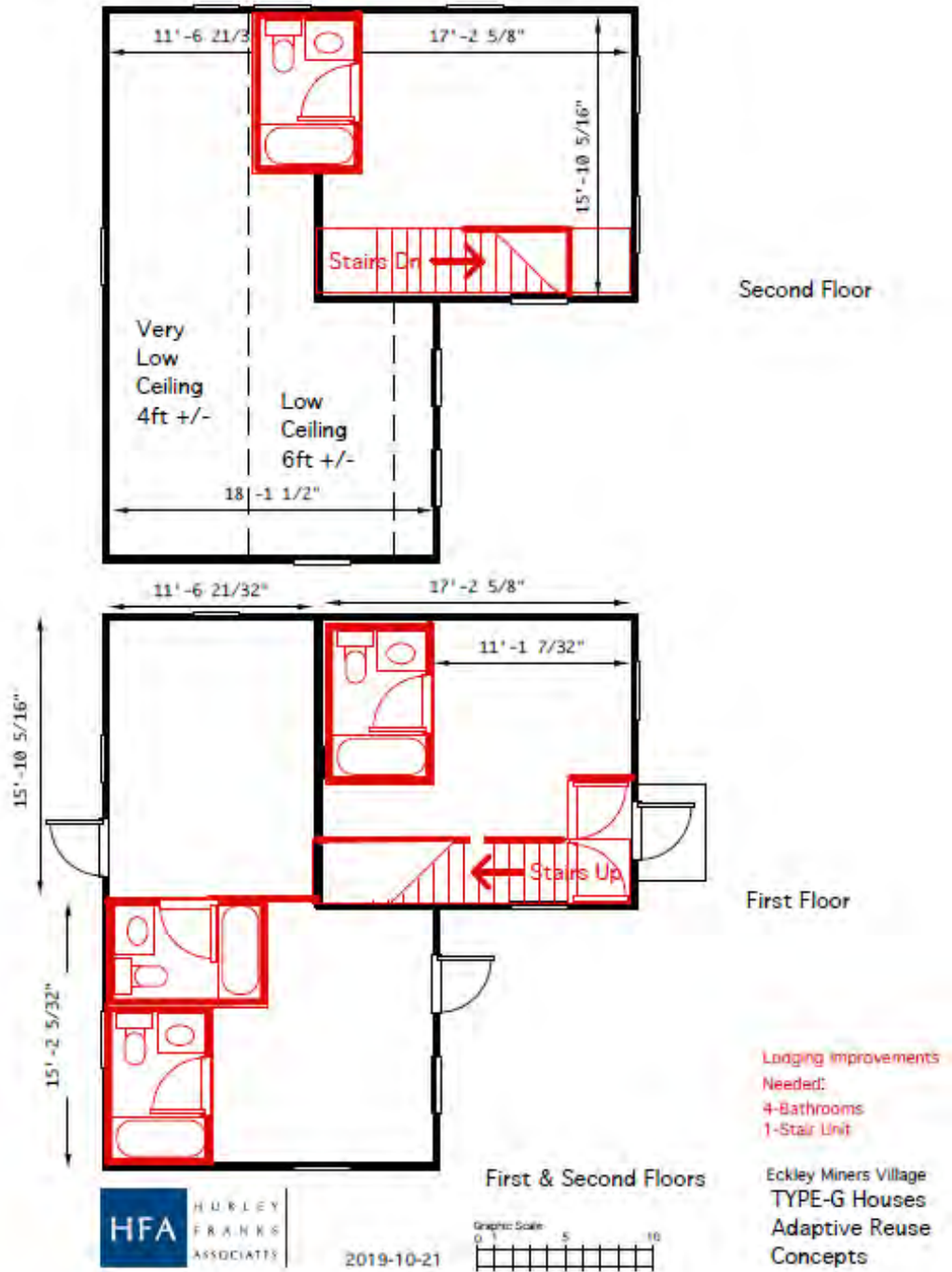
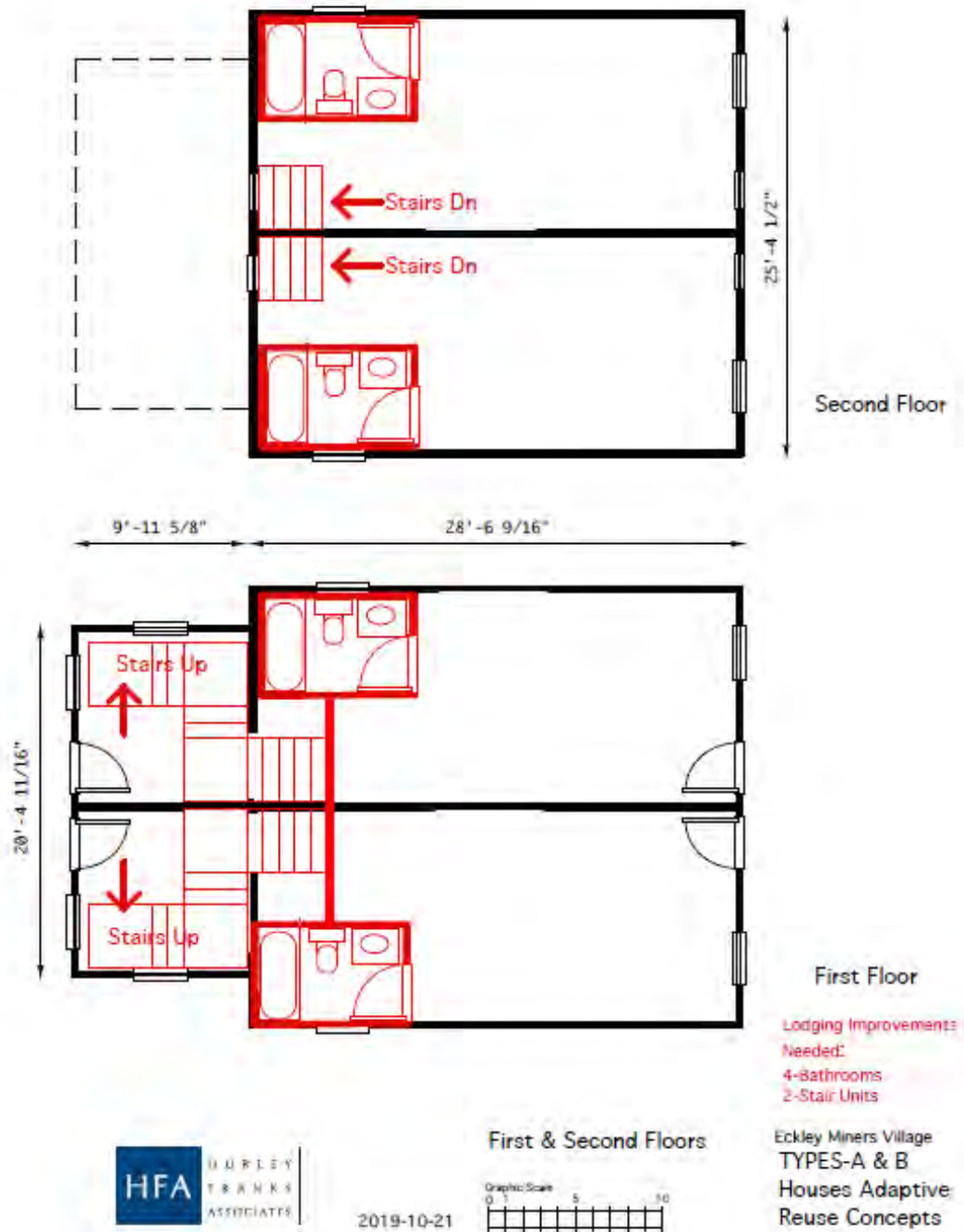


Figure 22: Twin House Type That Can Provide for Four Lodging Rooms



Required Capital Investment

The seven structures selected for this lodging strategy include approximately 7,900 SF of usable space. The structures and exteriors of five of these vacant properties were rehabilitated during the 2004 to 2010 period; the other two properties require structural and exterior improvements, which we estimate at a cost of \$120,000 per structure. Three of the structures have existing connections to the utilities located in Main Street; connections will need to be extended for the other four structures.

Based on this current condition, the cost to complete these buildings for lodging use is estimated at \$1,800,000 (see **Table 13**), including the funds necessary to make these utility connections and to rehabilitate the exteriors of the two properties not yet completed. This budget includes an estimated \$16,000 per bathroom to demise and install a private bathroom in each lodging room. For this analysis, we assume individual PTAC style HVAC units in each room; therefore, we have increased the electric budget to provide adequate power for those units. An additional allowance of \$100,000 is provided to furnish each room.

Table 13: Lodging Capital Needs

Seven Smaller Buildings Totalling 7,900 SF--26 Hotel Rooms	
Utility Laterals/Connections (4)	\$80,000
Exterior Rehabilitation (2)	\$240,000
HVAC	\$150,000
Fire Protection	\$80,000
Bathrooms (26 @ \$16,000)	\$420,000
Interior Carpentry/Stairs/Painting/Flooring	\$400,000
Electric/Lighting	\$210,000
Carpets & Furnishings (26)	\$100,000
Landscaping	\$30,000
Contingency	\$90,000
Total	\$1,800,000

Revenues and Operating Expenses

Recent innovations in the technology in hotel management makes operation of a smaller facility such as this proposed 26-room cluster more economic. We assume here that the facility will be operated with internet or telephone booking, lodger-activated on-site “key boxes” containing individual room cards, mobile room cleaning crews, and on-site linens, supplies, and cleaning equipment storage. Even with these efficiencies, we assume for this analysis that the facility is open only during higher occupancy periods in this region.

Table 14 displays recent occupancy of the better-quality lodging facilities in the area (1,452 total rooms). Occupancy is strong during the April to October period as well as on weekends in shoulder months (November, February, March). For analysis, we assume that the facility will only be open during those periods—a total of 243 days annually. The anticipated wedding facility activity will likely provide a base for bookings—we estimate 1,200 annually at \$165 per room—the going rate

currently at other nearby wedding venues. Assuming conservatively a total occupancy of 60% during these high volume 243 days, we anticipate another 2,600 room-nights at an 8% average discount off current average published rates of \$140 per room (effective rate of \$128.85). This yields total revenue slightly above \$530,000 at 2019 pricing.

Table 14: Occupancy of Higher-Quality Lodging in the Greater Eckley Region

Occupancy (%)								
	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total Month
Aug - 18	56.0	68.1	72.9	72.5	68.0	78.3	87.9	72.0
Sep - 18	51.8	55.4	65.3	66.5	60.4	69.8	83.9	64.9
Oct - 18	50.8	59.6	65.0	64.3	64.1	72.4	83.6	65.4
Nov - 18	41.0	54.4	57.4	56.5	60.7	56.9	63.8	56.0
Dec - 18	36.3	46.4	49.1	52.5	46.5	45.3	51.5	46.6
Jan - 19	34.8	46.0	46.2	46.7	41.1	44.4	51.1	44.3
Feb - 19	42.2	51.8	54.8	54.8	50.6	53.3	62.6	52.9
Mar - 19	41.4	53.5	59.9	57.1	50.2	55.0	61.9	54.0
Apr - 19	44.5	61.9	66.1	65.4	57.2	63.4	68.2	61.2
May - 19	48.8	54.3	64.6	66.3	62.8	67.4	74.4	62.9
Jun - 19	47.0	63.5	69.8	68.7	67.3	73.2	83.2	67.4
Jul - 19	58.5	69.6	74.0	73.9	76.9	87.2	91.8	75.7
Total Year	45.9	57.2	62.2	62.3	58.8	63.9	71.8	60.3

Lodging operating expenses generally run slightly less than 60% of gross revenue—though the more efficient style anticipated here may be less expensive proportionately. This expense ratio allows significant amounts for administration, marketing, and replacement reserves. This suggests net operating income will be about \$215,000 annually at 2019 pricing.

Timing/Management/Operations/Capital Funding

The significant contribution to overall lodging demand from the wedding facility suggests that this strategy should be pursued after the wedding facility is in place, or at least after the arrangements for the wedding facility have been finalized and construction has begun. It is quite possible that the operator of the wedding venue will also be the appropriate operator/manager of the lodging properties.

Following on the alternative approaches discussed concerning the wedding venue strategy, we can discuss applications of the same three approaches:

1. **PHMC Capital Improvements/Vendor Operation**

PHMC could competitively secure a vendor to manage the facility and then complete necessary capital improvements utilizing state funds or other grant funds. In this case, the vendor would receive a management fee and all revenues and operating costs would be passed on to PHMC. This does not constitute a significant incremental financial risk to PHMC beyond the capital investment since, without occupancy, the only operating costs are the base management fee and marketing, some utilities, and insurance. Almost all operating expenses occur only when there is room occupancy. A rough calculation suggests that PHMC will receive annual net funds of \$150,000 to \$175,000 that could be used for rehabilitation of other Eckley properties.

2. As-Is Long-Term Lease to Facility Operator/Private Capital Improvements

Under this approach, PHMC would utilize some arrangement to enter into a long-term lease (perhaps 25 years) with a facility operator. That operator would secure the capital necessary to complete the physical improvements and would be responsible for management and all operating costs of the facility. We anticipate that this operator would want to amortize the capital investment in the facility as quickly as possible (e.g., in 15 years). Payments to PHMC under the lease will probably be totally contingent on the volume of business generated at the facility above some substantial minimum. Under this approach, a rough calculation suggests that PHMC will not receive any payment for several years—until either room rates significantly inflate or until the amortization of the initial \$1.8 million in improvements has occurred (Year 16 or later).

3. Partnership Between PHMC-Related Non-Profit and Private Operator

Under this approach, PHMC would utilize some arrangement to enter into a long-term lease with a PHMC-related non-profit. That PHMC-related entity would competitively secure a private operator/partner to participate in the capital improvements and operation of the facility. This joint partnership would secure the capital necessary to complete the physical improvements from grants, loans, and partner equity. The private partner, for a fee, would be responsible for management and all operating costs of the facility. For analysis purposes, we will assume a mix of 40% grants, 50% debt, and 10% private equity in meeting capital costs. Under this approach, a rough calculation suggests that the PHMC-related entity will receive annual net funds in the range of \$75,000 for the first 15 or 20 years, after which payments may increase to the range of \$100,000 to \$125,000. These funds could be used for rehabilitation of other Eckley properties.

Benefits for Eckley Miners' Village

This lodging activity will benefit Eckley Miners' Village in multiple ways:

- Seven properties will be fully rehabilitated and occupied.
- Two currently at-risk properties will be stabilized and their exteriors renovated.
- Significant additional visitation will be drawn to the Village beyond those coming for weddings and meetings—about another 4,000 visitors.
- Eckley can be more effectively marketed for weddings and conferences/meetings.
- The availability of lodging may encourage other common gatherings such as family reunions.
- A permanent revenue stream will be created to support on-going facility rehabilitation efforts at Eckley.

Strategy 4: Residential Community

The 27 vacant residential structures located between the two churches can be re-occupied in a variety of residential formats, including owner-occupied or long-term rental housing, or seasonal and/or short-term rentals. For this approach to be sustainable within the context of an on-going Eckley Miners' Village, four key factors will need to be present:

- A residential developer will need to be attracted to complete rehabilitation of the structures and to market them to end users.
- A collective exterior maintenance and management approach will need to be undertaken for all 27 properties and their surrounding grounds. That is, a condominium association will need to be created which will enforce maintenance and operations requirements established by PHMC in transferring the property to the developer and the ultimate users.
- Property will need to be transferred to the ultimate users for a long period of time. To effectively attract homeowners, this may require very long leases (99 years, perhaps) or even actual sale of the structures on long-term, renewable ground leases. Developer/managers of rental residential structures (rental housing or seasonal and short-term rentals) may be enticed by long-term leases, but, with renewals, the potential lease term would probably need to approach 50 years.
- Sufficient initial investment will need to be made by the Commonwealth to create economic conditions attractive enough for a developer to undertake this work.

Building Inventory

The 27 structures being considered for this strategy are all two-story residential buildings in seven basic building types, though in some cases there have been modest additions to the properties. These building types include:

- Three structures with 1,000 SF of space constructed as single-family homes;
- Four structures with 1,100 SF constructed as single-family homes;
- Ten structures of 1,152 SF constructed as two-family homes. Each half of the structure occupies 576 SF on two floors;
- Five larger structures also constructed as two-family homes with each half of the structure having first and second floors. Two of these structures have 1,560 SF; two have 1,760 SF; one has 1,860 SF; and
- Five structures of 2,088 SF constructed as two-family homes. Each half of the structure occupies 1,044 SF on two floors.

We estimate the total usable space in these 27 structures to be 37,860 SF. The exteriors and foundations of 16 of these structures (with 23,000 SF) were rehabilitated during the 2004-2010 period. None of these 16 structures are currently connected to the utility systems in Main Street. Seven of the other eleven structures are connected to the utilities; four are not.

Phasing

Given the substantial investment in the 16 structures whose exteriors were already rehabilitated, we will consider these properties in two phases: a first phase with those 16 structures; a second phase with the remaining eleven structures.

Phase 1: Required Capital Investment

For this analysis, we assume each structure will be rehabilitated as a two-story single-family home. The 10 smaller structures (two 1,000 SF homes; eight 1,152 SF structures) will have two bedrooms and one bath on the second floor; a half bath, kitchen, and living/dining on the first floor. The six larger properties (one at 1,560 SF; one at 1,860 SF, and four at 2,088 SF) will have three bedrooms and two baths on the second floor; a half bath, kitchen, living/dining, and a family room or den on the first floor. We assume that interiors will be reconfigured to provide one code-compliant stairs to the second floor per structure.

In estimating costs of development, we assume that the connections of utilities to the 16 structures will occur simultaneously at a cost of \$20,000 per structure, or \$320,000. On the other hand, we assume a developer will undertake interior renovations only as properties are purchased or leased by the homeowner or other ultimate user. Therefore, square foot costs will vary depending on the size of the property: given that exterior rehabilitation is complete, we estimate the cost to complete the interiors at \$100 to \$110 per square foot for smaller 1,000 SF to 1,152 SF homes and \$85 to \$90 per square foot for larger 1,560 SF to 2,088 SF structures. These are 2019 prices and are based on private sector developer/contractor arrangements. These assume that prevailing wage and other public sector reporting, bidding, and other standards are not applicable to this development. If more stringent standards or procedures are applied to this construction, prices may be up to 30% higher.

These construction cost estimates include design costs, but assume that properties will be transferred to the developer only at the time of rehabilitation and therefore the developer will have no carrying costs other than during construction. Furthermore, we assume that any needed landscaping improvements will be completed by PHMC independently of the housing development. Finally, we assume no local impact fees or other charges other than typical building permit costs.

Based on these assumptions, the total Phase 1 development costs will be \$320,000 for utility connections and \$2,150,000 for interior renovations—a total of \$2,470,000.

These estimated costs assume provision of housing at production quality (average developer quality). Costs may vary from this depending on specific developer/user criteria. For instance, if homebuyers desire higher quality kitchen and bathroom finishes, costs will be higher. On the other hand, the quality of finishes for rental housing and for seasonal/short-term rentals will be less. For rentals, all kitchen and laundry appliances will need to be added to capital costs. For seasonal or short-term rentals, there will be additional costs for all furnishings.

Phase 1: Home Sales and Financial Feasibility

The market analysis completed for this Village study indicates that quality homes in good condition in the Eckley area are selling for about \$120 per square foot to homebuyers. This suggests that these 16 homes—fully renovated—should command prices of \$120,000 to \$250,000. As shown on **Table 15**, this pricing would yield a total sales volume of \$2,770,000. After adjusting for the costs of sales (marketing, commissions, transfer tax), net proceeds will \$2,550,000 to the developer.

These net proceeds, compared to the estimated development costs of \$2,470,000, yield only an \$80,000 profit to the developer—a bare 2.9% of sales prices. For profitability, developers would like to project at least a 16% profit—\$440,000 in this case; therefore, this Phase 1 housing development faces a feasibility gap of \$360,000.

Table 15: Phase 1 Sales Housing Feasibility

<u>Sales</u>		
Total Sales--16 Homes	\$	2,770,000
Cost of Sales	\$	220,000
Net Sales Proceeds		\$ 2,550,000
<u>Development Costs</u>		
Purchase/Lease	\$	-
Utility Connections	\$	320,000
Interior Construction/Design Costs	\$	2,150,000
Total Development Costs	\$	2,470,000
Developer Profit	\$	80,000
Profit As Percent of Sales Price		2.9%
Gap	\$	360,000

Much of this gap could be closed by PHMC completing the utility connections (\$320,000) prior to transferring the properties to the developer. It may be necessary to complete some additional improvements beyond these utilities to further close the gap, but that level of detail will be best tackled with the direct involvement of a selected developer.

Phase 1: Financial Feasibility of Alternative Uses

There may be concern about the depth of the pool of purchasers for owner-occupied two-bedroom homes, since ten of these 16 structures are small (1,000 SF to 1,152 SF). An alternative for these smaller homes would be seasonal and short-term rental housing. Under that approach, smaller homes would be configured as three-bedroom rentals with a third bedroom and full bath located on the first floor and the size of living/dining/kitchen areas reduced.

As noted in the market study, likely rents for quality seasonal three-bedroom housing would be in the range of \$3,000 per month, \$1,700 per week, and \$335 to \$375 per night based on the season. Assuming a pattern of rental of one one-month rental, two one-week rentals, and 33 two-night

rentals, a house would be occupied about 30% of the time. These seasonal/short-term rentals would yield \$30,900 in gross revenue and about \$12,200 in net operating income annually per structure.

As shown on **Table 16** a group of four smaller properties operated as seasonal/short-term housing can support \$645,000 in capital investment, which exceeds the cost of development by \$55,000. In this analysis, we assume that the designated developer, in lieu of selling some homes to owner-occupants, instead identifies an investor group that would purchase/long-term lease a collection of four properties. We assume here that this arrangement is developed early in the rehabilitation process so there is minimal cost of sales. The \$55,000 profit for the developer is below the 16% threshold, but only by \$40,000—half the cost of utility connections for these four houses.

Table 16: Phase 1 Seasonal/Short-Term Rental Feasibility

<u>Income</u>		
Gross Rental Income--4 Homes	\$	123,600
Operating Expense	\$	74,800
Net Operating Income		\$ 48,800
<u>Capital Supported</u>		
Debt (@ 5.5%/25 Years/80% of NOI)	\$	520,000
Equity (8% Return--Year 1)	\$	125,000
Total Capital Supported		\$ 645,000
<u>Development Costs</u>		
Purchase/Lease	\$	-
Utility Connections (4 Homes)	\$	80,000
Interior Construction/Design Costs	\$	460,000
Furnishings	\$	50,000
Total Development Costs		\$ 590,000
Developer Profit		\$ 55,000
Profit As Percent of Development Cost		9.3%
Gap	\$	40,000

This suggests that there is an economically viable alternative to sales to homeowners of the smaller structures, should that market segment prove thin.

Under this alternative, the seasonal rental homes participate in the residential community condominium along with the owner-occupants of other structures.

A market-rate long-term rental housing alternative was also considered. Likely monthly rents are in the range of \$900 to \$1,600 per month. The net operating income from such a rental stream would justify an investment of \$65 to \$70 per square foot by the owner. For these 16 structures, that total investment would be \$1,550,000—leaving a gap of \$920,000. This approach appears less attractive.

Phase 1: Timing/Management/Operations/Capital Funding

This approach would require PHMC very early to competitively solicit a developer with the intent to sell or long-term lease these 16 structures to that developer. Once a specific arrangement with a designated developer is achieved, and it is determined whether actual sale of structures is essential or whether a long-term lease is adequate or desirable, then PHMC would seek the authority to execute those arrangements.

As noted above, it is likely that PHMC will need to hold properties until the developer identifies end users for each. The developer will need to create the appropriate condominium association and PHMC will need to articulate the necessary easements and restrictions to maintain the proper control over the Eckley Village environment.

Based on the competition/negotiations with the developer, we anticipate that PHMC will need to complete some capital improvements to create economic feasibility for the developer. The analysis above suggests that for Phase 1, this investment may be limited to the \$320,000 necessary to complete the utility connections to these 16 structures, though that will need to be confirmed through the developer selection process.

Phase 2: Required Capital Investment

Phase 2 would include the eleven structures for which the exteriors and foundations have not been rehabilitated. These eleven structures (with 14,900 SF) include:

- One 1,000 SF and four 1,100 SF single-family homes;
- Two structures of 1,152 SF constructed as two-family homes. Each half of the structure occupies 576 SF on two floors;
- Three larger structures also constructed as two-family homes with each half of the structure having first and second floors--one has 1,560 SF; two have 1,760 SF; and
- One structure of 2,088 SF constructed as a two-family home.

We estimate the total usable space in these eleven structures to be 14,870 SF. All structures require exterior and foundation stabilization and rehabilitation. We estimate these costs at \$1,570,000 at 2019 pricing. In addition, four are not currently connected to the utility systems. This yields an estimated cost of \$80,000.

Using the analysis presented in Phase 1 above, we assume a developer will undertake interior renovations only as properties are purchased or leased by the homeowner or other ultimate user. Therefore, square foot costs will vary depending on the size of the property: we estimate the cost to complete the interiors at \$100 to \$110 per square foot for smaller 1,000 SF to 1,152 SF homes and \$85 to \$90 per square foot for larger 1,560 SF to 2,088 SF structures. These are 2019 prices and are based on private sector developer/contractor arrangements. These assume that prevailing wage and other public sector reporting, bidding, and other standards are not applicable to this development. If more stringent standards or procedures are applied to this construction, prices may be up to 30% higher.

These construction cost estimates include design costs, but assume that properties will be transferred to the developer only at the time of rehabilitation and therefore the developer will have no carrying costs other than during construction. Furthermore, we assume that any needed landscaping improvements will be completed by PHMC independently of the housing development. Finally, we assume no local impact fees or other charges other than typical building permit costs.

Based on these assumptions, the total Phase 2 development costs will be \$1,570,000 for building exterior rehabilitation and stabilization; \$80,000 for utility connections and \$1,440,000 for interior renovations—a total of \$3,090,000. These estimated costs assume provision of housing at production quality (average developer quality). Costs may vary from this depending on specific developer/user criteria.

Phase 2: Home Sales and Financial Feasibility

As noted in Phase 1 above, quality homes in good condition in the Eckley area are selling for about \$120 per square foot to homebuyers. This suggests that these eleven homes—fully renovated—should command prices of \$120,000 to \$250,000. As shown on **Table 17**, this pricing would yield a total sales volume of \$1,785,000 for Phase 2 at 2019 pricing. After adjusting for the costs of sales (marketing, commissions, transfer tax), net proceeds will \$1,640,000 to the developer.

These net proceeds, compared to the estimated development costs of \$3,090,000, yield a \$1,450,000 loss with no profit for the developer. For the developer to achieve the minimum 16% target profit, the total gap becomes \$1,735,000. We should note that Phase 2 implementation is likely to be several years, raising the likelihood that this gap will be larger by that point.

Table 17: Phase 2 Housing Sales Feasibility

<u>Sales</u>		
Total Sales--11 Homes	\$ 1,785,000	
Cost of Sales	\$ 145,000	
Net Sales Proceeds		\$ 1,640,000
<u>Development Costs</u>		
Purchase/Lease	\$ -	
Exterior Rehabilitation	\$ 1,570,000	
Utility Connections	\$ 80,000	
Interior Construction/Design Costs	\$ 1,440,000	
Total Development Costs		\$ 3,090,000
Loss		\$ (1,450,000)
Needed Developer Profit		\$ 285,000
Gap		\$ 1,735,000

Phase 2: Timing/Management

Phase 2 will follow on the implementation approach of Phase 1, with individual properties being transferred to the developer as they are ready for rehabilitation and sale. The crucial issue in Phase 2 implementation is identifying gap funding to complete exterior rehabilitation and utility connections for these properties.

Benefits for Eckley Miners' Village

This residential community strategy will benefit Eckley Miners' Village in multiple ways:

- 27 properties will be fully rehabilitated and occupied.
- Eleven currently at-risk properties will be stabilized and their exteriors renovated.
- The new permanent residents of the Village will add to the experience of visitors to the Museum by displaying actual Village life.
- These new permanent residents and their condominium association will actively participate in the stewardship of the Village.

Expanded Programming

Current Programming and Events

Currently Eckley Miners' Village hosts a series of events throughout the year. EMVA helps staff these events and provides tours and other programming assistance. Charter Day is the first event of the year, offering free admission. The rest of the year's events all involve a fee; generally \$8 to \$10 for adults, \$8 to \$9 for seniors, and \$5 to \$6 for children. Following are Eckley's 2019 events in the order of their occurrence.

1. Typically held the second Sunday in March, Charter Day is an event that celebrates the founding of the Commonwealth of Pennsylvania with art, lectures, and presentations.
2. Patch Town Days occurs over a weekend in late June and celebrates the heritage and contributions of the various ethnic families that made Eckley their home. The festival includes live music, dance performances, historic demonstrations, games, and tours.
3. The Eckley Car & Bike Show, a new event in 2019, occurs in mid-July. The event showcases historic cars and includes live music, a raffle, and contests.

Figure 23: Patch Town Days and the Eckley Car & Bike Show



Source: EMVA, Hazleton Standard-Speaker

4. A popular summer event at Eckley is the WWII/1940s weekend, occurring in early August. The event showcases the history and evolution of war in Pennsylvania. In 2019 this theme was expanded to cover additional war events from the Civil War through World War II, combining the WWII event with the former Living History/Civil War event last occurring in 2015. It includes music from the 1940s, children's activities, historic craft demonstrations, food and craft vendors, swing dance lessons, and military reenactors. In the evening is the annual Swing Dance at Freeland Park Pavilion with an additional admission charge.
5. Another new event is Back to School at Eckley, promoting the town's history and culture. The event includes museum access, a guided tour, scavenger hunts, arts and crafts, educational sessions, and games.

6. The largest event at Eckley is the Haunted Halloween Lantern Tours, held on four nights over two weekends in late October, weather permitting. Each tour is a guided hour-long walk through the village with narrated stories.
7. The final event of the year is the Eckley Christmas Experience, held the first weekend of December. The old-fashioned Christmas celebration includes carolers, cocoa, and crafts, as well as a visit from St. Nick. Admission is \$7 for all guests.

Strategies for Expanded Programming

Current programming and events can be popular and provide an important component of the annual revenue for Eckley Miners' Village. However, there appears to be an opportunity for a significant expansion of programming that would further increase this income. While it would require an additional investment of staff and volunteer time and funding to plan, coordinate, and implement such new programming, it has the potential to draw a greater number of paying visitors to Eckley—whether they are individuals or adult and student groups—providing greater exposure to the Village and increasing the chances of return visits. The following are potential strategies for expanding programming at Eckley.

Strategy 1: Additional Halloween Event Dates

In advance of any new events, the existing Haunted Halloween Lantern Tours event should be expanded to ensure that the event takes place on at least four nights. As recently as October 2014, the event occurred over three weekends and was scaled back to two weekends (four nights) in 2015. Inclement weather significantly reduced overall attendance for the event in 2018 by eliminating the last night. A make-up date should be immediately scheduled in the event of a rain event on the last night to ensure that critical attendance is captured. Expansion to an additional night would require the same time from EMVA volunteers and PHMC employees to staff the event as other nights of the Lantern Tours.

Strategy 2: Expanded School/Educational Programming

The existing school and educational programming currently offered at Eckley should also be expanded to extend its geographic reach to more school districts, further increasing this large share of Eckley's income. The curriculum offered is comprehensive, offering four units of educational materials, further broken down into lesson plans, each with content and activities. The Immigration/Immigrant Experience unit includes lesson plans for Coming to America and Citizenship; the Coal/Coal Mining unit includes lesson plans for Coal in Pennsylvania and Coal Mining and Processes; the In the Coal Patch – 19th Century Life unit includes lesson plan for an Eckley Miners' Village case study; and the Career Enrichment – Working in a Museum unit includes a lesson plan on Museum People. Eckley also offers activities that can be conducted in advance of visits.

In addition to the educational programming and materials, Eckley offers a Traveling Trunk if a field trip or excursion isn't possible. Geared for single classes or small groups, this program involves a costumed interpreter bringing a trunk of artifacts and replicas to an off-site location within 60 miles of Eckley and giving an hour-long presentation on Eckley and the lifestyles of a 19th century coal

mining village. The fee is \$50 within 40 miles, with an additional travel charge for locations from 41 to 60 miles away.

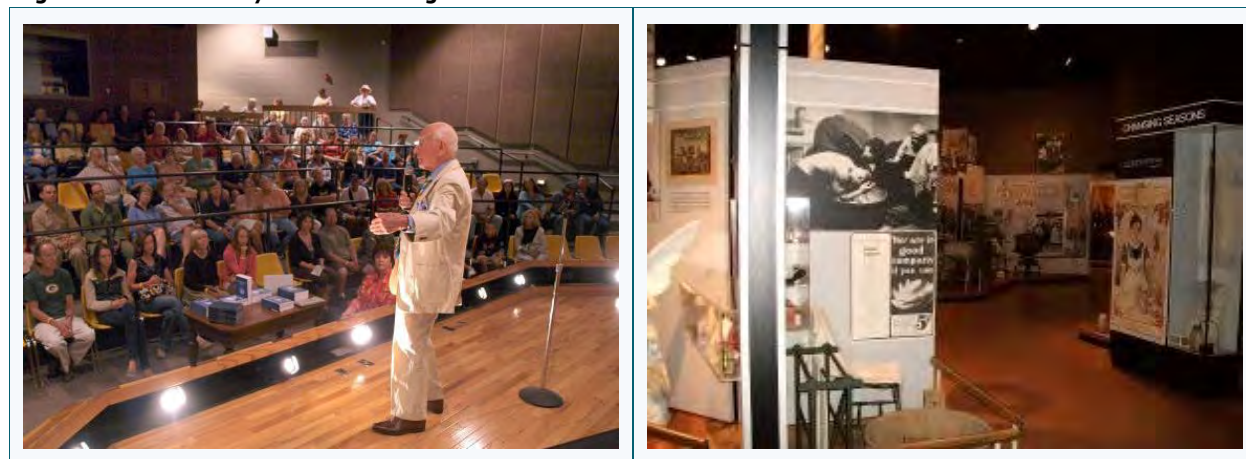
Expanding school and educational programming would necessitate additional EMVA volunteer time and dedication to enhance the marketing of such programming at Eckley. Volunteers should research school districts and schools to target for outreach. Once identified, volunteers could contact representatives of the districts and schools and introduce them to Eckley's educational materials and curriculum, available online. The volunteers could offer to arrange tours at Eckley to supplement the curriculum and send periodic updates and materials to encourage ongoing involvement and continued school group visitation.

Strategy 3: Professional Meetings and Public Events

Eckley, with its Visitors' Center auditorium and museum facilities, could provide an excellent venue and backdrop for additional professional events held by state agencies, area institutions, and nearby companies. While the auditorium does currently hold some events, the potential exists for its use to be significantly expanded to host lectures, training sessions, and award ceremonies. The museum could host limited sit-down events or larger standing events. A flat fee could be charged for use of the facility by the organizing agency.

The EMVA should reach out to various state agencies, universities, hospitals, and corporations to market Eckley as a premier meeting and event location, sharing materials about its multiple venues, including eventually the Sharpe House. While the event planning itself would occur by the respective agency, institution, or company, EMVA volunteers could coordinate with those staff. As with other events, EMVA volunteers could also assist with day-of-event logistics.

Figure 24: The Eckley Miners' Village Auditorium and Museum



Source: *Times News*, EMVA

Similarly, the Visitors' Center could host preservation, history, and energy related educational lectures and presentations that are open to the public. These could be hosted by universities or other institutions, companies, or individuals such as authors. A flat fee could be charged to the organizing entity for use of the facility.

Similar to professional events, in contacting potential user entities to market Eckley, EMVA could promote the Village as a location for educational events open to the public. The event planning itself would occur by entity staff and coordinated with the EMVA while EMVA volunteers could assist with the day-of-event logistics.

Strategy 4: Vintage Baseball Games with Ethnic Festivals

A unique programming concept identified for Eckley is vintage baseball games played regularly at the Village. A group called the Anthracite Region Vintage Baseball Organization (Anthracite) has been working to permanently bring baseball to Eckley. The organization is leasing land from PHMC to use for a baseball field. The proposal is for three games to be played every Sunday from the day before Memorial Day to the day before Labor Day representing three different styles of the game: Philadelphia, Massachusetts, and New York. The games will involve a wireless microphone interpreting the various plays throughout the games. In between games there will be musicians playing music of the era. Musicians and players would differ each week. In addition, Anthracite proposes a different ethnic festival every fourth Sunday tied in with the games. This will require approval from PHMC as its current lease for baseball does not include ethnic festivals. Admission could be charged to attend the games or festivals, with perhaps a slight discount to attend both.

With the lease in place, Anthracite should continue coordinating with PHMC to begin the necessary physical improvements approved for the organization that will accommodate the baseball games, including burying overhead utilities. Additional coordination may be required with EMVA regarding event logistics, but Anthracite would be responsible for staffing the games and festivals (if approved).

Figure 25: A Baseball Game Held During Patch Town Days



Source: Citizens' Voice

Strategy 5: Craft Beer/Food/Wine/Music Festivals

Another programming idea raised in Phase 1 with potential for Eckley are festivals focused on food and drink. With Pennsylvania's variety of locally produced craft beers, wines, and food items, these festivals could contain a home-grown theme. Such festivals have proven to be successful close by.

The Hazleton Rotary Beer & Wine Festival is held annually in Hazel Township. It's currently combined with a car show. Organizers are not wed to that location for the festival, so there may be an opportunity for Eckley to be the host location. A similar event near Lancaster organized by the Railroad Museum of Pennsylvania, called Rails & Ales Brewfest, sold almost 700 tickets and grossed almost \$33,000 in sales from its fourth-annual festival in 2019. The event included 24 brewers and seven food vendors.

Music-themed festivals are another potential programming concept for Eckley. These festivals could potentially feature local bands and musicians. Music festivals could be combined with a food and drink event, and eventually any of these events could be coordinated with events related to the Greater Hazleton Rail Trail once the connection to Eckley is complete. Annual music festivals in Northeast Pennsylvania that Eckley might potentially emulate include the Milford Music Festival in Milford, Wally Lake Fest at Lake Wallenpaupack, and the Pocono Mountains Music Festival which takes place in various locations.

The EMVA should reach out to the organizers of the Hazleton Rotary Beer & Wine Festival to begin understanding the logistics of operating such a festival at Eckley. That festival has its own volunteers so it is possible that volunteer staff time could be coordinated and shared if the festival were to occur at Eckley. Otherwise, EMVA will likely be the entity staffing such an event with its own volunteers. The group should also research and contact other organizations in the region, including the Railroad Museum and the area music festivals, to get advice and support for operating a similar large event.

Figure 26: The Hazleton Rotary Beer & Wine Festival and Rails & Ales Brewfest



Source: Times Leader, Visit Poconos

Strategy 6: Historically Authentic Church Services

Church services with an authentic historic theme is another programming idea for Eckley. Eckley has two churches at the site – a Catholic church and an Episcopal church – that could both be used for this purpose. Similar to a reenactment event, these services could be conducted using the same rituals, prayer books, and hymnals that were used when Eckley was a fully inhabited mining town circa 1865, complete with era-appropriate garments. Admission could be charged for the church services on the same scale as admission for other existing events occurring at Eckley. A volunteer

priest and minister could be solicited to conduct the services, perhaps with a preamble that relates the service to life in a coal mining town.

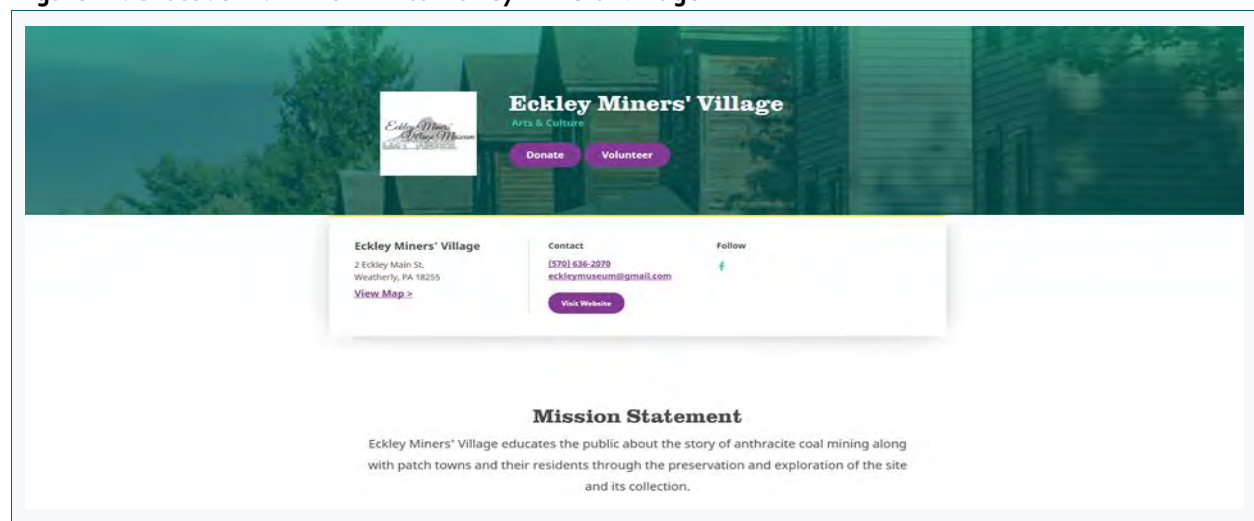
These church-related events would likely require only limited EMVA volunteer time for the services themselves other than ensuring the churches are opened for the services and locked up afterward. However, the EMVA would need to research area ministers and priests, contact them to gauge interest in hosting services at Eckley, interview and select them, and create the arrangement and scheduling of services.

Strategy 7: Expanded Promotion through Tourism Agencies

Eckley is located in a region that's full of agencies that are promoting tourism and visitation, starting with the Commonwealth's VisitPA campaign. VisitPA's website identifies Eckley as an attraction in its Pocono Mountains Region section. Other agencies identify Eckley on their websites as well, including the Luzerne County Convention and Visitors Bureau, the Jim Thorpe Tourism Agency, and Discover NEPA. Each provides a brief description of the Village, directions, and a link to EMVA's website. However, Eckley is missing from the online promotion of several other tourism-related agencies in the immediate surrounding region, including the Pocono Mountains Visitors Bureau, Discover Lehigh Valley, Lackawanna County Convention & Visitors Bureau, and Schuylkill County Visitor's Bureau. Most of these list mining-related attractions – some outside their respective regions or counties – but they do not mention Eckley.

EMVA volunteers should contact those nearby agencies that do not currently advertise Eckley as a historical attraction and suggest adding a segment to their websites or other promotional material to include Eckley. A good template would be the listings found on the websites of the organizations that do promote Eckley, such as Discover NEPA. In return, the EMVA could offer to provide a link on their own website for each tourism agency that agrees to add a segment advertising Eckley. There could also be consideration for advertising beyond the region, such as in the Philadelphia and New York City markets.

Figure 27: Discover NEPA's Link to Eckley Miners' Village



Source: Discover NEPA

Visitation Impacts of Expanded Programming and Uses

Introducing expanded programming and new uses to Eckley Miners' Village has the potential to significantly increase annual visitation to the site (see Table 18).

Table 18: Eckley Miners' Village Structures and Use

Visitor Category	Avg. FY 2017-19		Planned Growth		Future (FY 2024)	
	No. of Visitors	Percent of Visitation	No. of Visitors	Percent of Visitation	No. of Visitors	Percent of Visitation
Halloween Event	1,336	11.4%	600	3.5%	1,936	6.7%
All Other Events	1,592	13.6%	500	2.9%	2,092	7.2%
Student Groups	1,928	16.5%	500	2.9%	2,428	8.4%
Adult Groups	478	4.1%			478	1.6%
Individual Visitors	6,377	54.5%			6,377	22.0%
Vintage Baseball			1,600	9.2%	1,600	5.5%
Craft Beer/Wine/Music			700	4.0%	700	2.4%
Training/Research			200	1.2%	200	0.7%
Weddings/Meetings			8,700	50.3%	8,700	30.0%
Independent Lodging			4,000	23.1%	4,000	13.8%
Seasonal Renters			500	2.9%	500	1.7%
Total	11,711		17,300		29,011	

Visitation Impact of Expanded Programming

As the table indicates, expanding existing programming—the Haunted Halloween Lantern Tours and educational programming for student groups Eckley—could potentially increase attendance by up to 1,100 guests annually.

Adding new programming to Eckley could increase annual visitation by almost 2,800. This would include vintage baseball, potentially bringing 1,600 new visitors to Eckley annually; one or more annual craft beer/wine/music festivals could attract up to 700 visitors; and all other events with potential could possibly attract an additional 500 visitors. These events would include the church services and private and public events at the Visitors' Center.

In total, it is reasonable to expect that expanded and new programming could potentially increase visitation at Eckley Miners' Village by almost 3,000 guests annually.

Visitation Impact of Potential New Uses

The potential new uses suggested for Eckley could also have a significant positive impact on annual visitation. The largest anticipated increase in visitation by far is attributed to weddings and meetings. This use could potentially add 8,700 annual visitors to Eckley, or approximately 50% of the

planned growth in visitation. Independent lodging could also attract significant numbers to Eckley. An estimate of 4,000 annual overnight guests could account for more than 23% of expected visitation growth. Seasonal renters would likely account for approximately 500 visitors annually while it is expected that the training/research facility would generate an additional 200 guests.

Overall, it is reasonable to expect that potential new uses could increase visitation at Eckley Miners' Village by more than 13,000 guests annually.

Overall Visitation Impacts

Combining the expected visitation for expanded programming and potential new uses creates significant growth for Eckley Miners' Village, as shown in Table 18. The total annual number of visitors could exceed 17,000.

The Strategic Plan assumes that the recommended expanded programming and uses will be in place by FY 2024, providing a five-year timeframe for implementation. When this growth in visitation is added to Eckley's average number of visitors for FYs 2017-2019, total visitation could potentially increase from 11,700 to more than 29,000.

It is anticipated that by FY 2024, weddings and meetings will capture the highest percentage of visitation at about 30%. Individual visitors will continue to be a large portion of overall visitation at about 22%, but down from over 55% due to the introduction of weddings and meetings. Lodging will constitute the third-highest percentage of total visitation at almost 14%.

Aggregate Capital Program for Vacant Structures

The overall program for reuse of the 37 vacant structures at Eckley Miners' Village includes four potential strategies:

- **Foster House: Training/Research Facility:** A shared training/research facility used by education programs focusing on Eckley-related educational themes: archeology; new energy industries; and historic property rehabilitation and maintenance. The estimated capital investment requirement to achieve this use (see Table 19) is \$400,000.
- **Sharpe House: Wedding/Event Facility:** Eckley Miners' Village can provide a unique environment for weddings with the two historic churches and Sharpe House as the centerpiece for receptions, with an adjacent tent or pavilion to accommodate larger groups. The estimated capital investment needed to achieve this use (see Table 19) is \$1,500,000 with a permanent pavilion for larger events.
- **Seven Smaller Houses--Lodging:** Seven buildings could be operated as overnight lodging at Eckley Miners' Village—either as independent accommodations or in conjunction with the wedding venue. The estimated capital investment requirement to achieve this use (see Table 19) is \$1,800,000.
- **Residential Community:** 27 vacant structures can be reused as a residential community. 16 are currently poised to be a first phase at a capital cost of \$2,470,000; a second phase would address 11 structures in more serious physical condition, with a capital cost of \$3,090,000.

Table 19: Overall Capital Needs Summary

Foster House--Training/Research Facility	\$ 400,000
Sharpe House w. Pavilion--Wedding/Events Venue	\$ 1,500,000
Seven Smaller Properties--Lodging	\$ 1,800,000
16 Smaller Structures--Residential Community Phase 1	\$ 2,470,000
11 Smaller Structures--Residential Community Phase 2	\$ 3,090,000
Total	\$ 9,260,000

Taken together, these vacant structures required about \$9.26 million to fully rehabilitate them and bring them into productive use.

As detailed in this Business Plan, there are four potential sources of capital to meet these needs:

- Private investment
- Investment by the Commonwealth of Pennsylvania through PHMC
- Grant funds from other governments and private sources
- Earned income from profitable operations such as the wedding venue and lodging.

The relative potential for use of these various sources depends on the development/management approach undertaken for each element.

Model 1: PHMC Capital Improvements/Vendor Operation

Under this approach, PHMC would directly invest in the two more profitable activities—the Sharpe House wedding/event venue and the overnight lodging—and contract with vendors for operation. Early investment by PHMC would include \$1.5 million in the Sharpe House, \$1.8 million in the seven lodging properties, and \$360,000 in utilities connections and some smaller costs for Phase 1 of the Residential Community. These investments will total \$3.66 million. With this investment, PHMC would receive significant earned income, estimated at a minimum of \$350,000 annually, that could be directed to meeting other capital improvement needs. On **Table 20**, we illustrate the first five years of this earned income being focused on meeting the extraordinary capital needs of the eleven Phase 2 residential structures. The overall financing approach under this Model 1 is detailed on Table 20:

Table 20: Model 1: PHMC Capital Investment

	Private Sector Investment	PHMC Capital	Other Grants	Earned Income--5 Years	Total
Foster House--Training/Research Facility			\$ 400,000		\$ 400,000
Sharpe House w. Pavilion--Wedding/Events Venue		\$ 1,500,000			\$ 1,500,000
Seven Smaller Properties--Lodging		\$ 1,800,000			\$ 1,800,000
16 Smaller Structures--Residential Community Phase 1	\$ 2,110,000	\$ 360,000			\$ 2,470,000
11 Smaller Structures--Residential Community Phase 2	\$ 1,355,000			\$1,735,000	\$ 3,090,000
Total	\$ 3,465,000	\$ 3,660,000	\$ 400,000	\$1,735,000	\$ 9,260,000

Under Model 1, initial private investment would focus on the Residential Community with an estimated \$3.465 million in private funds, Commonwealth (PHMC) funds would provide \$3.66 million, \$400,000 in grant funding would be sought for the Foster House Training Facility and earned income would provide \$1.735 million. This financing model would accelerate available funding to complete the eleven structures in the Phase 2 residential community in five years.

Model 2: Maximize Private Investment/Control

Under this approach, PHMC would seek to maximize private sector investment in the wedding venue and the lodging. Arrangements for long-term leases would be made with facility operators, that would secure the capital necessary to complete the physical improvements and would be responsible for management and all operating costs of the facilities. Under this arrangement, PHMC would receive minimal earned income, estimated at \$50,000 annually, and would have little capacity to meet other capital improvement needs. On **Table 21**, we illustrate the first five years of this earned income being focused on meeting the extraordinary capital needs of perhaps two of the eleven Phase 2 residential structures. The overall financing approach under this Model 2 is detailed on Table 21:

Table 21: Model 2: Maximum Private Investment

	Private Sector Investment	PHMC Capital	Other Grants	Earned Income--5 Years	Total
Foster House--Training/Research Facility			\$ 400,000		\$ 400,000
Sharpe House w. Pavilion--Wedding/Events Venue	\$ 1,500,000				\$ 1,500,000
Seven Smaller Properties--Lodging	\$ 1,800,000				\$ 1,800,000
16 Smaller Structures--Residential Community Phase 1	\$ 2,110,000	\$ 360,000			\$ 2,470,000
11 Smaller Structures--Residential Community Phase 2	\$ 1,355,000			\$ 250,000	\$ 1,605,000
Total	\$ 6,765,000	\$ 360,000	\$ 400,000	\$ 250,000	\$ 7,775,000

Under Model 2, initial private investment would be maximized with an estimated \$5.41 million in private funds for the Sharpe House, lodging properties, and Phase I residential community. Commonwealth (PHMC) funds would be limited to \$360,000 to facilitate the Phase 1 residential properties; \$400,000 in grant funding would be sought for the Foster House Training Facility and earned income would provide only \$250,000 to begin to meet the needs of the Phase 2 residential properties. These earned income funds might trigger another \$250,000 in private funds to complete two of the eleven remaining structures.

Model 3: Partnership Approach

Under this approach, PHMC would utilize some arrangement to enter into a long-term lease with a PHMC-related non-profit. That PHMC-related entity would competitively secure private operator/partners to participate in the capital improvements and operation of the Sharpe House and lodging facilities. This joint partnership would secure the capital necessary to complete the physical improvements from grants, loans, and partner equity. The private partner, for a fee, would be responsible for management and all operating costs of the facilities. Under this arrangement, PHMC would receive a share of earned income, estimated at \$175,000 annually, from the two facilities based on grants secured by PHMC to invest in these properties. On **Table 22**, we illustrate the first five years of this earned income being focused on meeting the extraordinary capital needs of perhaps half the eleven Phase 2 residential structures. The overall financing approach under this Model 3 is detailed on Table 22:

Table 22: Model 2: Public/Private Partnerships

	Private Sector Investment	PHMC Capital	Other Grants	Earned Income--5 Years	Total
Foster House--Training/Research Facility			\$ 400,000		\$ 400,000
Sharpe House w. Pavilion--Wedding/Events Venue	\$ 900,000		\$ 600,000		\$ 1,500,000
Seven Smaller Properties--Lodging	\$ 1,080,000		\$ 720,000		\$ 1,800,000
16 Smaller Structures--Residential Community Phase 1	\$ 2,110,000	\$ 360,000			\$ 2,470,000
11 Smaller Structures--Residential Community Phase 2	\$ 1,355,000			\$ 875,000	\$ 2,230,000
Total	\$ 5,445,000	\$ 360,000	\$ 1,720,000	\$ 875,000	\$ 8,400,000

Under Model 3, initial private investment would be significant at \$4,090,000, but matched with grant funds secured by the PHMC-related entity in the amount of \$1.72 million for the Training Facility, the Sharpe House, and the lodging facilities. Commonwealth (PHMC) funds would be limited to \$360,000 to facilitate the Phase 1 residential properties. Earned income would provide \$875,000 to meet the perhaps half the needs of the Phase 2 residential properties. Overall, earned income should be sufficient to meet all Phase 2 needs within ten years.

IMPLEMENTATION

IMPLEMENTATION

In this section we will suggest key tasks required to implement this business plan and integrate the timing of those tasks into an overall initial implementation plan organized by quarter through 2025.

Strategies for Restoration/Use of Vacant Structures

In implementing the four use strategies, PHMC will need to assure that each strategy incorporates four key principles:

- *Each strategy will require that non-PHMC entities take the lead in organizing on-going operations and management:*
The training/research facility will require direction from a lead institutional partner; the wedding/meeting venue and lodging will require operator/managers; the residential community needs a developer to rehabilitate the homes and identify end users.
- *Long-term commitments to new users/operators will require adjustment in standard PHMC practices:*
The necessity of long-term leases or sale of structures may require changes in state law or, at least, long-standing administrative practice; such modifications will require detailed research and procedural changes to attract the quality and commitment of operator/developers needed to implement these strategies.
- *Maintaining the quality of the visitor experience for the Village will require well-thought-out operations agreements or easements with all developer/operators:*
The location of parking, maintenance of outdoor spaces, exterior building standards, etc. must be enforceable to preserve the historic character of the Village.
- *Sufficient funding must be secured to complete all essential capital improvements:*
In implementing the individual strategies, the arrangements for capital finance/operation must not just meet the capital requirements for those specific properties, but also assume a flow of funds from profitable operations (weddings, lodging) to meet the requirements to fully rehabilitate the Phase 2 residential structures within a reasonable timeframe.

Strategy 1: Training/Research Facility

Key implementation tasks:

- | | |
|---|-------------------------|
| • Identify lead institution (perhaps the University of Maryland) to be the lessee/operator of the facility. | Spring 2020 |
| • Identify other participating institutions. | Spring 2020 |
| • Apply for grant from Appalachian Regional Commission (ARC). | Spring 2020 |
| • Work out typical annual calendar of activities among all participants. | Summer 2020 |
| • Finalize building design. | Summer-Fall 2020 |
| • Develop & execute lease, including maintenance & operations requirements & responsibilities. | Fall 2020–Winter 2021 |
| • Complete construction documents; bid construction. | Winter-Spring 2021 |
| • Complete rehabilitation. | Summer 2021–Spring 2022 |
| • Occupy facility. | Summer-Fall 2022 |

Strategy 2: Wedding/Events Venue

Key implementation tasks:

- | | |
|---|--------------------|
| • Undertake competition to secure lead vendor/operator.
Given the options for finance and operator status, this solicitation should provide the opportunity for different types of response: | Spring-Summer 2020 |
| – Sole manager/caterer investing all capital funds. | |
| – Manager/caterer investing some capital funds. | |
| – Lead manager/caterer but without investment. | |
| – Participating caterer, but not manager. | |
| • Once a partner is selected, negotiate length of arrangement, investment by partner, return to PHMC. | Summer 2020 |

Once this preferred arrangement is determined:

- | | |
|---|-------------------------|
| • Undertake necessary changes in state law or procedures to facilitate this arrangement. (Note: any changes should also be applicable to Strategy #3/Overnight Lodging). | Summer 2020–Winter 2021 |
| • Create legal structure necessary to implement desired arrangement (e.g., secure commitment from participating government authority—Industrial Development Authority (IDA), for example; create PHMC-controlled non-profit; etc.). | Summer 2020–Winter 2021 |
| • Seek grant funds, including applying for ARC grant, or state capital necessary to meet any capital gap. | Summer 2020–Winter 2021 |
| • Determine how capital improvements will be competed (state-managed, vendor/operator-managed, other). | Summer-Fall 2020 |
| • Prepare and execute necessary lease and operations documents. | Fall 2020–Winter 2021 |
| • Finalize building design. | Fall 2020–Winter 2021 |
| • Complete construction documents; bid construction. | Winter-Spring 2021 |
| • Complete rehabilitation. | Summer 2021–Spring 2022 |
| • Occupy facility; book events. | Spring 2022 |

Strategy 3: Overnight Lodging

Key implementation tasks:

- Undertake competition to secure operator. Summer-Fall 2022
This solicitation should provide the opportunity for different types of response:
 - Lessee/operator investing all capital funds.
 - Lessee/operator investing some capital funds.
 - Operator without investment.
- Once a partner is selected, negotiate length of arrangement, investment by partner, return to PHMC. Fall 2022

Once this preferred arrangement is determined:

- Confirm that legal structure created for Wedding Venue is applicable to this Lodging strategy. If not, create legal structure necessary to implement this Lodging strategy. Fall 2022-Winter 2023
- Seek grant funds, including applying for ARC grant, or state capital necessary to meet any capital gap. Fall 2022-Spring 2023
- Determine how capital improvements will be competed (state-managed, vendor/operator-managed, other). Fall 2022-Winter 2023
- Prepare and execute necessary lease and operations documents. Fall 2022-Winter 2023
- Finalize design. Fall 2022-Winter 2023
- Complete construction documents; bid construction. Winter-Spring 2023
- Complete rehabilitation. Summer 2023-Spring 2024
- Occupy facility; book rooms. Spring 2024

Strategy 4: Residential Community

Key implementation tasks:

- Prepare specifications for redevelopers regarding establishment of a condominium association, on-going maintenance, compliance with rules necessary to maintain historic village environment, and easements. Winter-Spring 2020
- Undertake competition to secure redeveloper/home rehabilitator. Summer-Fall 2020

This solicitation should allow for a variety of residential end users: homeownership; long-term rental housing; seasonal and short-term rentals. This offering should require redeveloper to complete all 16 Phase 1 structures and provide the redeveloper the right to add any or all of the remaining 11 Phase 2 structures to his/her inventory after agreed upon improvements are completed by PHMC or a related entity.

As part of this solicitation, PHMC should provide the description developed above of the obligation of the redeveloper to establish a condominium association among property owners/lessees; PHMC supervision of improvements; the expectations from PHMC of on-going

maintenance to be undertaken by that condominium association; and PHMC requirements of property owners/lessees to occupy their properties in a manner consistent with the Village as an historic museum. (Winter-Spring 2020)

Responses from potential redevelopers should include specification of any PHMC investment required by the redeveloper before units are transferred, anticipated timing of transfer of property (e.g., as requested by developer), responsibility for carrying costs, etc. Redeveloper responses should specify the minimum terms of property transfer (e.g., lease of at least XX years with options for extension; fee-simple sale of structures with ground lease of at least YY years, etc.)

- Once a redeveloper/partner is selected, negotiate terms of arrangement, required investment by PHMC, terms of easements/condominium association obligations. Fall 2020

Once this preferred arrangement is determined:

- Undertake necessary changes in state law or procedures to facilitate this arrangement. Fall 2020-Spring 2021

Residential Community—Phase 1 (16 Structures)

Phase 1 implementation tasks include:

- Seek grant funds necessary to meet redeveloper requirements to complete Phase 1, including applying for ARC grant, or allocating state capital. Fall 2020-Spring 2021
- Determine how capital improvements will be competed (state-managed or developer work). Fall 2020-Winter 2021
- Prepare and execute all necessary documents. Fall 2020-Spring 2021
- Complete construction documents for any work to be completed by PHMC for Phase 1 properties; bid construction. Spring-Summer 2021
- Undertake PHMC-obligated construction. Fall 2021-Spring 2022
- Begin transfer of Phase 1 properties to redeveloper. Summer 2021
- Complete rehabilitation; secure end users for all 16 Phase 1 properties. Fall 2021-Fall 2023

Residential Community—Phase 2 (11 Structures)

Phase 2 implementation tasks include:

- Refine/update plan for prioritizing Phase 2 properties and for securing necessary funds to meet capital gap in Phase 2 properties. Winter 2022
- Seek grant funds to support highest priority Phase 2 properties, including applying for ARC grant. Winter-Spring 2022
- Complete construction documents as needed for any work to be completed by PHMC for Phase 2 properties. Summer-Fall 2022
- Bid construction as funding is available. On-going
- Undertake PHMC-obligated construction as funding is available. On-going
- Begin transfer of Phase 2 properties to redeveloper. Spring 2023
- Complete rehabilitation; secure end users for all 11 Phase 2 properties. Fall 2023 and on-going

Strategies for Expanded Programming

In implementing the expanded programming strategies, it is assumed that the staff time required to undertake the initiatives will predominantly be carried out by Eckley Miners' Village Associates volunteers, including board members, as well as various outside volunteers related to the respective program or event. Dedicated PHMC staff time would not be required to undertake the strategies, although some staff time may be required for oversight and coordination as with any existing events and programming at Eckley.

Strategy 1: Additional Halloween Event Dates

Key implementation tasks:

- Based on the calendar, select several potential rain dates to ensure four Lantern Tours can be held. Winter 2020
- Ensure that EMVA volunteers are available. Spring-Summer 2020

Strategy 2: Expanded School/Educational Programming

Key implementation tasks:

- Advertise a call for additional EMVA volunteers (website, newsletter, word-of-mouth). Winter 2020
- Start recruiting additional EMVA volunteers to help with educational programming. Spring 2020
- Begin researching school districts and schools to target for outreach. Summer 2020
- Contact representatives of the districts/schools; introduce them to Eckley's educational materials. Summer-Fall 2020
- Start hosting additional school groups. Fall 2020
- Send periodic updates and materials to encourage continued involvement and visitation. Ongoing

Strategy 3: Professional Meetings and Public Events

Key implementation tasks:

- Advertise a call for additional EMVA volunteers (website, newsletter, word-of-mouth). Winter 2020
- Start recruiting additional EMVA volunteers to help with additional meeting and event programming. Spring 2020
- Begin researching area agencies, institutions, and companies to target for advertising Eckley's facilities. Summer 2020
- Contact representatives of the agencies, institutions, and companies; introduce them to Eckley's meeting and event facilities. Summer-Fall 2020
- Coordinate with staff of those organizations for planning meetings/events. Fall 2020
- Start hosting additional events. Fall 2020

Strategy 4: Vintage Baseball Games and Ethnic Festivals

Key implementation tasks:

- | | |
|--|------------------------|
| • Coordinate with Anthracite Region Vintage Baseball Organization to begin physical improvements to accommodate baseball so they are completed within start up period under existing contract. | Spring 2020 |
| • Complete physical improvements. | Fall 2020 |
| • Coordinate with PHMC to seek approval for ethnic festivals. | Winter 2021 |
| • Begin holding baseball games and ethnic festivals. | Spring 2021 |
| • Continue holding baseball games and ethnic festivals. | Ongoing under contract |

Strategy 5: Craft Beer/Food/Wine/Music Festivals

Key implementation tasks:

- | | |
|--|-----------------------|
| • Advertise a call for additional EMVA volunteers (website, newsletter, word-of-mouth). | Winter 2021 |
| • Start recruiting additional EMVA volunteers to help organize and staff festivals. | Spring 2021 |
| • Contact organizers of the Hazleton Rotary Beer & Wine Festival to understand logistics potential coordination of volunteers. | Summer 2021 |
| • Research and contact other organizations in region hosting festivals. | Summer 2021 |
| • Continue coordinating and planning an event with volunteers. | Fall 2021-Spring 2022 |
| • Hold craft beer/food/wine/music festival at Eckley. | Spring 2022 |
| • Begin planning for the following year's event. | Summer 2022 |
| • Continue holding an annual festival. | Ongoing |

Strategy 6: Historically Authentic Church Services

Key implementation tasks:

- | | |
|--|-------------|
| • Recruit EMVA volunteers to help organize and staff the services. | Winter 2022 |
| • Research area ministers and priests to gauge interest in hosting services at Eckley. | Spring 2022 |
| • Hold interviews for prospective clergy. | Summer 2022 |
| • Select ministers and priests to conduct the services. | Fall 2022 |
| • Work with the clergy to create a schedule of services. | Fall 2022 |
| • Begin holding historically authentic church services. | Winter 2023 |
| • Continue holding services. | Ongoing |

Strategy 7: Expanded Promotion through Tourism Agencies

Key implementation tasks:

- | | |
|--|------------------|
| • Recruit additional EMVA volunteers if needed to help with expanded promotional outreach. | Winter 2023 |
| • Begin researching area tourism agencies to target for promotion. | Spring 2023 |
| • Contact representatives of the agencies; introduce them to Eckley and request that they include Eckley on their website and in their promotional material. | Summer-Fall 2023 |
| • Monitor agency websites to ensure continued inclusion of Eckley. | Ongoing |

Overall Implementation Schedule

The implementation tasks are aggregated into a consolidated schedule (see **Table 23** on the next page). This table combines strategies for both new uses and expanded programming by year and task.

Table 23: Consolidated Implementation Schedule

	Strategy 1: Training/Research Facility	Strategy 2: Wedding/Meeting Venue	Strategy 3: Overnight Lodging	Strategy 4: Residential Community	Expanded Programming Strategies
2020					
Winter				Develop Criteria for Housing Redevelopment/ Condominium Management	Select Several Rain Dates for Lantern Tours; Advertise a Call for Additional EMVA Volunteers
Spring	Identify Lead Institution; Identify Participants; Apply for ARC Grant	Solicit Lead Vendor/Operator			Start Recruiting Additional EMVA Volunteers for Expanded Programming; Coordinate with Vintage Baseball Organization
Summer	Coordinate Calendars	Select Lead Vendor/ Operator; Negotiate Agreement; Identify Needed Legal/Organizational Structure		Solicit Redevelopers	Begin Researching School Districts and Contact Representatives; Begin Researching and Contact Area Agencies, Institutions, Companies to Advertise Eckley
Fall	Finalize Design	Identify Law & Procedures Changes; Determine How Improvements Will Be Completed; Seek Grant Funds		Select Redeveloper; Negotiate Agreement; Identify Needed Legal/ Organizational Structure; Identify PHMC Capital Obligations; Apply for ARC Grant for Phase 1	Start Hosting Additional School Groups; Start Hosting Additional Meetings and Public Events; Complete Physical Improvements for Vintage Baseball
2021					
Winter	Execute Lease; Construction Documents	Finalize Design; Make Law & Procedures Changes; Create Needed Organizational Structure; Apply for ARC Grant; Execute Lease & Operations Documents		Make Law & Procedures Changes; Create Needed Organizational Structure; Execute Property Transfer & Operations Documents; Design PHMC Required Improvements	Advertise a Call for Additional EMVA Volunteers; Coordinate with PHMC to seek approval for ethnic festivals
Spring	Bid Construction	Bid Construction			Start Recruiting Additional EMVA Volunteers for Expanded Programming; Begin Holding Vintage Baseball Games
Summer	Rehabilitation	Rehabilitation		Bid PHMC Required Improvements; Begin Transfer of Phase 1 Properties to Redeveloper	Research and Contact Organizers of Food/Drink/Music Festivals
Fall	Rehabilitation	Rehabilitation		PHMC & Redeveloper Construction	Continue Planning Food/Drink/Music Event

	Strategy 1: Training/Research Facility	Strategy 2: Wedding/Meeting Venue	Strategy 3: Overnight Lodging	Strategy 4: Residential Community	Expanded Programming Strategies
2022					
Winter	Rehabilitation	Rehabilitation		PHMC & Redeveloper Construction; PHMC Determine Priority Phase 2 Properties	Continue Planning Food/Drink/Music Event; Recruit EMVA Volunteers for Expanded Programming
Spring	Rehabilitation	Occupy Facility		PHMC & Redeveloper Construction; Seek ARC Grant for Phase 2 Priorities	Research Area Clergy for Church Services; Hold Food/Drink/Music Festival; Hold Vintage Baseball Games
Summer	Occupy Facility		Solicit Operator/Manager	Redeveloper Phase 1 Rehab & Transfer to End Users	Interview Prospective Clergy; Begin Planning for Next Year's Food/Drink/Music Festival; Hold Vintage Baseball Games
Fall			Select Operator; Negotiate Agreement; Identify Needed Legal/Organizational Structure	Redeveloper Phase 1 Rehab & Transfer to End Users; PHMC Bid Documents for Phase 2 Improvements	Hire Clergy and Create Schedule of Services
2023					
Winter			Create New Organizational Arrangements If Necessary; Apply for ARC Grant & Other Funds; Finalize Design; Execute Lease; Bid Construction	Redeveloper Phase 1 Rehab & Transfer to End Users; Undertake PHMC Phase 2 Work As Funds Available	Recruit Additional EMVA Volunteers as Necessary; Begin Holding Authentic Church Services
Spring				Redeveloper Phase 1 Rehab & Transfer to End Users; Begin Transfer of Phase 2 Properties To Redeveloper	Research Area Tourism Agencies to Target; Hold Food/Drink/Music Festival; Hold Vintage Baseball Games
Summer			Rehabilitation	Redeveloper Phase 1 Rehab & Transfer to End Users	Contact Tourism Agency Representatives; Hold Vintage Baseball Games
Fall			Rehabilitation	Phase 1 Complete	
2024					
Winter			Rehabilitation	Redeveloper Phase 2 Rehab & Transfer to End Users;	Recruit Additional EMVA Volunteers as Necessary
Spring			Occupy Facility	Undertake PHMC Phase 2 Work As Funds Available; Process Continues Until All Phase 2 Properties Occupied	Hold Food/Drink/Music Festival; Hold Vintage Baseball Games
Summer					Hold Vintage Baseball Games
Fall					

Appalachian Regional Commission Resources

Resources of and related to the Appalachian Regional Commission can be key components in financing the four renovation & use strategies in addition to the funding sources included in Appendix C. Use of these resources is noted in the overall implementation approach. Specifically, as noted On **Table 24**, it would be reasonable for PHMC to pursue \$2.5 million in ARC grants over a four-year period to support all four renovation/use strategies.

Table 24: Potential Use of Appalachian Regional Commission Grants

	2020	2021	2022	2023	Total
Foster House--Training/Research Facility	\$ 400,000				
Phase 1 Residential Utility Connections	\$ 320,000				
Sharpe House w. Pavilion--Wedding/Events Venue		\$ 600,000			
Phase 2 Residential Exterior Rehab/Stabilization--3 Structures			\$ 380,000		
Phase 2 Residential Utility Connections			\$ 80,000		
Seven Smaller Properties--Lodging				\$ 720,000	
Total	\$ 720,000	\$ 600,000	\$ 460,000	\$ 720,000	\$ 2,500,000

These funds would be used in three ways: (1) to create the Training/Research Facility; (2) to undertake some of the utility and exterior stabilization improvements needed to assure that a redeveloper can effectively complete renovation of many of the potentially residential properties; and (3) as grant funds for a PHMC-related entity to partner with vendor/operators in the wedding/meeting venue and the lodging facilities. This participation in the wedding and lodging facilities would provide for a portion of the economic return from those facilities to be dedicated to meeting the renovation needs of the eleven Phase 2 residential properties requiring substantial subsidies for sustainability.

As overall financing model building on these ARC grants is detailed on **Table 25**.

Table 25: Public/Private Partnerships with ARC Grants

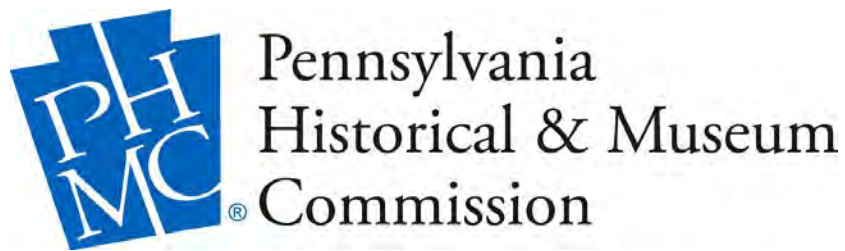
Public/Private Partnerships w. ARC Grants	Private Sector Investment	ARC Grants	Earned Income-- Years 3-5	Earned Income-- Years 6-8	Total
Foster House--Training/Research Facility		\$ 400,000			\$ 400,000
16 Smaller Structures--Residential Community Phase 1	\$ 2,110,000	\$ 320,000	\$ 40,000		\$ 2,470,000
Sharpe House w. Pavilion--Wedding/Events Venue	\$ 900,000	\$ 600,000			\$ 1,500,000
11 Smaller Structures--Residential Community Phase 2	\$ 1,355,000	\$ 460,000	\$ 260,000	\$1,015,000	\$ 3,090,000
Seven Smaller Properties--Lodging	\$ 1,080,000	\$ 720,000			\$ 1,800,000
Total	\$ 5,445,000	\$ 2,500,000	\$ 300,000	\$1,015,000	\$ 9,260,000

The ARC also provides capital to regional partners for Revolving Loan Funds. In the Eckley area, the ARC-designated entity is the NEPA-Alliance, which provides a number of revolving loan programs to assist area businesses. These loan funds could provide lower-cost capital for the for-profit wedding/meeting venue and lodging operator/developers. Potential limitations on joint use of revolving loan funds and ARC grants for the same project will need to be researched.

APPENDICES

APPENDIX A:

Engagement & Input Meeting Agendas and Notes



Eckley Miners' Village Strategic Plan

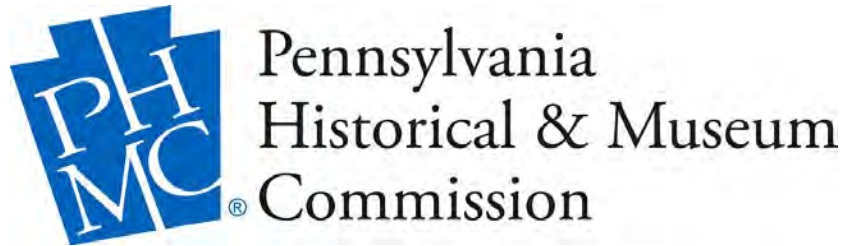
Initial Stakeholders Meeting

May 1, 2019

5:30 pm

Agenda

1. Introductions
2. Review project scope and schedule
3. Discuss outreach process
 - a. Stakeholder interviews: now through June
 - b. Visioning workshop: end of May
 - c. Community meeting/open house: September
4. Discuss initial vision for Eckley
 - a. What could it be?
 - b. What should it not be?
5. Review next steps:
 - a. Conduct stakeholder interviews
 - b. Identify date for visioning workshop
6. Adjourn



Eckley Miners' Village Strategic Plan

Initial Stakeholders Meeting

May 1, 2019

5:30 – 7:30 pm

Meeting Notes

Following a PowerPoint introduction with background information, a discussion was facilitated that identified strengths, challenges, and potential new uses and programming for Eckley Miners' Village.

*Provide list of project team names and emails + slides to participants

Strengths

- Should integrate with Luzerne County overall tourism approach. Ted Wampole has been engaged in branding program (Area of Trails—History Trail seems to be one theme). ***Add Rails to Trails connection as a strength.***
- As part of branding work, did survey to identify tourism strengths—history was very high on list with Eckley specifically listed in the top 10, but not the top 5. ***We should get branding materials and this survey of tourist highpoints.***
- Rails to Trails has expanded since our last meeting
- Current Rails to Trails director is resigning, so make sure we keep including the board chair
- Proximity to Jim Thorpe, which always ranks high with tourists
- Good utility system in the street
- The Secretary of Education sits on the PHMC Commission – can we leverage that to encourage preservation, history, and education throughout the educational programming?
- Potential for outreach to film industry

Challenges

- CVB branding committee identified that we are an area of trails – hiking, biking, history
- Visitors only go where residents go, so we should emphasize building up engagement with locals
- Lodging needed for visitors; then could focus on a range of activities—immersive vacations; conferences; retreats; archeology participation tours; destination vacations.
- --school tours, events.
- Path to get here is not very attractive, few signs, etc. Signage is an issue.
- ADA access
- What is the cost of getting one half of a building up to code? \$70,000, including retrofit, plumbing, stairs, etc.

Possible uses?

- Site on history trail
- School field trips – develop curriculum by working with teachers
 - Need to expand and make more effective on-site school-oriented education programs, including coal history education. Perhaps get the state Department of Education on board. Extensive discussion of how the Heritage Curriculum was developed (*Tails of the Towpath*) and the need to prepare a parallel “Anthracite Curriculum.” Would need to get teachers involved to prepare
- Destination conferences to use the whole site / retreats / meeting space
- Immersive visitor experience vs. conference center (look at the C&O Canal Locktenders house as an example)
- Public / private partnership with hotel
- This area will be a hub for where several trails connect together – Whitehaven is major trail head
 - Bike tourism – marketing to bike tour operators
- Vintage baseball – add to list of uses to consider
- Destination high school educational / field trip experience (like people to people trips)
- Senior / affordable housing does not seem to be the direction we are going – I haven’t seen support of that – *there generally seemed agreement to drop senior/affordable housing but not big objection to renting some of the houses*

Misc Notes

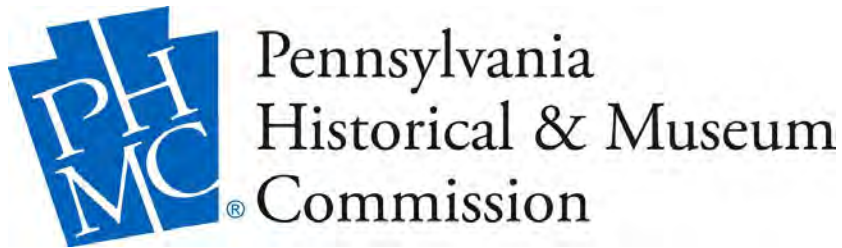
- “When people come here, they want to go away with an experience of what it was like.”
- No alcohol allowed on PHMC property? Does that hinder wedding possibilities?

Suggested Stakeholder Interviews

- John J. McGee (Historic Baseball) 570-460-1636
- Elissa Garofalo, Delaware & Lehigh National Heritage Corporation 610-923-3548 x 223
- Bob Skulsky, Executive Director of the Civic Partnership at the Hazelton Chamber of Commerce, 570-455-1509x110
(<http://www.civicpartnership.com/railstotrails.html>)
- Larry West, Regional Director, Office of Senator John Blake, 22nd Senatorial District, 570-207-2881, larry.west@pasenate.com
- Karen Esak, Executive Director, Sophia Coxe House
(<http://sophiacoxefoundation.com/>), 570-926-5427
- MMI Preparatory School (www.mmiprep.org), – headmaster and former headmaster, involved with Freeland Economic Development; previously Industrial School for Miners and Mechanics (1879); then Mining and Mechanical Institute of Freeland (1888) (Kim McNulty, Director of Advancement; Joseph Rudawski, President Emeritus)
- Linda Schiavo (sister of Pasco Schiavo—long-time supporter and former President of the Associates; recently deceased)
- Tony Brooks (Wilkes Barre city councilman/Director of the Wilkes-Barre Preservation Society)
- Kurt Bauman, Vice President, Community & Economic Development Services Division (Ext. 237), Northeastern Pennsylvania Alliance (suggestion by Mary Malone)
- Gary Lamont, CAN DO Foundation
- Reading & Northern Railroad (Wayne Michel)
- Atlantic Carbon Mining
- Hamister Group (Hotels; Buffalo)

Visioning Workshop

- May 30, 5:30-7:30
- Need to either find a room more conducive to discussion or figure out how to minimize negative acoustics in the auditorium.



Eckley Miners' Village Strategic Plan

Visioning Workshop

May 30, 2019

5:30 pm

Agenda

Convene in Auditorium

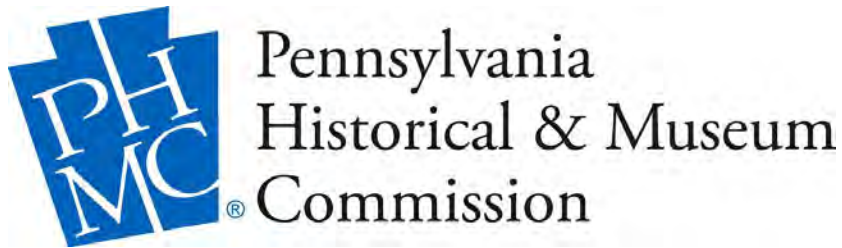
1. Introductions (5 minutes): 5:40 – 5:45 (assuming a late start!)
2. Background Presentation (15 minutes): 5:45 – 6:00

Move to Museum (5 minutes): 6:00 – 6:05

3. Two Break-Out Groups (25 minutes each): 6:05 – 6:55 (switch at 6:30)
 - a. Programming (25 minutes)
 - b. Uses (25 minutes)

Move back to Auditorium (5 minutes): 6:55 – 7:00

4. Discuss feedback for programming (15 minutes): 7:00 – 7:15
5. Discuss feedback for uses (15 minutes): 7:15-7:30
6. Adjourn at 7:30



Eckley Miners' Village Strategic Plan

Visioning Workshop

May 30, 2019

5:30 pm

Meeting Notes

Following a PowerPoint introduction with background information, the attendees divided into two groups to first discuss ideas for programming at Eckley, followed by ideas for uses. The basis for the discussion was reviewing prior recommendations to get the reaction from the groups. New ideas were added to the lists as well.

PROGRAMMING

- Education:
 - Energy
 - Hot topic, particularly sustainability
 - New uses for anthracite
 - Cabot Energy and Penn State could be partners
 - Archaeology
 - Yes – maybe CAN DO is a partner?
 - Industrial Heritage
 - Emphasize the uniqueness of the local landscape for mining
 - Mining History
 - In the region – coal families could be a partner
 - Mining context – should go into school curriculum
 - Pagnotti Enterprises, mining families could be a partners
 - General Education Notes:
 - Who is it directed at? Needs to be coordinated with public schools.
 - Targeting other groups: Boy Scouts, Girl Scouts, new immigrants
 - Need to bring museum to the community – NPS does this with a traveling trunk program – one should be created for Eckley
 - Not just history, but the future needs to be emphasized – remediation
 - Regular programming needs to occur at Eckley

- Tie mining education into STEM programs
 - Elementary school children (4th grade, when this type of history would be in their curriculum) should receive free passes
 - Focus on young people to attract a new generation of supporters
 - Cooking related to mining culture could be an education topic
 - Connect with local trade schools/vo-tech schools and use some of the Eckley houses as hands-on training locations
- **Events:**
 - Those listed (reenactments, team-building, seasonal events, children's events, and larger events) were all approved
 - Need new events
 - Music events are a big draw – there should be more
 - Trail-related events (once trail is finished)
 - Tie in with Jim Thorpe events
 - Need to get local residents to Eckley to enjoy these events
 - Need to advertise more
 - Tie into social media
 - Create better Luzerne County Tourism connection
 - Market site for corporate meetings to businesses in CAN DO industrial parks
 - Get corporate sponsorships for events
 - Tie into Greater Hazleton Rails to Trails hike and bike event
 - Market for family reunions
 - Tie historic baseball into four ethnic festivals each summer
 - Civil War reenactment
 - Quilting
 - An ancestry event connected with family reunions – possibly tied in with Ancestry.com
- **Preservation:**
 - Seems like a narrow audience for this location
 - Need to find a partner
- **Historic-Authentic Church Services:**
 - Yes
 - Tie in with vintage baseball and ethnic
- **Better Walkways/Signage:**
 - Yes – needs improvement
 - Signage is inconsistent and Eckley is hard to reach
 - Signage should guide visitors from the interstates
 - Information should also be provided at area hotels

- **Better Advertising:**
 - Information about Eckley should be provided at area hotels
 - Advertise at greater distances
 - Advertise with Luzerne County Tourism
 - Tie in Eckley visitation with Jim Thorpe
 - Advertising needs more attention
 - On-line (Facebook) and TV
 - Seek out free advertising
- **Food/Wine Experience:**
 - Yes – good idea
 - Consider craft beer/micro-brewery participants – tie into history
 - Engage area/PA wineries/breweries (Honeyhold Winery, breweries in Stroudsburg and Jim Thorpe)
 - The Hazleton Wine & Beer Festival takes place each August
 - Maybe a second event or a new venue for event at Eckley
 - The Rails & Ales event near Lancaster is another model
 - Encourage start-up micro-brewers
 - Offer prizes for best food, beer, and wine
- **Additional Exhibits:**
 - Some said no
 - Others suggested a more exciting experience in the museum – more interactive
 - A virtual experience with more technology?
 - Modernize presentation
 - Knoebel's Amusement Park has a mine entrance replica
 - This could be a great addition to Eckley's museum
 - There is one currently one in storage in Wilkes-Barre – could it be brought to Eckley and displayed?
 - Follow a “day in the life” of a specific person who lived in a particular house
 - Add period music to the museum or voices at various displays to enhance the experience
- **Website in Spanish:**
 - OK
- **Interpretive Plaques on Trees:**
 - Rails to Trails does it
 - Perhaps they could do it on the extension to Eckley
 - Interpret gardens as well
- **Bus/Shuttle Program:**
 - From where?
 - Should be targeted to campgrounds
 - Connect/shuttle to Jim Thorpe when there are big events taking place there

- Tie into rafting trip experiences?
 - Tour provider candidates?
- **Driving Tours/Coordination:**
 - Yes - need to bundle trips/experiences
 - Get Luzerne County Tourism to package tours that include Eckley
 - Make it more regional and larger
 - There used to be a Molly Maguires tour by Schuylkill County
 - Luzerne County used to have a tour to anthracite sites advertised in the paper
 - Programmed trips from Jim Thorpe
- **More House Tours:**
 - Not more tours but more buildings than the current four houses on the tours
 - Add more exhibits in the houses
- **Enhanced Digital Content:**
 - Yes!
 - Digital tours of buildings that otherwise cannot be accessed
 - Tie into bigger website/social media efforts
- **“Adopt a House”:**
 - Yes
 - Get corporate sponsors for individual houses with volunteers and funds for appropriate maintenance activities
 - Tie into United Way day of caring
- **New Programming/Other Ideas:**
 - Create a leasing program, whereby an individual can rehab a building and live in it at relatively low cost - if they rehab in a year (extension of current 5-year lease to 25 years would make this more appealing)
 - Better tie Eckley into its Heritage Area - Delaware and Lehigh
 - Offer deals and discounts at area restaurants and attractions with a ticket from Eckley or offer special menus or promotions
 - Provide outposts for information and tickets to Eckley in other regional locations or at other attractions
 - Improve aesthetics on approach to Eckley
 - Trash removal - litter enforcement corridor
 - Need to coordinate with area municipalities
 - “Adopt a Road” at the township level
 - Partner with other groups for trash removal
 - Reach out to area schools for volunteer clean-up efforts
 - Get food trucks on site at high volume times or as a special event
 - Collaborate with DCED on promoting the filming of new movies that could also benefit from the Film Production Tax Credit Program

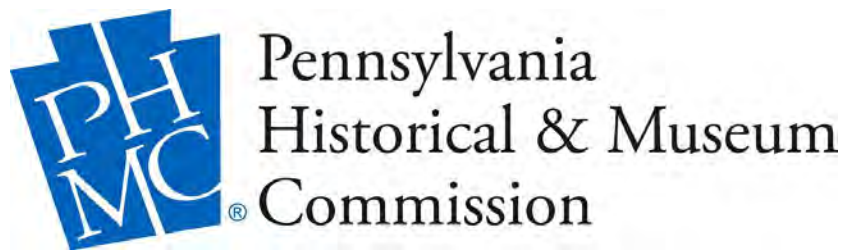
- Send an invitation to state and federal agencies inviting them to hold public meetings at Eckley and then give participants a special pass to bring their families back at a discounted rate.
- Hold PHMC/SHPO awards program at Eckley and invite congressional offices as well as state legislators to present the awards in partnership with PHMC.

USES

- **Housing for Students:**
 - Not sure – risking damage?
 - Would need a screening process
 - Maybe housing for students doing research
- **Live/Work Space:**
 - Worth pursuing
 - Would add character to the village
 - In lieu of rent perhaps charge commission on art sold
 - Partner with area art institutions to recruit artists
 - Would need a structure for presenting their works
 - Old-fashioned crafts
 - See Plymouth Village as an example
 - Artists could sell works related to Eckley
 - Need to build up attendance to make money
- **Bed and Breakfast/Hotel/Lodging:**
 - Yes
 - Tie in with trail
 - Maybe rebuild hotel on its former site
 - Sharpe House plus some “cottages” in homes
 - Rent out houses as rustic cabins (no heat, electric, etc.)
 - C&O Canal houses are an example
 - Look for a local hotel operator that could share staff/resources with a facility at Eckley
- **Restaurant/shops:**
 - Again, could tie in with trail/serve trail users
 - Bike rental facility?
 - Otherwise, don't know if it would work – lack of volume or customers
 - Maybe a destination restaurant
 - Harpers Ferry baggage car restaurant
 - Start with food trucks?
 - Pop up shops that would feature emerging chefs before they have a storefront (or coffee shops, wineries, breweries, etc.) – a restaurant incubator. Food could be prepared off-site and then served at Eckley.
 - York has an example: <http://www.tastetestyork.com/>

- **Flea Market:**
 - Not sure – would need to be a routine occurrence
- **Wedding Venue:**
 - Definite yes – selling the history and image
 - How would it impact the character of the village?
 - Would need a tent
 - Eventually construct a permanent pavilion that could be used for other events
 - Restrooms (in houses?) would be necessary
 - Suggestions for caterers (Capriotti and Genneti)
 - Sharpe House for pre-dinner and bridal party lodging upstairs
- **Event Venue:**
 - Yes – as piggyback to wedding venue
 - Sharpe House would make a good venue
 - Promote the auditorium for rent for various events
- **Retreat/Conference Center:**
 - In same vein as event venue
 - Suggestions for caterers would be helpful
- **Working Mine Replica:**
 - Yes – a lot of people ask to see the mine
- **Larger Museum:**
 - No
 - Start with getting more people to visit existing museum
 - But need to update it and make it more appealing
- **Campgrounds:**
 - Two nearby:
 - Buck Mountain (5 miles) is popular for rafting
 - Sandy Village (8 miles)
 - Don't need more campgrounds but a shuttle to Eckley should be provided
 - (Others said) a campground just outside Eckley Village is a great idea and could serve users of the new rail trail
 - There should be joint marketing with the local campgrounds
- **Permanent Education Center:**
 - Yes, but need a college partner – ideally one with a preservation degree and/or museum curriculum
 - Lafayette College was suggested but they don't offer this degree
 - Lehigh University does – architecture with a historic preservation emphasis

- Leadership Center:
 - No
- Crafter Incubator:
 - Maybe but need to be mindful of others nearby to not compete too much
 - The Launch Box is just starting up in Hazleton
 - The Walk In Art Center is in Schuylkill Haven
 - Maybe these could establish a second outpost at Eckley
- Lab Facilities:
 - Probably not for archaeology due to specialized equipment and space needs
 - Maybe for environmental sciences
 - Concern was expressed over dispersed documents
 - Butler Enterprises has the file of the Coxe family back to 1798
 - Maps are stored in non-temperature controlled second floor gift shop
 - There needs to be better storage for documents and artifacts
- Garden/Farm:
 - Probably not – soil issue
 - Look at Butler Township Park community garden (and garden group)
- Vintage Baseball:
 - Yes – will occur on Sundays throughout the summer with original games with flute and fiddle music during breaks
 - A lease with PHMC has been established for this use
 - Could tie into ethnic festivals and other events
- Reality TV Series:
 - Recruit “This Old House” and/or other preservation/history-related shows to have an episode involving work at Eckley
- New Uses/Other Ideas:
 - Rehab some scattered otherwise unused houses and rent to families
 - Eckley could be a living open-air museum with lodging
 - see Black Country Museum in the U.K. as an example
 - Winter sports: cross-country skiing and snowmobiling
 - Farmers’ market: regularly-scheduled market offering local goods
 - Partner with Habitat for Humanity to rehab some of the buildings.



Eckley Miners' Village Strategic Plan

Stakeholder Interview Notes

Interviewees

Bob Skulsky, Hazleton Chamber of Commerce (Civic Partnership) & Rails to Trails
Elissa Garafalo, Executive Director, D&L National Heritage Corporation
Gary Lamont, Executive Director, CAN DO Foundation
Joe Lauver, Chief, Div. of Architecture and Preservation, Bureau of Mgmt. Services
John McGee, Attorney, Anthracite Region Vintage Base Ball Organization
Karen Esak, Executive Director, Sophia Coxe House
Kim McNulty, Director of Advancement, MMI Preparatory School
Mike Witchin, Eckley Social Club

What do you see as Eckley's current strengths?

Volunteerism at Eckley is a huge strength.

The events, such as Miners' Day, are very impressive and require significant voluntary support. There is a lot of programming.

Also the Molly Maguires movie is still a draw.

From a buildings and infrastructure standpoint, maintenance. There are many needs including new roofs, roof repairs, the exterior envelope (siding, etc.), painting the Sharpe House and rectory, and the exterior painting of individual homes. Some houses have structural issues and will require new foundations.

The styles and eras of homes – 1850s through 1950s – should be preserved to represent how the town evolved. But an interpretive plan is needed to identify how and where it should occur.

The programming at Eckley is great. It's a valuable asset to the community and its history is very important. Many students at MMI come from that legacy.

It effectively encapsulates a coal patch town and shows what life was like. The buildings are authentic.

The visitors' center is an asset – it does a good job of presenting the story.

It being part of the PHMC system is an advantage. The leadership is good.

The events are great, like Patch Town Days. They still draw decent crowds.

What do you see as Eckley's challenges?

There was a concern about the State reducing its financial involvement.

Another challenge identified by a recent study conducted by the county tourism agency is litter. Litter on the approach to Eckley is bad for its image.

The remote location is a challenge and access isn't easy. The area is economically downtrodden so there's not a lot of disposable income to spend.

Also, Eckley is a challenge to maintain. Funding is needed for upkeep and to make it "snazzy" but funding is difficult to solicit.

Eckley also needs to appeal more to a younger demographic.

A challenge will be the management structure. How will the business model work? Will PHMC remain owner of Eckley?

What is the definition of sustainable/feasible? Is it breaking even? Making a profit?

Also, the breaker is in disrepair. There was talk of it not being eligible for state funding (?) because it's not original to Eckley. There are no current plans to repair or maintain it.

Resources are a challenge.

The location is a challenge as well – it is foreboding. There needs to be more assurance that you're on the right road to get there. Since it is sort of out of the way, it needs to be more of a destination.

Of the existing programming taking place at Eckley, what should remain? Could it be improved? Should any programming be discontinued?

Programming worth preserving is definitely the educational component.

An effort to link Eckley to other heritage sites should also be considered.

Education should be emphasized – it seems that's an important part of its mission. Eckley should be a field trip destination from around the state.

The current events are great (e.g. the Night Sky).

The existing programming needs to be more experiential.

The programming for school kids is good. Most school groups come from places like Jim Thorpe and Hazleton.

What new programming should be introduced at Eckley?

Positive new programming on the horizon include a railroad from Jim Thorpe to Hazleton, which would serve Eckley (operated by Reading & Northern). Also, the Rails to Trails completion through Eckley will connect bikers and hikers.

The Rails Trail completion to Eckley will be a great asset.

Events should be spaced out throughout the year to encourage consistent visitation.

Eckley could consider hosting a beer and wine festival. They can be expensive to run and hard work, so that must be acknowledged. It requires significant planning and resources – tickets, organizing, vendors, parking arrangements, etc. Currently there's the Hazleton Rotary Beer & Wine Festival held in Hazel Township, which Kim volunteers for. It's currently combined with a car show. The festival is not wed to that location, so there may be an opportunity for Eckley to be the host location or a second event.

Currently the access to the village is unrestricted and free; now you can just drive in. There needs to be a gate and a fee should be required to enter. Residents could get a special entry card.

There should be a minimum number of houses that are open for tours. Each should be decorated with different ethnic décor (e.g. Irish, Italian, German, etc.).

The museum should offer more of a virtual experience. The Alamo has a unique display that allows you to scroll through to see how the area looked over the decades. The Eckley museum could offer something similar.

The vintage baseball concept has merit.

There's an opportunity to package events at Eckley with other events in the region. Some sort of auto tour or weekend road trip package with Jim Thorpe and the Number 9 Mine together with Eckley has potential.

Dinner/food events could be effective. D&LNHC hosts dinner cruises on boats they own and it's very successful

The vintage baseball concept is interesting. It used to occur on a nearby soccer field. There's an existing field by the museum that can be used with permission.

More festivals and events would be good for Eckley.

Of the existing uses occurring at Eckley, what should remain? Should they be modified or improved? Should any be eliminated?

The year-round residential component should remain.

What new uses would you like to see occur at Eckley?

Weddings seem like a good idea. There would need to be a third party involved to operate the weddings and catering. Similarly, conferences could be a good use also assuming there'd be a third party to operate them.

A plan to partner with developers. This would involve identifying the buildings most suitable and acceptable for housing. The plan could involve creating a condo association for individual owners to rehabilitate the interiors. With a master developer in control, a contractor could be coordinated. The challenge would be transferring ownership to individual residents. Also, finding an interested developer. Would it be too speculative? But it doesn't seem like PHMC wants to be a landlord for a bunch of tenants.

The artist-in-residence idea seems good if you can get the right people in place.

Not sure about weddings – is there really a market for weddings in a mining village?

An educational facility seems like a good fit.

Vintage baseball.

Lodging should be introduced at Eckley as part of the experience. The C&O Canal bunk houses are an example – they're very rustic but popular.

Retreats are another suggestion. They would further promote Eckley as a destination. Where would it go exactly? They would need investment to create the space and a concessionaire to operate it effectively.

The use of the homes for more housing could be good for Eckley. They would need to be heated in the winter, however. The club is heated with an oil burner and it could get expensive.

Eckley would benefit tremendously – particularly when the trail is finished – from lodging.

A campground just outside the village would be ideal to accommodate Eckley visitors and trail users alike.

Several of the miner's homes could be used as cabins, similar to what's offered in state parks such as nearby Hickory Run. There's also a campground. Both are well-used.

In addition, the Sharpe House could be used as a bed & breakfast.

A restaurant could also complement the lodging uses. Maybe some other commercial development to serve visitors and trail users?

The lodging aspect could get Eckley to become more of a winter destination as well for such activities as cross-country skiing. Currently it's mainly visited during the warmer months.

The trail connection could help tie Eckley into the notion of eco-tourism.

Do you have any other comments or suggestions?

The management structure should involve outside entities (e.g. Luzerne County Tourism, Greater Hazleton Chamber of Commerce) to help support Eckley financially and provide better political connections for additional resources. In addition, these other entities would weigh in on decision-making.

Eckley needs to remain authentic and interpretive. At the same time it should be open to change. One disadvantage of PHMC is the agency seems resistant to change.

The "solution" for Eckley will take investment and a willingness to try new things.

Pilot projects and events should be considered to test their success and effectiveness.

Partnerships should be encouraged as well. D&LNHC would be a willing partner.

APPENDIX B:

Background Conditions Analysis Report



Pennsylvania
Historical & Museum
Commission

Eckley Miners' Village Strategic Plan

BACKGROUND CONDITIONS ANALYSIS REPORT



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October 31, 2019

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INTRODUCTION

INTRODUCTION

The Pennsylvania Historical and Museum Commission (PHMC) retained Urban Partners, in cooperation with Hurley-Franks & Associates, to undertake a Strategic Plan for Eckley Miners' Village. The Strategic Plan is funded by the Appalachian Regional Commission and PHMC.

The Plan will contain a business model for the successful management and operation of Eckley. This involves identifying potential uses, partners, organizational capacities, and funding strategies to address present-day preservation needs for the historic property, ensure that it has a financially sustainable future, and position it to serve as a regional asset.

As part of this effort, the Urban Partners team has conducted a series of background analyses for Eckley to gain an understanding of both the physical and economic conditions currently impacting the Village as a foundation for the Strategic Plan. These analyses, presented in this report, include:

- an operational baseline assessment of Eckley's expenditures, revenues, and visitation;
- a general physical assessment of Eckley's building conditions and infrastructure;
- the initial identification of expanded uses and programming;
- the definition of a market study area for Eckley;
- a socio-economic trends analysis of the study area; and
- a market analysis of potential new uses.

The report begins with a vision statement for Eckley as well as several goals to fulfill the mission.

VISION STATEMENT AND GOALS

VISION STATEMENT AND GOALS

Vision Statement

Eckley Miners' Village will be a new model for economically sustainable adaptive reuse, combining its legacy of history, education, and building preservation with compatible improvements and new uses that underwrite its immediate needs while fostering ongoing investment in its future success.

Goals

1. Preserve Eckley's historic buildings and structures through rehabilitation and restoration
2. Maintain the cultural, educational, and interpretive experience that Eckley provides
3. Continue and expand Eckley's unique events and programming
4. Increase visitation to Eckley and widen its geographic draw
5. Use Eckley to advance local and regional economic opportunities
6. Expand Eckley's organizational partnerships locally, regionally, and nationally
7. Improve Eckley's visibility through enhanced promotion and access

OPERATIONAL BASELINE ASSESSMENT

OPERATIONAL BASELINE ASSESSMENT

Baseline Operations and Funding

After some staffing reductions in the FY 2015 to FY 2017 period, Eckley Miners' Village has been operating on a fairly stable basis for the past three years. As shown in **Table 1**, operating expenditures have been a bit below \$500,000 annually, growing at about 5.5% to 6.0% per year mostly due to increasing salaries. These operating costs have been met from four sources: the State General Operating Budget; the Historic Preservation Fund; earned income from admissions, tours, and events; and minor repairs & upgrades supported by the portion of realty transfer taxes devoted to historic state development.

Table 1: Eckley Miners' Village State Operations History (FY 2015-FY2019)

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Operating Expenditures					
Salaries					
State General Operating Budget	\$ 205,880	\$ 187,500	\$ 114,310	\$ 129,158	\$ 137,408
Historic Preservation Fund	\$ 38,713	\$ 34,531	\$ 40,945	\$ 40,546	\$ 44,772
Fringes					
State General Operating Budget	\$ 159,857	\$ 154,804	\$ 95,292	\$ 112,744	\$ 119,519
Historic Preservation Fund	\$ 37,484	\$ 37,092	\$ 37,813	\$ 37,830	\$ 40,968
Heating, Water & Sewage, Electricity	\$ 54,688	\$ 71,484	\$ 75,916	\$ 75,418	\$ 76,549
Other Expense					
State General Operating Budget	\$ 21,815	\$ 30,271	\$ 21,139	\$ 27,544	\$ 29,233
Historic Preservation Fund	\$ (4,866)	\$ (4,165)	\$ 1,534	\$ (2,228)	\$ (2,430)
Historic State Development Realty Transfer Tax	\$ 550	\$ 24,519	\$ 29,308	\$ 16,939	\$ 22,695
Earned Income Transfer To EMVA			\$ 17,818	\$ 20,567	\$ 15,861
Total State Operating Expenditures	\$ 514,122	\$ 536,036	\$ 434,077	\$ 458,519	\$ 484,575
Capital Expenditures					
Large Investments					
Historic State Development Realty Transfer Tax		\$ 89,605	\$ 74,531	\$ 52,587	\$ 40,001
Total State Expenditures	\$ 514,122	\$ 625,641	\$ 508,607	\$ 511,105	\$ 524,576
Sources of Funds					
State General Operating Budget (Net of Earned Income)	\$ 442,240	\$ 444,059	\$ 260,540	\$ 290,987	\$ 321,925
Earned Income					
Individual Admissions			\$ 26,595	\$ 24,234	\$ 22,624
School Tours			\$ 8,580	\$ 10,714	\$ 8,806
Commercial Group Tours			\$ 3,480	\$ 4,340	\$ 3,593
Other Tours			\$ 2,406	\$ 2,716	\$ 1,890
Special Events			\$ 22,575	\$ 31,450	\$ 19,732
Rentals			\$ 300	\$ 475	
Donations				\$ 515	
Historic Preservation Fund	\$ 71,331	\$ 67,458	\$ 80,293	\$ 76,149	\$ 83,310
Historic State Development Realty Transfer Tax	\$ 550	\$ 114,124	\$ 103,839	\$ 69,526	\$ 62,696
Total State Revenues	\$ 514,122	\$ 625,641	\$ 508,607	\$ 511,105	\$ 524,576

For FY 2019, these four sources provided the following funds:

- State General Operating funds--\$321,925
- Historic Preservation Fund--\$83,310
- Earned income--\$56,645
- Historic State Development Realty Transfer Tax--\$22,695.

These funds support a full-time staff of four, with additional administrative and supervisory support provided from other PHMC locations. We also note that 28% of most earned income is distributed to the non-profit Eckley Miners' Village Associates to support its programming and tours.

The operating expenditures do not include capital costs associated with more substantial repairs, maintenance, upgrades, and replacements. During the past few years, funds for new roofs, larger carpentry repairs, painting, etc. have come from additional Historic State Development Realty Transfer Tax funds in the range of \$40,000 to \$90,000 annually.

On-site staffing is further supported by the non-profit Eckley Miners' Village Associates (EMVA) which operates the gift shop in the Visitors' Center, assists with admissions ticket sales and Visitors' Center operations, helps staff events, and provides tours and other programming. Altogether, EMVA provides about 2,000 volunteer hours annually for these activities.

EMVA's financial operations for FY 2017 and FY 2018 are detailed in Table 2.

Table 2: Eckley Miners' Village Associates Financial Operations for FY 2017 and FY 2108

Eckley Miners' Village Associates		FY 2017	FY 2018
Expenditures			
Salaries		\$ 38,983	\$ 50,271
Fringes		\$ 3,803	\$ 5,079
Gift Shop-Cost of Sales		\$ 13,709	\$ 15,596
Program Supplies & Expense		\$ 13,177	\$ 18,718
Other Expense		\$ 22,579	\$ 17,651
Total Expenditures		\$ 92,251	\$ 107,315
Sources of Funds			
Grants & Contributions		\$ 10,092	\$ 31,235
Memberships		\$ 3,603	\$ 4,507
Programs		\$ 30,053	\$ 41,020
Gift Shop Sales		\$ 30,596	\$ 32,595
Admissions--Monday Monies		\$ 6,645	\$ 11,491
Tours		\$ 6,965	\$ 5,657
Other		\$ 4,169	\$ 401
Total Sources of Funds		\$ 92,123	\$ 126,906

The 28% of earned income transferred from the State to EMVA is included in program and tour revenue for EMVA. EMVA also raises funds to support capital investment projects in the Village. As of the end of FY 2018, EMVA had about \$58,000 available in restricted accounts for use in several designated improvement projects.

Utilizing these historic expenditures and sources of funds as a base, we have prepared a 10-year income and expense pro forma baseline forecast for the state operations of the Eckley Miners' Village (see **Table 3**). This Baseline Forecast assumes continued activity in the manner in which Eckley Miners' Village has operated during the past three years, including:

1. PHMC will continue to budget for four FTE positions at EMV over the forecast period.
2. Salaries will increase by 6% from FY 2019 to FY 2020 and at 4% annually after FY 2020.
3. Fringe benefit costs will be 90% of gross salaries.
4. Utility expenses will increase at the rate of 1.5% annually over the period.
5. Other expenses charged to the State General Operating budget will remain in the recent range of 19.5% of salaries charged to that budget.
6. Earned Income for FY 2020 will be at the average of the most recent three years (\$65,900) and will increase 3% per year thereafter. This implies that visitation and event attendance will remain at recent levels.
7. PHMC will continue to allocate 28% of earned income from admissions, events, tours, and programming to Eckley Miners' Village Associates (EMVA).
8. EMVA will continue to manage the gift shop and provide 2,000 hours of volunteer time for the gift shop, programming, tours, and events at EMV.
9. \$23,000 in Historic State Development Realty Transfer Tax funds will be available for minor repairs and upgrades at EMV in FY 2020 (the average of such funds provided for the past four years) and these funds will continue to be available through the forecast period at a rate increasing by 3% annually after FY 2020.
10. The only funds available for larger capital improvements at EMV will be \$65,000 in Historic State Development Realty Transfer Tax funds in FY 2020 (the average of such funds provided for the past four years) and these funds will continue to be available through the forecast period at a rate increasing by 3% annually after FY 2020.

Based on these assumptions, the cost to the state for operation of Eckley Miners' Village in FY 2020 will be approximately \$578,000 including \$65,000 invested in more substantial repairs and improvements and this cost will grow during the next nine years to \$789,000 in FY 2029 (including \$85,000 for capital investment), largely due to assumed modest levels of inflation during the period.

We note that under this Baseline Forecast, major repairs and capital investment is limited to the assumed provision of the equivalent of \$65,000 in 2020 dollars in each of the ten years. ***A total capital investment of \$650,000 (in 2020 dollars) will be significantly insufficient to repair and maintain the structures in the Village.***

Table 3: Eckley Miners' Village State Operations Baseline Forecast (FY 2020-FY 2029)

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Operating Expenditures										
Salaries										
State General Operating Budget	\$ 145,652	\$ 151,479	\$ 157,538	\$ 163,839	\$ 170,393	\$ 177,209	\$ 184,297	\$ 191,669	\$ 199,335	\$ 207,309
Historic Preservation Fund	\$ 47,458	\$ 49,357	\$ 51,331	\$ 53,384	\$ 55,520	\$ 57,740	\$ 60,050	\$ 62,452	\$ 64,950	\$ 67,548
Fringes										
State General Operating Budget	\$ 131,087	\$ 136,331	\$ 141,784	\$ 147,455	\$ 153,354	\$ 159,488	\$ 165,867	\$ 172,502	\$ 179,402	\$ 186,578
Historic Preservation Fund	\$ 42,712	\$ 44,421	\$ 46,198	\$ 48,046	\$ 49,968	\$ 51,966	\$ 54,045	\$ 56,207	\$ 58,455	\$ 60,793
Heating, Water & Sewage, Electricity	\$ 76,549	\$ 77,697	\$ 78,863	\$ 80,046	\$ 81,246	\$ 82,465	\$ 83,702	\$ 84,958	\$ 86,232	\$ 87,525
Other Expense										
State General Operating Budget	\$ 28,402	\$ 29,538	\$ 30,720	\$ 31,949	\$ 33,227	\$ 34,556	\$ 35,938	\$ 37,375	\$ 38,870	\$ 40,425
Historic Preservation Fund										
Historic State Development Realty Transfer Tax	\$ 23,000	\$ 23,690	\$ 24,401	\$ 25,133	\$ 25,887	\$ 26,663	\$ 27,463	\$ 28,287	\$ 29,136	\$ 30,010
Earned Income Transfer To EMVA	\$ 18,228	\$ 18,775	\$ 19,338	\$ 19,918	\$ 20,516	\$ 21,131	\$ 21,765	\$ 22,418	\$ 23,091	\$ 23,783
Total State Operating Expenditures	\$ 513,090	\$ 531,287	\$ 550,172	\$ 569,770	\$ 590,109	\$ 611,218	\$ 633,127	\$ 655,867	\$ 679,471	\$ 703,972
Capital Expenditures										
Large Investments										
Historic State Development Realty Transfer Tax	\$ 65,000	\$ 66,950	\$ 68,959	\$ 71,027	\$ 73,158	\$ 75,353	\$ 77,613	\$ 79,942	\$ 82,340	\$ 84,810
Total State Expenditures	\$ 578,090	\$ 598,237	\$ 619,130	\$ 640,797	\$ 663,267	\$ 686,571	\$ 710,741	\$ 735,809	\$ 761,811	\$ 788,782
Sources of Funds										
State General Operating Budget (Net of Earned Income)	\$ 334,019	\$ 345,943	\$ 358,329	\$ 371,196	\$ 384,564	\$ 398,452	\$ 412,881	\$ 427,873	\$ 443,450	\$ 459,636
Earned Income										
Individual Admissions	\$ 25,000	\$ 25,750	\$ 26,523	\$ 27,318	\$ 28,138	\$ 28,982	\$ 29,851	\$ 30,747	\$ 31,669	\$ 32,619
School Tours	\$ 9,400	\$ 9,682	\$ 9,972	\$ 10,272	\$ 10,580	\$ 10,897	\$ 11,224	\$ 11,561	\$ 11,908	\$ 12,265
Commercial Group Tours	\$ 3,800	\$ 3,914	\$ 4,031	\$ 4,152	\$ 4,277	\$ 4,405	\$ 4,537	\$ 4,674	\$ 4,814	\$ 4,958
Other Tours	\$ 2,400	\$ 2,472	\$ 2,546	\$ 2,623	\$ 2,701	\$ 2,782	\$ 2,866	\$ 2,952	\$ 3,040	\$ 3,131
Special Events	\$ 24,500	\$ 25,235	\$ 25,992	\$ 26,772	\$ 27,575	\$ 28,402	\$ 29,254	\$ 30,132	\$ 31,036	\$ 31,967
Rentals	\$ 300	\$ 309	\$ 318	\$ 328	\$ 338	\$ 348	\$ 358	\$ 369	\$ 380	\$ 391
Donations	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	\$ 580	\$ 597	\$ 615	\$ 633	\$ 652
Historic Preservation Fund	\$ 90,171	\$ 93,778	\$ 97,529	\$ 101,430	\$ 105,487	\$ 109,707	\$ 114,095	\$ 118,659	\$ 123,405	\$ 128,341
Historic State Development Realty Transfer Tax	\$ 88,000	\$ 90,640	\$ 93,359	\$ 96,160	\$ 99,045	\$ 102,016	\$ 105,077	\$ 108,229	\$ 111,476	\$ 114,820
Total State Revenues	\$ 578,090	\$ 598,237	\$ 619,130	\$ 640,797	\$ 663,267	\$ 686,571	\$ 710,741	\$ 735,809	\$ 761,811	\$ 788,782

Visitation and Event Attendance

These Baseline Forecasts assume continuation of recent visitor patterns to EMV. As shown on **Table 4**, overall visitation to EMV has been in the range of 10,600 to 13,100 annually for the past three years. In general, individual visitation represents about 53% to 55% of total attendance; student groups 15% to 18%, and event attendance 25% to 28%. School tours have involved 20 different school districts and two colleges. Most school tours come from within a one to one- and one-half hour radius of EMV, but a few come from as far as the Philadelphia suburbs and Harrisburg.

Major variations in visitation from year to year are largely based on weather conditions for scheduled events—especially Halloween—and a decline in FY 2019 in school visits.

Table 4: Eckley Miners' Village Visitor Categories

Visitor Category	FY 2017		FY 2018		FY 2019	
	No. of Visitors	Percent of Visitation	No. of Visitors	Percent of Visitation	No. of Visitors	Percent of Visitation
Halloween Event	1,073	9.3%	1,918	14.6%	1,017	9.6%
All Other Events	1,816	15.7%	1,308	10.0%	1,916	18.0%
Student Groups	2,068	17.9%	2,144	16.3%	1,572	14.8%
Adult Groups	430	3.7%	564	4.3%	439	4.1%
Individual Visitors	6,195	53.5%	7,209	54.9%	5,675	53.4%
Total	11,582		13,143		10,619	

In part due to decreased staffing, there has been some reduction in event scheduling in the FY 2015 to FY 2017 period from 14 days to 10 or 11 (see **Table 5**). This has, in general, impacted event attendance by about 20%, though as occurred in FY 2018, a full Halloween schedule with good weather can provide significant additional visitation.

Figure 1: The Eckley Miners' Village Visitors' Center and Halloween Event



Source: EMVA

Table 5: Eckley Miners' Village Event Schedule

Event	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
	No. of Days	Attendance	No. of Days	Attendance	No. of Days	Attendance	No. of Days	Attendance	No. of Days	Attendance
WWII/1940s/Swing Dance	2	738	2	768	2	778	2	592	2	562
Living History/Civil War	2	686	2	402						
Halloween	6	1,587	4	1,164	3	1,073	4	1,918	3	1,017
Christmas At Eckley	2	205	2	225	2	244	2	246	2	126
Charter Day			1	149	1	69	1	72	1	90
Patch Town	2	299	2	832	2	725	2	398	2	667
Total	14	3,515	13	3,540	10	2,889	11	3,226	10	2,462

EMV staff and volunteers are conscientious in tracking the origins of their visitation—collecting information from 63% to 79% of visitors annually. Based on this extensive sampling, we see that slightly more than half of visitors come from the immediate Northeast Pennsylvania regions (Upstate PA and Pocono Mountains) (see Table 6). Another 10% to 15% come from the adjacent Pennsylvania regions, though visitation from the close by Lehigh Valley is surprisingly small. 20% to 30% of visitors come from the remainder of Pennsylvania and from adjacent states, while 11% to 12% travel to EMV more distantly.

Table 6: Eckley Miners' Village Estimated Origin of Visitors

	FY 2017	FY 2018	FY 2019
Region			
Northeast PA*	53.6%		
Upstate PA		43.1%	36.1%
Pocono Mountains		13.2%	12.4%
Lehigh Valley	3.2%	2.8%	3.2%
Valleys of the Susquehanna	12.2%	4.9%	6.8%
Subtotal - Adjacent Regions	69.1%	64.0%	58.5%
Rest of Pennsylvania	9.6%	15.0%	16.0%
Neighboring States	10.1%	9.2%	13.5%
Other States	10.9%	11.3%	11.2%
International	0.3%	0.5%	0.8%
Total	100.0%	100.0%	100.0%
* Divided into Upstate PA and Pocono Mountains in subsequent years			

GENERAL PHYSICAL CONDITIONS ASSESSMENT

GENERAL PHYSICAL CONDITIONS ASSESSMENT

Infrastructure and Parking

From records of recent capital improvement projects along with the knowledge of Eckley Miners' Village management, utility service for water, sewer, and electric power has been run underground down Main Street. It appears that water, sewer, and electricity have been or will be connected underground to all primary structures, a circumstance that provides for a visually clean and historically accurate character of the Village Main Street. In addition, the Sharpe House, the social club, all buildings in museum use, and all currently rented out buildings have been connected underground for water, sewer, and electricity, as well as 11 additional vacant properties. As others are brought into use, they will need to be similarly connected for these utilities underground.

The placement of parking provides a special problem in avoiding compromise of the historic character of the Village. Parking standards for any new uses will likely need to be adjusted to minimize the intrusive character of large paved areas. Parking areas may need to be organized into small dispersed lots and thoroughly landscaped to provide some visual shielding from the historic areas.

Building Utilization and General Condition

As detailed on Table 7 and Map 1, there are 57 structures along Main Street and Back Street, not including the out-buildings in the rears of many properties. These include the breaker and 14 buildings currently being used and maintained as part of the Museum, the social club which is privately occupied under a long-term lease, and four homes currently rented to resident-occupants. The remaining 37 buildings are vacant and available for use. Almost all of these vacant buildings are residential structures and at least 25 contained two residential dwelling units each in their original configurations.

Eckley Miners' Village is listed on the National Register of Historic Places as the Eckley Historic District, nominated in 1978. All original buildings are considered "contributing" to the district. Non-contributing structures include three built for the 1968 movie *The Molly Maguires*—the breaker, the Company Store, and the old mule barn. Additional newer non-contributing structures include the Visitors' Center, the Social Club (modified for the movie), Stove Building, a newer mule barn, feed barn, staff residence, and sewage treatment plant.

These historic structures are composed of minimal wood frame construction; sitting on plain stone foundations, each in varying degrees of need of the maintenance attention necessary to sustain them and deter their continuing deterioration. Their design is of the most basic utilitarian character, as single family detached or twin units, generally limited to two stories of height with a possible low attic space available in some buildings. The miners' residential buildings have an absence of ornamentation that reflects the historical styles of the period of their construction. In contrast to the miners' residences; more attention to the spatial needs, the stylistic standards, and the architectural character of the period are reflected in the other buildings like the Foster House, the mine owner's

residence, the doctor's residence, and a variety of community buildings like the churches. It should be expected that the interiors of these other buildings will also reveal considerably more investment than the miners' residences.

Table 7: Inventory of Eckley Miners' Village Structures and Use

Building	Building Use	Non-Contributing Rehab bed 2004-2010			Utilities Connected Improvements Needed			
					Structure	Utility Connections	Fit-Out	Painting
Rectory	Museum Use			XX				XX
Catholic Church	Museum Use			XX				
65-67			XX		XX	XX		
69-71			XX		XX	XX		
73-75			XX		XX	XX		
81-83			XX		XX	XX		
85-87			XX		XX	XX		
89-91				XX	XX		XX	
93-95				XX	XX		XX	
101-103				XX	XX		XX	
105-107			XX			XX	XX	
109-111				XX	XX		XX	
113-115			XX			XX	XX	
Nicolas House	Museum Use			XX				
Old Mule Barn	Museum Use	XX		XX				
Company Store	Museum Use	XX		XX				
125-127			XX		XX	XX		
129-131			XX		XX	XX		
Episcopal Church	Museum Use			XX				
142-143				XX	XX		XX	
144-145				XX	XX		XX	
146-148	Rented			XX				
Feed Barn	Museum Use	XX		XX				
Mule Barn	Museum Use	XX		XX				
Breaker	Museum Use	XX						
49-51 Back Street	Rented	XX		XX				
46-48 Back Street	Museum Use			XX				
50-52 Back Street	Museum Use	XX		XX				
Museum	Museum Use			XX				XX
66-68				XX				XX
70-72				XX				XX
74-76	Rented							XX
90-92				XX				XX
94-96								XX
98-100								XX
102-104								XX
Social Club	Private Lease	XX						XX
Exhibit House	Museum Use							XX
110-112								XX
114-116				XX				XX
118-120				XX				XX
122-124	Museum Use							XX
126-128								XX
130				XX				XX
132								XX
134				XX				XX
136								XX
137				XX				XX
138				XX				XX
139	Rented							XX
140				XX				XX
141				XX				XX
147				XX				XX
Doctors House	Museum Use							XX
159				XX				XX
Sharpe House	Museum Use							XX
160.5								XX

Of the 37 vacant buildings, 22 were included in the rehabilitation projects undertaken in 2004-2010. From the 2008 record As-Built drawings of renovation and repair work performed on these structures, all or most of those buildings received new roofing, windows and doors, structural stabilizing cross bracing, and new wood siding. We also understand that the Sharpe House is structurally sound and weather-tight, though the Sharpe House and the Rectory have been specifically identified as in need of exterior painting.

Map 1: Building Locations at Eckley Miners' Village



Source: Google Maps

The remaining 14 buildings are in need of various components of structural repair—roof repair or replacement; foundation leveling and replacement of deteriorated components; exterior siding repair or replacement; weatherproofing; etc. Much of the wood siding on houses not reconstructed or restored dates to the movie period or shortly thereafter. The extent of necessary work will vary substantially from structure to structure.

All 37 vacant structures will require full interior fit-out for any identified uses. Normally the reuse of these buildings would require significant investment to bring them up to current building code standards, but to do such universally would significantly alter the historic character of the structures. Though they are important historic assets, renovations would need to comply with current building codes unless exceptions are granted by a variance. Therefore, any reuse of the buildings will require a balancing of the reality of modern building code standards, the late 19th century to early 20th century character (historic or replicated) of each of the buildings, the demands of the market for specific uses to attract market-based customers, and the physical constraints of the properties.

In particular, the interior rooms in the residential structures occupied by the miners and their families are small; floor-to-ceiling heights are minimal; finishes are rough; wall, ceiling, and roof insulation, if any, is minimal; the stairs are steep and narrow; and plumbing and electrical services and fixtures are the most basic available in the early 20th century. Individual decisions will need to be made about the extent of maintaining interior historic (or in many cases, replicated) character versus safety issues such as the condition of stairs and amenity requirements such as bathroom and kitchen facilities. Buildings constructed for the owners, key personnel such as the doctor, and community functions may be exceptions to some of these utilitarian characteristics.

In most cases, this reuse effort will also require replacement of windows and exterior doors.

Figure 2: Eckley Houses and the Company Store



Source: EMVA

There are many 'out-buildings', generally located behind the primary miner's residences that face Main Street. These 'out-buildings' were apparently constructed originally as privies and storage sheds: most of these buildings are now in poor condition; many having no basic foundations, are generally in serious disrepair, and are quickly succumbing to the natural elements, the likely result of being

overshadowed by the maintenance demands of the primary residential structures. The resulting loss of each structure in this class of buildings will further diminish the rich and comprehensive historic visual character of the Village.

Some potential new uses in the Village will not be able to be fully accommodated in existing structures. A wedding venue, for instance, may require a temporary tent or permanent pavilion to maximize success with larger weddings. In identifying sites for any new development, it will be important to address issues of the impacts to archaeological assets as well as the adjacency to existing historic buildings. There is hidden evidence of absent buildings, such as early building records and the remains of original foundations. Therefore, identifying the best sites for any new construction will need to strike a balance when considering the effects of siting choices that might compromise future considerations of the 'ghosting' of now absent buildings and the immediate need for new buildings to have good proximity to key components of the Village.

The placement and construction of any new buildings should avoid compromising the historic character of the Village. Any new buildings added will also need to confront one or all of three choices: (1) to be temporary in nature and easily removable; (2) to be permanent and sympathetic to the unique character of the Village, designed to be 'background' elements, avoiding drawing attention to themselves and conscious of their need to provide a simple backdrop to the original Village character; or (3) to be skillfully designed examples of great contemporary architecture that contrasts with, while being sympathetic to and embracing the historic scale and character of the Village.

Building Rehabilitation Priorities

As described above, there were a series of capital projects conducted at Eckley from 2004 to 2010 that involved exterior rehabilitation and/or structural stabilization for several of the buildings. However, many buildings were not reconstructed as part of those projects due to budget limitations.

PHMC staff identified houses that retain high historical integrity but have not received any level of reconstruction, restoration, or significant stabilization in the last 25 years. The following outline prioritizes these structures by degree of rehabilitation need:

1. Highest Priority. Houses that have had tenants or uses in the last 10 years or so, retain most historically significant additions, and are in poor condition:
 - a. 110-112
 - b. 132
 - c. 138
 - d. 142-143

2. Second. Houses that have had tenants in the last 10 years or so, may have some intact additions, and are in “relatively” stable condition. All have recently received water/sewer/electricity:
 - a. 89-91
 - b. 93-95
 - c. 101-103
 - d. 109-111
 - e. 160.5
3. Third. Houses that are relatively stable, but have other problems that make them not likely available for other use without significant investment:
 - a. 94-96
4. Fourth. Houses that tenants currently occupy and are relatively stable. All have power and water/sewer connections:
 - a. 74-76
 - b. 49-51
 - c. 139
 - d. 144-145
 - e. 146-147

IDENTIFICATION OF NEW PROGRAMMING/ USES

INITIAL IDENTIFICATION OF EXPANDED USES AND PROGRAMMING

Based on assessment of the physical characteristics of the Village, availability of space in the 37 vacant structures, initial perceptions of market conditions in the vicinity of EMV, and opportunities expressed by stakeholders and participants in the community workshop, we have identified a preliminary list of potential uses to consider for the available buildings.

Preliminary Use Potential for Vacant Structures

1. Theme-Specific Education Facility

One or two structures could be utilized by education programs—secondary, college-related, continuing education, and training—focusing on Eckley-related educational themes: archeology & anthropology; energy industries; and historic property rehabilitation and maintenance.

2. Wedding Venue & Complementary Events

The market for unusual wedding venues represents a key niche within the overall wedding marketplace and one that tends to generate higher than average fees. The village can provide an unusual environment for these weddings; the two historic churches can provide the wedding sites, while the Sharpe House could be the centerpiece for receptions, with an adjacent tent or pavilion to accommodate larger groups. Engagement of one or more caterers would be essential. Though weddings tend to generate the highest fee income, once a venue is established the overall use can be expanded to include other events, retreats, and conferences during time periods less prime for wedding use. The Visitors' Center could be used for various events as well.

3. Lodging

A collection of buildings could be operated as lodging—either as freestanding accommodations or in conjunction with the wedding venue. The chief limitation to this approach is identifying a management entity with sufficient nearby scale to efficiently operate what is likely to be a satellite or limited-scope activity.

4. Seasonal Rentals

Vacation cottages (perhaps “rustic cabins”) could be rented on a daily, weekly, or monthly basis, especially during peak ski and summer seasons. These facilities could also provide the accommodations hub for related efforts to recruit family reunions and other groups activities related to the history of coal mining in Pennsylvania.

5. Curated Housing or Other Permanent Rental and Sales Housing

Long-term rental of buildings as housing or sales of condominiums could be assessed. “Curated” housing would involve long-term (perhaps 25-year) rental to individual occupants that would take responsibility for rehabilitation and maintenance; an alternative would be

long-term lease of a group of homes to a landlord-investor that would rehabilitate, lease, and manage these units as a development. Identifying appropriate financing is likely essential to achieving feasibility with this use. The sale of a group of homes as condominiums to a developer/management entity and resold as condominiums to individual owners could be considered as well.

Other Programming and Operations Improvement Potential

The engagement and input process conducted at the beginning of the project also identified a number of programming and operational opportunities for the Village. While these are listed below, a refined group of potential programming enhancements is identified and analyzed later in the Strategic Plan for their potential impacts to Eckley.

Suggested Programming and Events

1. Family Program Back 2 School @ Eckley
2. Craft beer/wine/food festival
3. Music festival
4. Historically authentic church services
5. Expansion of school curriculum module related to mining & mining life
6. Hold PHMC/SHPO awards program at Eckley; encourage other agencies to hold meetings at Eckley
7. Preservation presentations
8. Quilting-related event
9. Collaborate with DCED to promote filming of movies & a reality TV series

Suggested Operations Improvements

1. Improve Advertising & Marketing
 - utilize social media
 - tie-in more strongly to Luzerne County Tourism promotion & advertising
 - coordinate with Jim Thorpe activity/programming
 - coordinate with Greater Hazleton Rails to Trails event
 - Spanish website version
2. Upgrade entranceways and signage
 - improve cleanliness of approaches to Eckley
 - better roadway signage
 - bus/shuttle program
 - tie-in with Rails-to-Trails extension
3. Improve on-site experience
 - "Adopt A House" Maintenance Program (perhaps tied to United Way Day of Caring)
 - more Houses on Tours
 - update Visitors' Center presentation/interactive museum exhibits
 - enhanced digital content

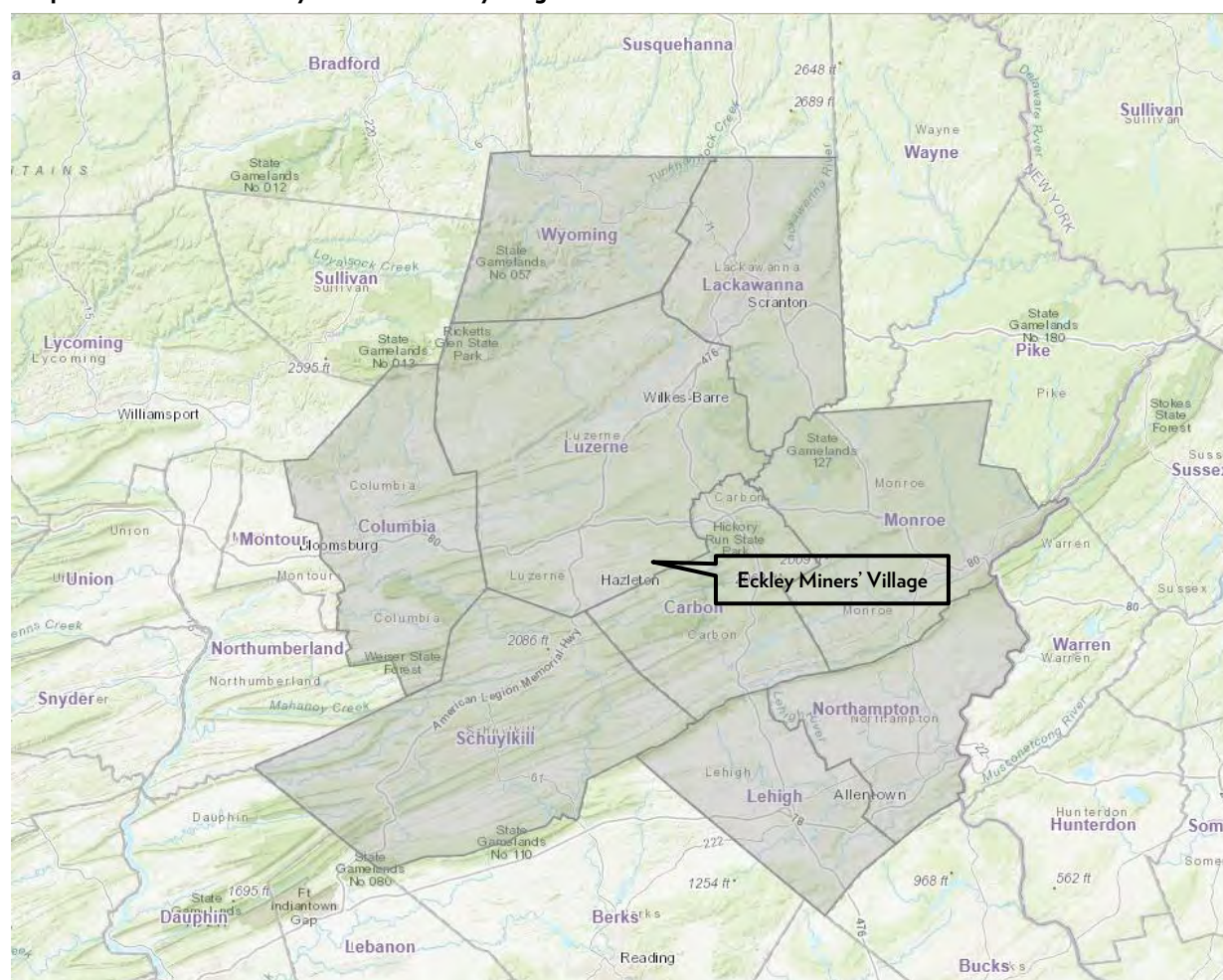
- Interpretive plaques for trees & plants
- 4. Expand revenue
 - corporate sponsorship of events
 - cross-promote: discounted return passes; discounts at off-site businesses

MARKET AREA DEFINITION

MARKET AREA DEFINITION

Based on the attendance and audience profile findings from the Operational Baseline Assessment, we have identified a market region that appears to serve and be served by Eckley Miners' Village. For the purposes of this study, we have defined the Greater Eckley Region as a nine-county area surrounding the Eckley site (see **Map 2**). These counties include Luzerne County, Carbon County, Columbia County, Lackawanna County, Lehigh County, Monroe County, Northampton County, Schuylkill County, and Wyoming County. We use this geography as a foundation for examining the region's socio-economic and market conditions.

Map 2: The Nine-County Greater Eckley Region



Source: U.S. Census Bureau

SOCIO-ECONOMIC TRENDS ANALYSIS

SOCIO-ECONOMIC TRENDS ANALYSIS

Population and Households

According to the 2017 American Community Survey 5-Year Estimates (ACS), the total population of Luzerne County is 318,222. From 2000 to 2017, Luzerne County's population declined slightly by -0.3%, compared to 7.1% growth for the Greater Eckley Region (composed of Luzerne County and eight other counties shown below) and 4.1% growth for the Commonwealth of Pennsylvania (Table 8).

Table 8: Population Trends, 2000-2017

	2000 Census	2010 ACS	2017 ACS	% Growth (2000-2017)
Luzerne County	319,250	319,120	318,222	-0.3%
Greater Eckley Region	1,551,757	1,647,168	1,661,852	7.1%
Carbon County	58,802	64,563	63,987	8.8%
Columbia County	64,151	66,642	66,615	3.8%
Lackawanna County	213,295	213,731	211,960	-0.6%
Lehigh County	312,090	343,946	360,774	15.6%
Monroe County	138,687	168,080	167,306	20.6%
Northampton County	267,066	294,536	300,941	12.7%
Schuylkill County	150,336	148,288	144,287	-4.0%
Wyoming County	28,080	28,262	27,760	-1.1%
Pennsylvania	12,281,054	12,612,705	12,790,505	4.1%

Source: U.S. Census Bureau

There was a small decrease in the total number of households in Luzerne County between 2000 and 2017 at a slightly faster rate (-1.9%) than the rate of population change. The Region and the Commonwealth, in comparison, experienced household growth in during this period with 5.8% and 4.8% growth, respectively (see Table 9).

Table 9: Household Trends, 2000-2017

	2000 Census	2010 ACS	2017 ACS	% Growth (2000-2017)
Luzerne County	130,687	130,855	128,247	-1.9%
Greater Eckley Region	609,714	645,343	644,847	5.8%
Carbon County	23,701	26,111	25,978	9.6%
Columbia County	24,915	25,884	26,564	6.6%
Lackawanna County	86,218	86,318	85,907	-0.4%
Lehigh County	121,906	132,879	137,239	12.6%
Monroe County	49,454	59,997	57,526	16.3%
Northampton County	101,541	111,929	113,827	12.1%
Schuylkill County	60,530	60,347	58,758	-2.9%
Wyoming County	10,762	11,023	10,801	0.4%
Pennsylvania	4,777,003	4,940,581	5,007,442	4.8%

Source: U.S. Census Bureau

Luzerne County has become more multi-ethnic since 2000. According to the 2017 ACS, 10.1% of the residents in Luzerne County are Hispanics or Latino residents (of all ethnicities), representing a 766.9% increase from 2000. Non-Hispanic Whites are still the majority at 83.8%, followed by Non-Hispanic Blacks at 3.5% and Non-Hispanic Asians at 1.2% (see Table 10).

Table 10: Ethnic/Racial Composition, 2000-2017

	2000	% of Total Population in 2000	2017	% of Total Population in 2017	% Change 2000-2017
Non-Hispanic					
White Alone	306,528	96.0%	266,682	83.8%	-13.0%
Black Alone	5,202	1.6%	11,071	3.5%	112.8%
Asian Alone	1,856	0.6%	3,770	1.2%	103.1%
Some Other Race Alone	430	0.1%	564	0.2%	31.2%
Two of More Races	1,521	0.5%	3,947	1.2%	159.5%
Hispanic (All Races)	3,713	1.2%	32,188	10.1%	766.9%

Source: U.S. Census Bureau

The percentage of Luzerne County residents living in households (96.1%) is nearly identical to those of the Region (96.6%) and the Commonwealth (96.7%), as shown in Table 11. The percent of Luzerne County residents living in group quarters (3.9%) is slightly higher than the Region and the Commonwealth (3.4% and 3.3%, respectively)¹.

Table 11: Population by Household Type, 2017

	Luzerne County	Greater Eckley Region	Pennsylvania
Total Population	318,222	1,661,852	12,790,505
In Households	305,856	1,605,579	12,363,237
In Households (% of Total)	96.1%	96.6%	96.7%
In Family Households (% of Total)	79.1%	80.3%	79.3%
In Non-Family Households (% of Total)	17.0%	16.3%	17.4%
In Group Quarters (% of Total)	3.9%	3.4%	3.3%

Source: U.S. Census Bureau

Table 12 and Figure 3, shown on the following page compares the age distribution patterns in Luzerne County to the Region and the Commonwealth. First, in Luzerne County, children under 10 years-of-age represent 10.3% of the total population, which is slightly low compared to the Region (10.8%) and the Commonwealth (11.3%). Second, Luzerne County has a slightly lower percentage of 10-to-19 year-olds (11.9% of the total population) compared to Region's 12.6% and the Commonwealth's 12.5%). Lastly,

¹ The Census Bureau classifies all people not living in housing units (house, apartment, mobile home, rented rooms) as living in **Group Quarters**, of which there are two types: 1) Institutional, such as correctional facilities, nursing homes, or mental hospitals; and 2) Non-Institutional, such as college dormitories, military barracks, group homes, missions, or shelters.

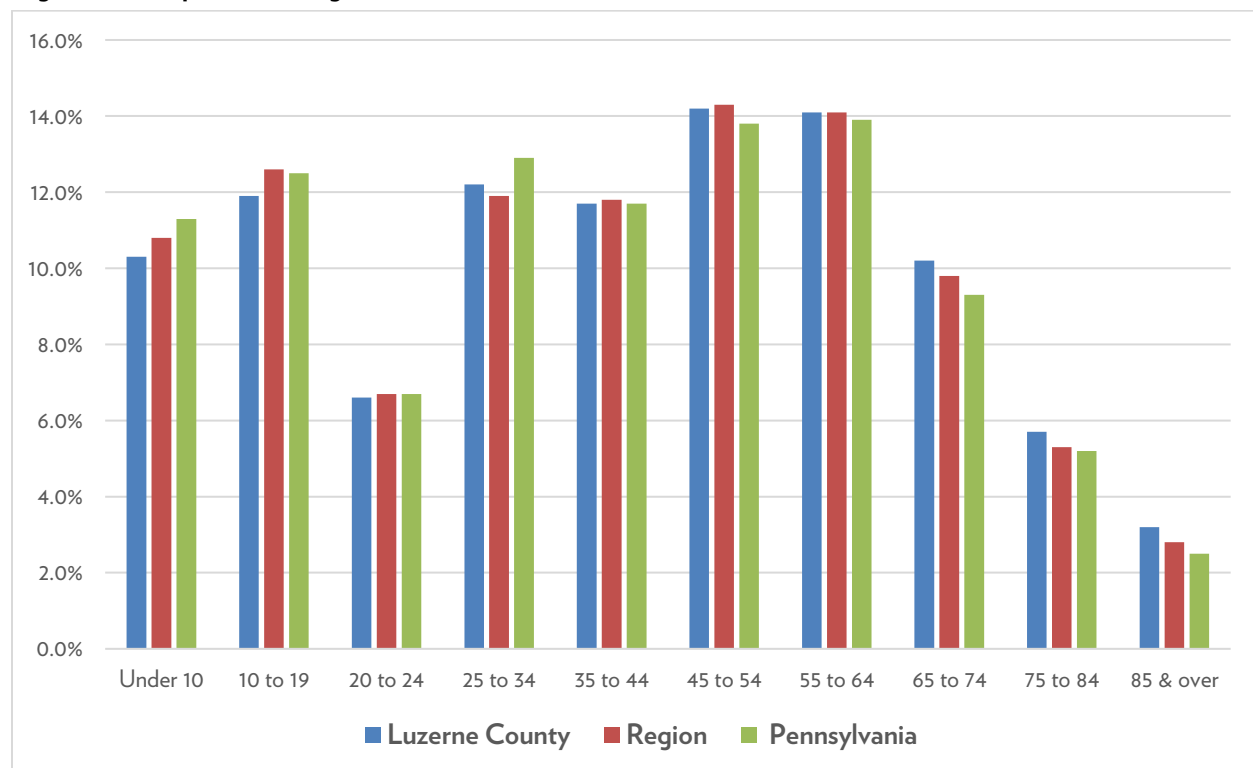
the proportion of senior citizens (65 years-of-age or older) in Luzerne County is 19.1% compared to 17.8% for the Region and 17.1% for the Commonwealth.

Table 12: Distribution of Age, 2017

	Luzerne County	Greater Eckley Region	Pennsylvania
Under 10 Years-of-Age	10.3%	10.8%	11.3%
10 To 19 Years-of-Age	11.9%	12.6%	12.5%
20 To 24 Years-of-Age	6.6%	6.7%	6.7%
25 To 34 Years-of-Age	12.2%	11.9%	12.9%
35 To 44 Years-of-Age	11.7%	11.8%	11.7%
45 To 54 Years-of-Age	14.2%	14.3%	13.8%
55 To 64 Years-of-Age	14.1%	14.1%	13.9%
65 To 74 Years-of-Age	10.2%	9.8%	9.3%
75 To 84 Years-of-Age	5.7%	5.3%	5.2%
85 Years-of-Age & Over	3.2%	2.8%	2.5%

Source: U.S. Census Bureau

Figure 3: Comparison of Age Distribution, 2017



Source: U.S. Census Bureau, Urban Partners

Current Housing Characteristics

The number of housing units in Luzerne County grew by 3.5% between 2000 and 2017. The vacancy rate increased from 9.7% in 2000 to 14.4% in 2017. The rate of homeownership experienced a slight drop, falling from 70.3% in 2000 to 68.4% in 2017 (see Table 13).

Table 13: Housing Occupancy and Tenure, 2000-2017

	Housing Units 2000 Census	(%)	Housing Units 2010 ACS	(%)	Housing Units 2017 ACS	(%)	% Change 2000-2017
Total housing units	144,686	-	148,515	-	149,737	-	3.5%
- Occupied units	130,687	90.3%	130,855	88.1%	128,247	85.6%	-1.9%
- Vacant units	13,999	9.7%	17,660	11.9%	21,490	14.4%	53.5%
Owner occupied	91,914	70.3%	91,484	69.9%	87,714	68.4%	-4.6%
Renter occupied	38,773	29.7%	39,371	30.1%	40,533	31.6%	4.5%

Source: U.S. Census Bureau

Table 14 below is a detailed breakdown of the Age of Housing Stock for Luzerne County based on tenure. It shows that 53.4% of all housing units in Luzerne County were built before 1960. The Census Bureau also reports that renter-occupied homes are older than owner-occupied homes (56.0% of rental homes housing were built 1960 or earlier, compared to 52.3% of the homeowner homes).

Table 14: Age of Housing Stock by Tenure

	All Units	%	Owner Occupied	%	Renter Occupied	%
All Units	128,247	-	87,714	-	40,533	-
Built 2014 or later	158	0.1%	111	0.1%	47	0.1%
Built 2010 to 2013	1,471	1.1%	1,217	1.4%	254	0.6%
Built 2000 to 2009	8,268	6.4%	6,906	7.9%	1,362	3.4%
Built 1990 to 1999	9,552	7.4%	7,638	8.7%	1,914	4.7%
Built 1980 to 1989	9,804	7.6%	6,872	7.8%	2,932	7.2%
Built 1970 to 1979	19,454	15.2%	12,166	13.9%	7,288	18.0%
Built 1960 to 1969	10,996	8.6%	6,956	7.9%	4,040	10.0%
Built 1950 to 1959	12,950	10.1%	8,476	9.7%	4,474	11.0%
Built 1940 to 1949	11,943	9.3%	7,650	8.7%	4,293	10.6%
Built 1939 or earlier	43,651	34.0%	29,722	33.9%	13,929	34.4%

Source: U.S. Census Bureau

The majority of homes (78.9%) in Luzerne County are one-unit structures - both attached and detached types (see Table 15). According to the 2017 ACS, 94.3% of the homeowners live in residential structures with just one unit. Renter households are more evenly distributed in terms of units in structure, but the largest number of renters (18,420 households, or 45.4% of all rental units) live in one-unit structures.

Table 15: Units in Structure by Tenure

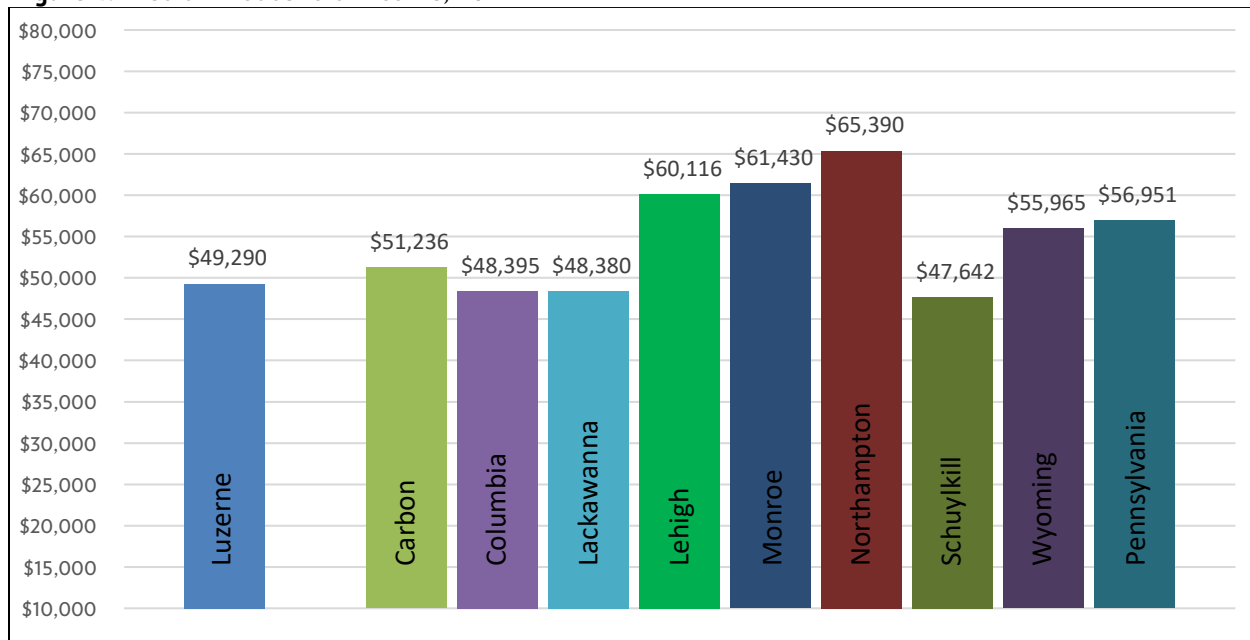
	All Units	%	Owner Occupied	%	Renter Occupied	%
All Units	128,247	-	87,714	-	40,533	-
1 Unit, detached	84,237	65.7%	74,421	84.8%	9,816	24.2%
1 Unit, attached	16,929	13.2%	8,325	9.5%	8,604	87.7%
2 Units	6,825	5.3%	1,407	1.6%	5,418	63.0%
3 or 4 Units	6,497	5.1%	379	0.4%	6,118	112.9%
5 to 9 Units	3,137	2.4%	84	0.1%	3,053	49.9%
10 to 19 Units	1,628	1.3%	31	0.0%	1,597	52.3%
20 to 49 Units	1,545	1.2%	35	0.0%	1,510	94.6%
50 Units or more	3,734	2.9%	47	0.1%	3,687	244.2%
Mobile Home	3,686	2.9%	2,956	3.4%	730	19.8%
Boat, RV, Van, etc.	29	0.0%	29	0.0%	0	0.0%

Source: U.S. Census Bureau

Household Income and Poverty Rate

According to the 2017 ACS, the median household income for Luzerne County households is \$49,290, compared to \$56,951 for the Commonwealth. Within the Region, Luzerne County's median household income ranks 6th among the nine counties—behind Northampton, Monroe, and Lehigh Counties and in front of Columbia, Lackawanna, and Schuylkill Counties (see Figure 4).

Figure 4: Median Household Income, 2017



Source: U.S. Census Bureau, Urban Partners

More than one-quarter (26.0%) of Luzerne County households earn less than \$25,000 annually, compared to 22.0% for the Region and 21.5% for the Commonwealth. On the other end of the household

income spectrum, only 18.7% of Luzerne County households earn more than \$100,000 annually, compared to 22.3% for the Region and 24.9% for the Commonwealth (see **Table 16**).

Table 16: Distribution of Household Income, 2017

	Luzerne County	Greater Eckley Region	Pennsylvania
Household Incomes less than \$10,000	7.4%	6.0%	6.7%
Household Incomes from \$10,000 to \$14,999	6.1%	5.3%	4.8%
Household Incomes from \$15,000 to \$24,999	12.5%	10.7%	10.0%
Household Incomes from \$25,000 to \$34,999	10.9%	10.2%	9.6%
Household Incomes from \$35,000 to \$49,999	13.7%	13.6%	13.1%
Household Incomes from \$50,000 to \$74,999	18.2%	19.0%	18.1%
Household Incomes from \$75,000 to \$99,999	12.6%	13.0%	12.7%
Household Incomes from \$100,000 to \$149,999	12.2%	13.6%	14.0%
Household Incomes from \$150,000 to \$199,999	3.8%	4.7%	5.4%
Household Incomes from \$200,000 or more	2.7%	3.9%	5.5%

Source: U.S. Census Bureau

According to the 2017 ACS, approximately one in seven Luzerne County residents (15.2%) live under the poverty line. The poverty rate for the Region is 12.9% and 13.1% for the Commonwealth (see **Table 17**).

Table 17: Residents Living Under Poverty Level, 2017

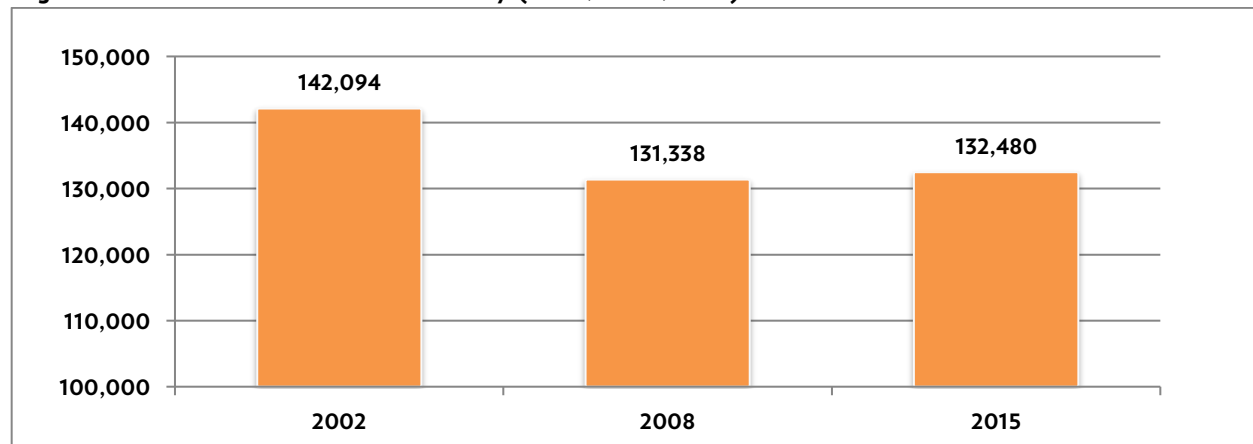
	Luzerne County	Greater Eckley Region	Pennsylvania
Residents Below Poverty Level	46,537	207,262	1,623,537
Residents Below Poverty Level (%)	15.2%	12.9%	13.1%

Source: U.S. Census Bureau

Economic Trends

According to the Census Bureau's *OnTheMap* application, which uses employer payroll tax information to geo-locate jobs within a defined area, Luzerne County has experienced significant job loss in recent years. Luzerne County was home to 142,094 jobs in 2002, and in 2015 the number of jobs diminished to 132,480, equivalent to a decrease of 6.8% (see **Figure 5**).

Figure 5: Jobs Located in Luzerne County (2002, 2008, 2015)



Source: U.S. Census Bureau

Detailed in **Table 18** below, the most significant employment trend for Luzerne County has been the decline of jobs in the Manufacturing sector. From 2002 to 2015, Luzerne County experienced a loss of 5,998 positions in the Manufacturing sector, which is equivalent to a 28.1% decline. Industrial sectors that added a significant number of jobs in Luzerne County are: *Transportation and Warehousing* (5,666 new jobs); *Health Care and Social Assistance* (5,161 new jobs); *Administration & Support, Waste Management and Remediation* (2,562 new jobs); *Accommodation and Food Services* (2,320 new jobs); and *Retail Trade* (1,177 new jobs).

Table 18: Jobs Located in Luzerne County by Industrial Sectors, 2002-2015

	Jobs in 2015	% of All Jobs 2015	Jobs in 2002	% of All Jobs 2002	Change 2002-2015
Health Care and Social Assistance	24,894	17.5%	19,733	14.9%	5,161
Retail Trade	17,750	12.5%	16,573	12.5%	1,177
Manufacturing	15,336	10.8%	21,334	16.1%	-5,998
Accommodation and Food Services	12,378	8.7%	10,058	7.6%	2,320
Transportation and Warehousing	12,066	8.5%	6,400	4.8%	5,666
Educational Services	10,366	7.3%	9,617	7.3%	749
Admin & Support, Waste Management/Remed.	9,829	6.9%	7,267	5.5%	2,562
Wholesale Trade	6,774	4.8%	6,447	4.9%	327
Finance and Insurance	5,350	3.8%	5,164	3.9%	186
Construction	4,889	3.4%	5,575	4.2%	-686
Public Administration	4,837	3.4%	5,666	4.3%	-829
Professional, Scientific, and Technical Services	4,163	2.9%	4,289	3.2%	-126
Other Services (excluding Public Admin.)	3,791	2.7%	4,297	3.2%	-506
Information	2,794	2.0%	3,293	2.5%	-499
Utilities	2,166	1.5%	2,511	1.9%	-345
Management of Companies and Enterprises	1,847	1.3%	1,079	0.8%	768
Arts, Entertainment, and Recreation	1,429	1.0%	1,380	1.0%	49
Real Estate and Rental and Leasing	919	0.6%	1,307	1.0%	-388
Mining, Quarrying, and Oil and Gas Extraction	483	0.3%	340	0.3%	143
Agriculture, Forestry, Fishing and Hunting	33	0.0%	150	0.1%	-117

Source: U.S. Census Bureau

The *OnTheMap* application reports that 92,045 out of the 142,094 employed residents work inside Luzerne County, meaning 35.2% of employed residents commute elsewhere for work. In 2002, 26.9% of employed Luzerne County residents commuted outside the County for work (see Table 19).

Table 19: Commuting Destination for Employed Luzerne County Residents, 2002-2015

	Jobs in 2015	% of All Jobs 2015	Jobs in 2002	% of All Jobs 2002	Change 2002-15
Luzerne County	92,045	64.8%	96,869	73.1%	-5.0%
Lackawanna County	10,453	7.4%	8,288	6.3%	26.1%
Schuylkill County	4,267	3.0%	3,733	2.8%	14.3%
Columbia County	3,296	2.3%	2,845	2.1%	15.9%
Lehigh County	2,137	1.5%	1,905	1.4%	12.2%
All Other Locations	29,896	21.0%	18,840	14.2%	58.7%

Source: U.S. Census Bureau

MARKET ANALYSIS

MARKET ANALYSIS

Introduction

As part of Strategic Plan for Eckley Miners' Village, Urban Partners has conducted a market assessment of various potential new uses for Eckley which appear most likely to generate the revenue necessary to make required physical improvements to the individual structures in the Village. Markets examined for this analysis include:

- institutional uses—including a training and research facility;
- event uses—weddings and conferences;
- lodging—B&B/small inns and lodging related to weddings;
- vacation rentals—longer-term rentals typically associated with ski and summer seasons; and
- housing—traditional rental housing and curated homes/long-term rentals, as well as condominiums sold to individual owners.

For each market type, we have examined the supply and demand of similar uses within the Greater Eckley Region study area through qualitative research, quantitative secondary data research, and whenever possible, discussions/inquiries with facility operators of each market type as well as real estate professionals familiar with these markets in the region.

Other uses were initially considered for Eckley in addition to the ones identified above, including offices, a restaurant, and retail. However, due to its relative isolation and lack of regional population growth, we don't believe these are currently viable markets. Once the Rails to Trails connection is completed from Hazleton to Eckley, there would likely be a market for trail-serving retail which potentially could be accommodated at the existing Company Store.

Training/Research Facility

A reuse concept with potential for Eckley Miners' Village is a training/research facility. One or two structures could be used by education programs—secondary, college-related, continuing education, and training—focusing on Eckley-related educational themes: archeology; new energy industries; and historic property rehabilitation and maintenance. The facility could also be used for meetings.

New Energy Industries

Coal is a diminishing industry in this current age of renewable energy advancements, with the 'New Green Deal' seeking to end all fossil fuel energy sources. But sooner than that, abundant natural gas in Pennsylvania—a much cleaner-burning energy source—is threatening the coal industry and the jobs of its workers.

As Eckley lies in the heart of anthracite coal country, ideas have been raised to establish a training center there that could offer classes, career counseling, and job placement assistance to Pennsylvania's

coal-related workforce to ensure that they can successfully transition into new careers, particularly in industries in the region that are growing. In other coal regions, including West Virginia and Wyoming, training efforts have successfully transitioned coal workers into such careers as installing solar panels, constructing wind turbine farms, agriculture-related jobs, and computer coding, among others.

Figure 6: A Training Seminar for Former Coal Workers



Source: Coalfield Development

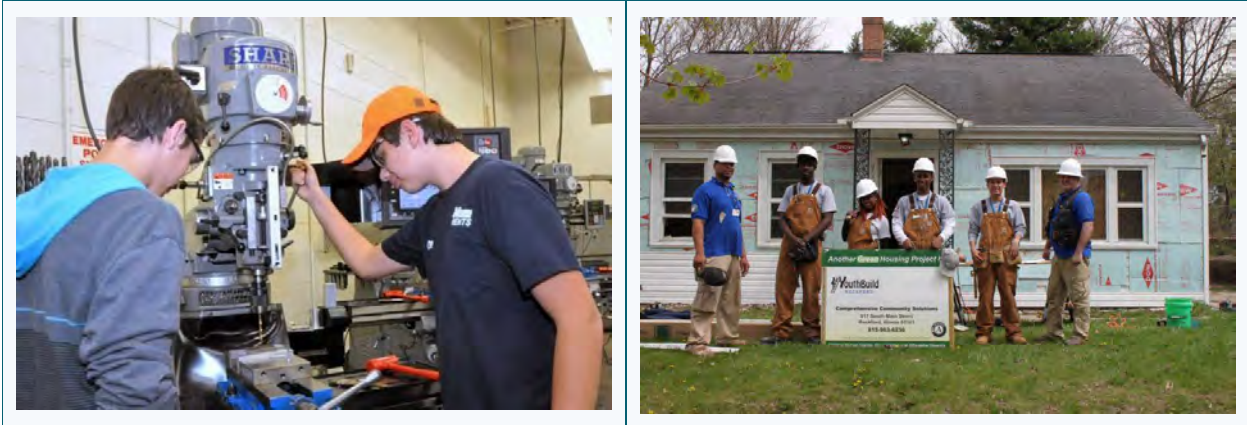
Training organizations include private companies that produce these goods and services as well as non-profits that specialize in the career-transitioning workforce. Coalfield Development in West Virginia is an example organization. Community colleges and universities are also typical partners. These entities would all require a training facility to offer these services in Northeast Pennsylvania. Eckley could potentially provide that facility – one that could be shared by all entities working to help transition the coal-related workforce to new industries.

Property Rehabilitation and Maintenance

The Hazleton Area Career Center is a program of studies available to all students attending the Hazleton Area School District that places a strong emphasis on career awareness. The Center's Career Pathway program encourages students to establish a career path which will provide a smooth transition between high school and a career, or college. The Career Center offers seventeen approved programs, one of which is Construction Technology. Students are able to earn credits at many post-secondary institutions in Pennsylvania through SOAR (Students Occupationally and Academically Ready). These credits are free to the student.

Students in the Construction Technology program begin to learn the processes involved in the construction field that are necessary to gain employment, especially those related to residential home construction. Students learn basic safety, blueprint reading, the safe use of hand and power tools, and the different types of materials used in construction. The curriculum advances to instruction about masonry, foundations, floor systems, wall systems, doors and windows, interior and exterior finishes, and roof systems. The course prepares students for studies in a related trade school or college program.

Figure 7: Hazleton Career Center and YouthBuild Students



Source: Standard Speaker, YouthBuild

YouthBuild is another program with a potential application to Eckley. YouthBuild programs give low-income young people the opportunity learn construction skills through building affordable housing and other community assets such as schools, playgrounds, and community centers. They spend half their time in academic programming and the other half learning skills in construction. For unemployed young people who left high school without a diploma, YouthBuild is an opportunity to reclaim their educations, gain the skills they need for employment, and become leaders in their communities. YouthBuild USA has built a robust network of 252 urban and rural YouthBuild programs in 46 states, including one in nearby Allentown. They are sponsored and managed by local nonprofits, community colleges, and public agencies. Their primary funding source is the US Department of Labor (DOL) through the authorized federal YouthBuild program administered by the Employment and Training Administration at DOL.

In addition to these two programs, Job Corps is the largest nationwide residential career training program in the country and has been operating for over 50 years. The program helps eligible young people ages 16 through 24 complete their high school education, trains them for meaningful careers, including building construction, and assists them with obtaining employment. Students have access to room and board while they learn skills in specific training areas for up to three years. Job Corps graduates either enter the workforce or an apprenticeship, go on to higher education, or join the military. The Keystone Job Corps Center is located in nearby Drums.

This type of program could have a two-fold impact on Eckley Miners' Village. First, Eckley could be a hands-on laboratory for such a construction technology program, offering an emphasis on historic property rehabilitation. Students could apply their acquired skills to the houses and buildings at Eckley, providing actual rehabilitation and renovation work to the structures. The students could also assist with rehabbing a training facility at Eckley. At the same time, the training facility could provide on-site learning space for these students as part of the program's curriculum.

To gauge the potential interest of the Hazleton Area Career Center in the expansion of its curriculum to include assisting with the rehabilitation of houses at Eckley Miners' Village as well as an on-site

educational presence, we contacted the program's teacher. We asked him if he thinks there is potential for this concept, and if there might be interest on the part of the Construction Technology program in having students contribute toward the rehabilitation of the buildings at Eckley as part of the program/curriculum. We did not receive a response from the school district regarding their interest or capacity for such a program or partnership.

Archaeology

The University of Maryland Archaeological Field School is holding its fourth year of excavations at Eckley Miner's Village in 2019. These excavations are intended to increase the knowledge about patch town life, telling a complete story of the people who used to live there by examining the material culture of Eckley. The archaeology is a method to understand the life stories of earlier immigrants and miners, particularly in instances where no written records exist. The archeological remains uncovered through the excavations at Eckley can also indicate a vast amount of detail about the roots of the coal industry.

To date, this activity has been largely outside; there is currently no dedicated indoor space at Eckley for the university to hold classes or other educational events related to archaeology. We contacted the Chair of the anthropology department at the university, who heads the archaeological digs, to inquire if the university had any facility needs for its program that could be accommodated at Eckley.

Figure 8: University of Maryland Archaeologists at Eckley



Source: University of Maryland

Specifically, we asked if the university would consider one of the buildings at Eckley for a training or research facility, and if they would need such a facility based on the work the program conducts there. We inquired if the university could use any associated lodging for faculty and staff while at Eckley for digs and other educational activities that could potentially be accommodated in some of the houses. We also asked how often the university would need the facility and when; how many students and staff would need to be housed and for how long; and if the students, staff, or university could pay rent for the housing.

The Chair responded that the most use of an educational facility at Eckley for the University of Maryland would be during summers. However, PhD students may want to use it during the school semester if they are working on research for their dissertations. He suggested that five to 10 students and staff could use lodging during the summer for approximately six to eight weeks. If PhD students are there during the term, it will only be one or two weeks. He said the students, staff, or university could pay rent for the housing. However, the university will not invest any money into the rehab of a building unless there were outside grants also contributing toward the project. He said he is willing to advance any proposals through the university.

Training/Research Facility Potential

An institutional use considered for Eckley Miners' Village is a shared research/training facility that could be used by education programs focusing on Eckley-related educational themes: archeology; new energy industries; and historic property rehabilitation and maintenance. We received a positive response from the University of Maryland regarding such a facility—including housing—for their program. Since the university would not need the facility full-time, there are opportunities to share its use with other programs, including training for new energy industry careers and secondary education curriculum with local schools. We did not receive a response from the Hazleton Area School District inquiring about their interest in such a program. However, we believe this concept for Eckley has significant potential. This type of use for Eckley has support from area elected officials as well.

Events Use Market

Wedding Venue

The market for unusual wedding venues represents a key niche within the overall wedding marketplace and one that tends to generate higher than average fees. Eckley Miners' Village can provide an unusual environment for these weddings; the two historic churches can provide the wedding sites, while the Sharpe House could be the centerpiece for receptions, with an adjacent tent or pavilion to accommodate larger groups.

The wedding venue could be operated by an existing local wedding venue proprietor or caterer as an expansion to their business. The challenge to this approach is identifying an entity with sufficient nearby scale to efficiently operate a secondary or satellite operation.

To determine the potential for the use of Eckley as a wedding venue, we examined market supply, demand, and pricing for existing wedding venues throughout the nine-county Greater Eckley Region. Within an area of approximately 40 miles from the site, we have identified more than 85 venues of various types that host weddings, 18 of which are within 20 miles of Eckley (see **Appendix 1** for a full inventory). These venues range from resorts and country clubs to mansions and barns.

Most of the venues in the region have on-site commercial kitchens or restaurants that prepare the food for the wedding event. The remaining venues offer event spaces only, with the opportunity to use an outside caterer that prepares the food off-site and brings it to the venue. Some have small kitchens for

warming and staging the food. This later scenario – offering event space(s) for the wedding with food prepared off-site by a caterer – is the likely arrangement at Eckley if it were to become a wedding venue.

As a result, we focused our research on wedding venues in the region that rent just the space for the event and do not include food. Within the Greater Eckley Region, we have identified 11 existing wedding venues of this type that appear to best represent the range of the area’s current variety and supply that would be most geographically and physically competitive with Eckley (see Table 20).

Table 20: Wedding Venues in the Region Geographically and Physically Competitive with Eckley

Name	Address	Street	City	Distance in Miles
Mauch Chunk Ballroom	41	W. Broadway	Jim Thorpe	11
Catalpa Grove at Lakewood Park	26	Park Avenue	Barnesville	16
Pump House Weddings and B&B	623	State Road	Bloomsburg	24
Shadyrill Farm	315	Loyalville Road	Dallas	25
Mountain View Barn Rentals	979	Ridge Road	Orangeville	25
Irem Pavilion	70	Ridgway Drive	Dallas	25
Friedman Farms	138	Wyoming Road	Dallas	25
Stone Meadow Gardens	1273	Country Club Road	Clarks Summit	34
The Barn at Glistening Pond	421	Pine Hill Road	Falls	34
Wallenpaupack Creek Farm	674	S. Sterling Road	South Sterling	34
Historic Watres Lodge at Lacawac Sanctuary	94	Sanctuary Road	Lake Ariel	39

Source: *The Knot, Wedding Wire, Wedding Spot, Individual Websites*

Figure 9 describes these venues in greater detail, including rental rates and bookings.

Figure 9: Details for Wedding Venues Geographically and Physically Competitive with Eckley

	Mauch Chunk Ballroom Jim Thorpe, PA <u># of Guests Accommodated:</u> 100 <u>Rates:</u> \$5,600 any day <u>Dates Booked:</u> N/A
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Catalpa Grove at Lakewood Park Barnesville, PA

of Guests Accommodated: 250

Rates:

- April – November
 - \$2,200 (wkday) - \$9,800 (wkend)
 - \$5,800 (Saturdays-only)
- December – March
 - \$1,900 (wkday) - \$8,800 (wkend)
 - \$5,200 (Saturdays-only)

Dates Booked (9/19-8/20):

- 2019: 4 Saturdays, 10 other days
- 2020: 5 Saturdays, 27 other days



Pump House Weddings/B&B Bloomsburg, PA

of Guests Accommodated: 75-180

Rates:

- April – November
 - \$4,100 (Sun-Mon)
 - \$8,000 (Fri-Sat)
 - \$9,500 (Fri-Mon)
- December – March
 - \$6,000 (Fri-Sun)

Dates Booked (4/19-11/19):

- Fri-Sun: 30 (5 sold out months)
- Sun-Mon: 24



Shadyrill Farm Dallas, PA

of Guests Accommodated: 175

Rates: \$3,000 any day

- Does not include chairs

Dates Booked: N/A



Mountain View Barn
Orangeville, PA

of Guests Accommodated: 160

Rates: \$2,500 any day

Dates Booked (1/19-12/19):

- Fri-Sun: 27 (May, June, July sold out)



Irem Pavilion
Dallas, PA

of Guests Accommodated: 500

Rates:

- Mid-May – Mid-November
 - o \$1,600 (Friday or Sunday)
 - o \$2,100 (Saturday)

Dates Booked (5/19-11/19):

- Friday: 6
- Saturday: 19 (June, July, Sept sold out)



Friedman Farms
Barnesville, PA

of Guests Accommodated: 200

Rates:

- May – October
 - o \$3,800 (Sunday)
 - o \$4,500 (Friday)
 - o \$4,800 (Saturday)
- November – April
 - o \$3,550 (Sunday)
 - o \$4,250 (Friday)
 - o \$4,550 (Saturday)

Dates Booked (1/19-12/19):

- Friday/Sunday: 5
- Saturday: 26 (July, Sept, Oct sold out)



Stone Meadow Gardens
Clarks Summit, PA

of Guests Accommodated: 200

Rates:

- May – November
 - o \$4,000 (Sunday)
 - o \$5,000 (Saturday)

Dates Booked (5/19-11/19):

- Sunday: 3
- Saturday: 17 (Aug, Sept, Oct sold out)



Barn at Glistening Pond
Falls, PA

of Guests Accommodated: 200

Rates:

- Year-round
 - o \$4,800 (Sunday)
 - o \$5,200 (Friday)
 - o \$5,500 (Saturday)

Dates Booked (1/19-12/19):

- Friday/Sunday: 27
- Saturday: 35 (May, June, July, Aug, Oct sold out)



Wallenpaupack Creek Farm
South Sterling, PA

of Guests Accommodated: 200

Rates:

- May 1 – November 15
 - o \$7,200 (Fri-Sun)

Dates Booked (1/19-12/19):

- Fri-Sun: 16 (Sept, Oct sold out)

	Historic Watres Lodge Lake Ariel, PA # of Guests Accommodated: 40-200 Rates: • May – October ○ \$3,500-\$5,500 (Friday) ○ \$3,750 (Sunday) ○ \$3,500-\$6,000 (Saturday) Dates Booked: N/A
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As indicated in Figure 9, there are a variety of styles, price-points, and availability among the numerous wedding venue options potentially comparable to Eckley Miners' Village. These venues exist in the formats of mansions, barns, pavilions, and lodges. Several have outdoor space for fair weather events, including the use of tents.

The venues identified typically host between 40 and 500 people. For example, the Historic Watres Lodge can accommodate only 40 guests in the lodge itself, but the carriage house can hold 100 while the lawn (with use of a tent) can hold 200. Most of the venues described in Figure 1 can hold up to 200.

Rates for weddings vary as well. While the Mountain View Barn in Orangeville and Shadyrill Farm in Dallas charge \$2,500 and \$3,000 respectively for the use of their facility for weddings any day of the year, most venues have higher fees and tier their pricing based on season, day of the week, or both. Several venues avail their facility as a weekend package.

Saturday evenings in May, June, September, and October are the most attractive dates for rentals of quality facilities for weddings. Rental rates on these dates range from \$2,100 at the Irem Pavilion in Dallas to \$6,000 at the Historic Watres Lodge in Lake Ariel. Most venues charge in the \$5,000 to \$6,000 range for a peak Saturday. Full weekend packages range from \$7,200 at Wallenpaupack Creek Farm in South Sterling to \$9,800 at Catalpa Grove at Lakewood Park in Barnesville, just 16 miles from Eckley. This is a brand-new venue opening in September 2019.

Several of the venues identified in Figure 4 are in high demand for bookings. Catalpa Grove, though not open yet, has several Saturdays already booked for the fall of 2019. For 2020, this venue has 32 dates reserved, including 5 Saturdays. The owners report that 2020 dates are filling up fast. Seven of the venues examined have all Saturdays in at least two months of 2019 sold out. Several venues have three or four months of Saturdays sold out in 2019.

To gain an understanding of the potential interest among existing venue operators in expanding their business to operate weddings at Eckley, we contacted several among those examined. The

owner/operator of Pump House Weddings and B&B in Bloomsburg responded. That operator purchased the former oil pumping station with several out-buildings ten years ago, starting the business as a bed and breakfast and expanding to a wedding venue with on-site lodging. He believes unique wedding venues in the region are in high demand and thought Eckley could make a good venue and attract significant interest. He indicated conditional future interest in expanding his business to operate weddings at Eckley, understanding the investment that would be necessary.

In many instances, catering companies are the entities that operate wedding venues and often become the preferred caterer for events held at the venue. They can choose to purchase the venue or rent it. As a renter, the operator could invest capital into the facility while paying a reduced rent and fee to the owner while the construction loan amortizes. This would be the scenario if this use were to occur at Eckley since the Commonwealth owns the property.

To further understand the potential demand for a wedding facility operation at Eckley Miner's Village, as well as to determine any other potential interest in operating such a facility, we researched all caterers in the Greater Eckley Region. Within an area of approximately 40 miles from the site, we have identified approximately 50 companies that cater weddings. We further refined this list to 15 caterers that appear to be of a higher quality that offer the food and service appropriate for an event to be held at Eckley (see Table 21).

Table 21: Upscale Caterers in the Greater Eckley Region

Name	Address	Street	City
Constantino's Catering	458	Drinker Street	Dunmore
Epicurean Delight	1402	Route 92	Tunkhannock
Fire & Ice on Toby Creek	111	S. Main Street	Kingston
Divine Catering	4200	William Penn Highway	Easton
Mayberry Hospitality	115	Liberty Valley Road	Danville
Capriotti's	1	Banks Avenue	McAdoo
Lucy's Catering	335	Golf Course Road	Berwick
Apple Tree Terrace	4	Newberry Estate	Dallas
Premier Catering & Events	1345	N. Church Street	Hazleton
The Woodlands	1073	Route 315	Wilkes Barre
Old Homestead Golf Club	6598	Route 309	New Tripoli
Cathy's Creative Catering	752	Front Street	Catasauqua
Grico's Catering	1074	Wyoming Avenue	Exeter
Stirna's Restaurant	120	W. Market Street	Scranton
Endless Mountain Catering	533	Route 92	Tunkhannock

Source: Individual Websites

We asked each a variety of questions regarding the potential for Eckley Miners' Village as a wedding venue based on their experience in the industry. Specifically, we inquired about demand for catered weddings in the Greater Eckley Region; if they thought there was demand for an additional unique wedding venue in the area; if they thought Eckley would be a good site for weddings; if they would

consider catering a wedding at Eckley; and if they would consider investing in capital improvements to Eckley to establish it as a wedding venue.

Multiple caterers responded to the inquiry and there was a common sentiment among the responders that Eckley appeared to be a favorable site for hosting a wedding. All responding caterers indicated that demand is high in the area for weddings and that there is room in the market for an additional unique venue, though one respondent cautioned that non-traditional weddings only constitute 10% of the total market. Each of the responding caterers indicated that Eckley appeared to be a good site for weddings, whether inside or out. Each caterer indicated that they would host a wedding at Eckley. When asked about investing as a wedding operator, most were reluctant to indicate more than an interest without a further developed plan. However, two caterers—Capriotti’s in McAdoo and Lucy’s in Berwick—expressed a desire to be a part of the planning process should this use be pursued.

Complementary Events Venue

Though weddings tend to generate the highest fee income, once a venue is established, the overall use can be expanded to include other events, retreats, and conferences during time periods less prime for wedding use. While the Sharpe House could hold such events once it is rehabilitated for weddings, certain events could be accommodated immediately at the Eckley Visitors’ Center. The auditorium could host up to 120 guests for an event and the museum itself could accommodate both standing and smaller sit-down events.

Several of the wedding venues we examined in detail offer space for such complementary events. Within the Greater Eckley Region, rates for events other than weddings at the venues identified range between \$300 and \$800 depending on the length of the event:

- Mauch Chunk Ballroom: \$125/hour
- Pump House Weddings and B&B: \$300
- Irem Pavilion:
 - 100 guests for 7 hours: \$450
 - 200 guests for 8 hours: \$625
 - Up to 500 guests for 8 hours: \$800
- Historic Watres Lodge:
 - Lodge: \$500
 - Carriage House: \$650

Caterers in the region that would serve weddings at Eckley could also serve the complementary events.

Events Use Potential

Our research of the area wedding venue market identified a multitude of facilities in the Greater Eckley Region of varying sizes, formats, styles, and price-points. While there is significant supply—including a brand-new venue nearby to open in September 2019—there is also significant demand for these venues as indicated by robust bookings and many sold-out dates into 2020. We also identified a series of caterers in the area who indicated that there is demand in the Greater Eckley Region for additional unique wedding venues. Furthermore, the venue operators and caterers had overall positive impressions of Eckley as a wedding venue. Some expressed interest in the potential to be the operator once plans have developed further.

Therefore, it appears that the market conditions in the Greater Eckley Region could support a unique wedding and events venue as a new use opportunity at Eckley. The potential also exists to supplement the event venue use with related overnight lodging (discussed below in the Lodging section). Based on the market conditions we have observed, it appears that weddings and events at Eckley could command the following rates:

- Peak season: \$5,300 on Saturdays; \$4,800 on Fridays, \$4,400 on Sundays, \$2,200 mid-week
- Off-season: \$4,500 on Saturdays; \$4,000 on Fridays, \$3,600 on Sundays, \$2,200 mid-week
- Smaller Weddings (Sharpe House Only): \$3,700 on Saturdays; \$3,500 on Fridays or Sundays, \$2,200 mid-week
- \$400 for a five-hour event other than a wedding

Lodging

A collection of buildings could be operated as lodging at Eckley Miners' Village—either as independent accommodations or in conjunction with the wedding venue. Eckley Miners' Village would be attractive to the historically-oriented sub-market visiting the Poconos area for more than just its recreational and visual attractions.

In the United States, we tend to think of lodging in the hotel/motel format with 60 to 300 rooms, generally in a single building, ranging from limited service facilities offering no dining to full-service facilities with eating and drinking services and sometimes including meeting space. Occasionally, actual bedroom units are divided into multiple buildings supported by a central reception/services hub. The typical hotel room is 288 SF; in theory, each smaller Eckley structure could accommodate three or four such rooms. Therefore, it might be possible to utilize 12 to 15 structures to achieve a scale of perhaps 60 units for operational efficiency.

Alternatively, a nearby operator of a more traditional hotel could extend its operations to support some collection of these structures as an auxiliary operation to its hotel. The historic lodging facilities at Williamsburg, for instance, operate as an annex to the Williamsburg Inn. However, our efforts to find interest from Eckley area hotel operators have thus far yielded no response; therefore, as of this point, we are focusing on more limited lodging options. The chief limitation to this approach is identifying an entity with sufficient nearby scale to efficiently operate what is likely to be a satellite or limited-scope activity.

To understand this market and its potential at Eckley, we examined various lodgings in the Greater Eckley Region, including bed & breakfasts, smaller inns, and wedding-related lodging.

Bed & Breakfast/Smaller Inn

Bed & breakfast (B&B) facilities can exist in different styles. Most typically, they take the form of the "traditional" model, where the property serves as the home of a family. Another model is one with an "independent operator", where the operator exists remotely. In the case of lodging at Eckley, the collection of buildings chosen for lodging would be managed through an independent operator. The local B&B and smaller inn market provides insight on supply, demand, and pricing for this type of lodging as an indicator for its potential as a use at Eckley.

The B&B market analysis for the Eckley Miners' Village focuses on an area extending approximately 20 miles from the site within the Greater Eckley Region, including Jim Thorpe—approximately 11 miles from Eckley—where there is a concentration of B&Bs. We identified eight facilities in this area that could be considered comparable to potential lodging considered for Eckley (see Table 22). Figure 10 describes these venues in greater detail, including number of rooms, rates, and bookings.

Table 22: Sample Bed & Breakfasts in the Greater Eckley Region

Name	Address	Street	City
The Inn at Hickory Run	9	Tribbles Lane	White Haven
Emily's Bed & Breakfast	57	Quality Road	Lattimer
The Parsonage B&B	61	W. Broadway	Jim Thorpe
The Inn at Jim Thorpe	24	Broadway	Jim Thorpe
The Inn at Birch Wilds	3236	W. Lizard Creek Road	Lehighton
Albright's Farmhouse B&B	1793	Route 534	Albrightsville
Bischwind Inn B&B	1	Coach Road	Bear Creek
Kaier Mansion B&B	729	E. Centre Street	Mahanoy City

Source: Individual Websites

Figure 10: Details for Bed & Breakfasts in the Greater Eckley Region

	The Inn at Hickory Run White Haven, PA # of Rooms: 4 Rates: \$165-\$190 Features/Amenities: Private baths with whirlpool tubs, fireplaces, free wifi, surround-sound, entertainment area with big-screen TV Availability: All weekend nights are booked for next 3 months (through Nov 2019)
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Emily's Bed & Breakfast

Lattimer, PA

of Rooms: 4 **Rates:** \$105-\$125

Features/Amenities:

Private baths, antique furnishings, vintage wall coverings, sitting room with TV, porches with rocking chairs

Availability:

N/A



The Parsonage B&B

Jim Thorpe, PA

of Rooms: 4 **Rates:** \$182-\$240

Features/Amenities:

Private baths, free wifi, coffee bar

Availability:

All weekend nights are booked for next 2 months (through Oct 2019)



The Inn at Jim Thorpe

Jim Thorpe, PA

of Rooms: 62 **Rates:** \$174-\$284

Features/Amenities:

Private baths, Victorian furnishings, free wifi, satellite TV, coffee makers, mini refrigerators in suites, fireplaces, Jacuzzis

Availability:

Most weekend nights are booked for next 3 months (through Nov 2019)



The Inn at Birch Wilds

Lehighton, PA

of Rooms: 4 **Rates:** \$250-\$350

Features/Amenities:

Private baths, free wifi, satellite TV, mini refrigerators, fireplaces, Jacuzzis

Availability:

Most weekend nights are booked for next 3 months (through Nov 2019)



Bischwind Inn

Bear Creek, PA

of Rooms: 8 **Rates:** \$220-\$310

Features/Amenities:

Private baths with Jacuzzis, free wifi, satellite TV, electric fireplaces, deck, pool

Availability:

Several weekend nights are booked for next 2 months (through Oct 2019)



Kaier Mansion B&B

Mahanoy City, PA

of Rooms: 5
Rates: \$85 (shared bath)-\$175 (suite with private bath)

Features/Amenities:

Antiques, stained glass, tapestries, cable, free wifi

Availability:

Most weekend nights are booked for next 3 months (through Nov 2019)

As indicated in Figure 10, the smaller B&Bs identified have 4 to 8 rooms, which would only constitute three or four Eckley houses. The Lodge at Jim Thorpe has over 60 rooms—a much larger operation.

Nightly rates for the B&Bs examined generally fall within the \$200 to \$300 range, though there are some outliers. The Kier Mansion B&B in Mahanoy City is on the lower end, with rates ranging from \$85 for a room with a shared bath to \$175 for a private suite. However, the amenities offered appear to mostly match those at the other B&Bs. On the upper end is the Inn at Birch Wilds in Lehighton, where nightly rates range from \$250 to \$350. These rooms offer fireplaces and Jacuzzis, which likely adds the premium.

These B&Bs appear to be in high demand. Among those with availability listed, as of August 2019, several have most weekend nights booked for the next two to three months. The Inn at Jim Thorpe is fully booked every weekend through the end of November 2019, and the Parsonage B&B is fully booked each weekend through the end of October 2019. Several of the facilities have multiple weeknights occupied, mostly Thursdays, as well as some Sunday nights.

To gain a further understanding of the potential demand for lodging at Eckley Miners' Village, as well as to identify any potential interest in operating such lodging, we contacted each of the B&B operators listed in Table 22. We asked each operator a variety of specific questions regarding the lodging use potential, including if they think there's demand for additional lodging in the area of this type; if they are familiar with Eckley Miners' Village and what they think of the site as a location for a lodging; and if they would have any interest in expanding their business, and if so, if they'd consider operating lodging at Eckley.

The proprietor of the Parsonage B&B in Jim Thorpe responded with positive feedback about Eckley and its potential to host lodging. He indicated that today's travelers seek a unique experience and the area will support additional 'experience-based' or otherwise non-traditional lodging. He said he is very familiar with Eckley and noted that this is exactly the type of unique experience that can be transformed into an appealing, unique lodging and possibly food and beverage destination. He said this will add to the region's overall draw of visitors. The proprietor indicated that he and his partner are considering a business expansion. They cannot yet commit to an additional development project at this time but offered their hospitality insight and connections within the local tourism industry as resources to the project should it advance.

Wedding-Related Accommodations

Within the lodging realm, there is a sub-category related to weddings where the wedding venue offers on-site lodging. While the lodging is available to all guests, it typically fills up from the wedding event guests, at least during weekends. At some wedding venues we researched, these accommodations are available as cabins or cottages, similar to what lodging at Eckley Miners' Village could potentially offer. Three we have identified include Pump House Weddings and B&B in Bloomsburg, the Historic Watres Lodge in Lake Ariel, and Memorytown Country Inn & Cottages in Mt. Pocono (see **Figure 11**).

Figure 11: Sample Wedding-Related Cottages in the Greater Eckley Region



Pumphouse Weddings/B&B
Bloomsburg, PA

of Cottages: 3 (1BRs)

Rates:

- Mon-Thurs:
o \$135 - \$155
- Fri-Sun:
o \$145 - \$165

Availability:

All weekend nights are booked for into late 2019 – all for weddings



Historic Watres Lodge
Lake Ariel, PA

of Cottages: 4 (2BRs)

Rates:

- Nightly: \$150

Availability:

Most weekends are booked for next two months (through October 2019)



Memorytown Country Inn & Cottages
Mt. Pocono, PA

of Cabins: N/A (1BR)

Rates:

- Nightly: \$159 - \$239

Availability:

Most weekends are booked for next two months (through October 2019)

The wedding-related cottages identified in Figure 11 have similar amenities—private bathrooms, air conditioning, wifi, and some have fireplaces. They do not have kitchens. Nightly rates for all facilities are in the vicinity of \$150 per night. Availability is somewhat limited for the next several months; most weekends are booked through the upcoming 2019 fall wedding season.

Lodging Use Potential

Our research of the area lodging market identified a multitude of B&Bs/smaller inns, cottages and cabins, and wedding-related lodging facilities in the Greater Eckley Region of varying sizes, styles, and price-points. Of the sample of lodgings available in the area, there is significant demand for these venues as indicated by robust bookings and many sold-out dates throughout the rest of 2019, particularly for the B&B rooms, wedding-related lodging, and cottages/cabins.

Among the many B&B, hotel, and cabin operators we contacted, some lodging operators that responded had overall positive impressions of Eckley as a unique lodging venue. Two such proprietors expressed some degree of interest in the potential to be the operator once plans have developed further.

Therefore, it appears that the market conditions in the Greater Eckley Region could support unique overnight lodging as a new use opportunity at Eckley. Based on the market conditions we have observed, it appears that lodging could command the following rates:

Eckley is likely to achieve rates at about 60% of the top prices in Jim Thorpe. This would price Eckley rooms with bath at about \$140 per night. On weekend nights in peak wedding season, based on the rates achieved by other wedding operators, we would expect pricing at about \$165 per night per room.

Seasonal Rentals

Another form of accommodations we examined to identify the longer-term vacation rental market for Eckley Miners' Village are cottages/cabins and vacation rental homes—most popular during the peak ski and summer seasons. Unlike lodging, all these types of units typically have full kitchens and in-unit laundry facilities to accommodate longer stays, though most are available nightly as well.

We examined the area cottage/cabin and vacation rental market to gain insight on supply, demand, and pricing for this type of lodging within the Greater Eckley Region as an indicator for its potential at Eckley.

Cottages and Cabins

Typically, cottage/cabin operations exist as a small grouping of units managed by a sole operator. In some instances, an operator manages several scattered cottages or cabins. Within an area of approximately 40 miles from Eckley Miners' Village, we have identified several cottage and cabin operations that could be considered comparable to potential lodging considered for Eckley (see Table 23). Figure 12 describes these units in greater detail.



Echo Valley Cottages

East Stroudsburg, PA

of Cabins: 5

Rates:

- Winter
 - o Nightly \$125 (1BR) - \$188 (2BR)
- Summer
 - o Nightly: \$150 (1BR) - \$188 (2BR)
- Other Times
 - o Nightly: \$125 (1BR) - \$175 (2BR)

Availability:

Most weekends are booked for next two months (through October 2019)



Hemlock Cottages

Tobyhanna, PA

of Cabins: Multiple

Rates:

- Winter/Summer/Other Times
 - o Nightly: \$130 (1BR) - \$180 (2BR)
 - o Wkly: \$700 (1BR) - \$900 (2BR)

Availability:

N/A



Magnolia Streamside Cottages

Canadensis, PA

of Cabins: 6

Rates:

- Winter/Summer/Other Times
 - o Nightly: \$195 (1BR) - \$495 (3BR)

Availability:

Most weekends are booked for next three months (through November 2019)

As indicated in Figure 12, the cottage and cabin outfitters identified have 6 to 10 cabins, which would constitute several Eckley houses. Most of the cabins have full kitchens, televisions, and wifi. Some have fireplaces and air conditioning. Countryside Cottages have common-area amenities including an outdoor pool, tennis courts, and playground.

Nightly rates for the cottages and cabins examined fall within two basic price-points, depending on the age and quality. Cabins-4-Rent, Countryside Cottages, and Magnolia Streamside Cottages are on the higher end, with rates ranging from approximately \$200 per night during their peak season for smaller one- or two- bedroom cottages to more than \$500 for three- or four-bedrooms. The more modest facilities, with smaller cottages, charge between about \$125 per night for a one-bedroom to \$190 for a two-bedroom.

Most of these facilities offer cottages and cabins by the week as well. The higher-quality ones mentioned above charge rates between \$800 and \$3,400 during peak season, depending on the size. The more modest Hemlock Cottages' rates range from \$700 to \$900 per week for one- and two-bedroom cabins respectively.

Like the B&Bs, these cottages and cabins appear to be in relatively high demand. While none are completely booked, among those with availability listed, as of August 2019, all have most weekend nights booked for the next two to three months (through October and November 2019).

To gain a further understanding of the potential demand for a lodging at Eckley Miners' Village, as well as to identify any potential interest in operating such lodging, we contacted each of the cottage and cabin operators listed in Table 23. We asked each operator the same questions as those posed to the B&B operators, including if they think there's demand for additional lodging in the area of this type; if they are familiar with Eckley Miners' Village and what they think of the site as a location for a lodging; and if they would have any interest in expanding their business, and if so, if they'd consider operating lodging at Eckley. As of the writing of this report, we did not receive any responses from cottage and cabin operators.

Ski Resort-Related Vacation Rentals

Vacation rentals in the Greater Eckley Region are often individual condominium townhomes associated with a ski resort, being marketed, booked, managed, and maintained by a real estate or management company affiliated with the resort. For ski resort-related vacation rentals, we have identified several communities within an area of approximately 30 miles from Eckley Miners' Village. We focused on smaller homes and townhomes with three bedrooms or less that could be considered comparable to potential rentals considered for Eckley. We have narrowed our analysis of vacation rentals to the three ski resorts closest to Eckley Miners' Village—Big Boulder, Jack Frost, and Camelback. Each has residential communities adjacent to the resort (see Table 24).

Table 24: Ski Resort-Related Vacation Rental Communities in the Greater Eckley Region

Community	Ski Area	City
Split Rock	Big Boulder	Lake Harmony
Laurelwoods	Big Boulder	Lake Harmony
Blue Heron Village	Big Boulder	Lake Harmony
Mid Lake Village	Big Boulder	Lake Harmony
Snow Ridge Village	Jack Frost	Blakeslee
Village at Camelback	Camelback	Tannersville
Northridge Station	Camelback	Tannersville

Source: Poconomountains.com, Individual Websites

Figure 13 describes a sample of these ski resort-related vacation rentals in greater detail, including number of bedrooms, nightly/weekly/monthly rates, and amenities. Low season is considered March through May; mid-season June through November, and peak season December through February.

Figure 13: Details for Ski Resort-Related Vacation Rental Communities in the Greater Eckley Region

	Split Rock Lake Harmony, PA Size: 3 BR/2,000 SF Rates: • Low Season - o Nightly: \$400, Weekly: \$1,200 • Mid-Season - o Nightly: \$500, Weekly: \$1,400 • Peak Season - o Nightly: \$600, Weekly: \$1,800 Amenities: Hot tub, fire pit, two decks
	Laurelwoods Lake Harmony, PA Size: 3 BR/1,400 SF Rates: • Low Season - o Nightly: \$350, Weekly: \$1,500 • Mid-Season - o Nightly: \$400, Weekly: \$1,800 • Peak Season - o Nightly: \$400, Weekly: \$1,800 • Monthly: \$3,000 Amenities: Washer/dryer, fireplace, hot tub



Blue Herron Village

Lake Harmony, PA

Size: 2 BR/2,000 SF

Rates:

- Low Season
 - o Nightly: \$300, Weekly: \$1,500
- Mid-Season
 - o Nightly: \$400, Weekly: \$2,200
- Peak Season
 - o Nightly: \$400, Weekly: \$2,200
- Monthly: \$3,000 - \$3,500

Amenities:

Washer/dryer, fireplace, deck



Snow Ridge Village

Blakeslee, PA

Size: 2 BR/1,100 SF

Rates:

- Low Season
 - o Nightly: \$250, Weekly: \$800
- Mid-Season
 - o Nightly: \$275, Weekly: \$900
- Peak Season
 - o Nightly: \$300, Weekly: \$1,000
- Monthly: \$1,600 - \$2,000

Amenities:

Central AC, fireplace, screened porch



Village at Camelback

Tannersville, PA

Size: 3 BR

Rates:

- Low Season
 - o Nightly: \$325, Weekly: \$2,500
- Mid-Season
 - o Nightly: \$400, Weekly: \$2,000
- Peak Season
 - o Nightly: \$475, Weekly: \$2,700

Amenities:

Central AC, fireplace, walk to slopes

	Northridge Station Tannersville, PA <u>Size:</u> 3 BR <u>Rates:</u> • Low Season - o Nightly: \$275, Weekly: \$1,500 • Mid-Season - o Nightly: \$300, Weekly: \$1,750 • Peak Season - o Nightly: \$350, Weekly: \$2,000 <u>Amenities:</u> Fireplace, deck, walk to slopes
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As indicated in Figure 13, the ski resort-related vacation rentals identified have two to three bedrooms, similar to what a rehabbed Eckley house could contain, depending on the building prototype. These rentals all have full kitchens and typically two or more bathrooms. They each have a variety of amenities as noted above.

Rates for the vacation rentals seem to depend on the resort to which the homes are adjacent. Rentals at Big Boulder appear to have a higher nightly rate than those near the other resorts, ranging from \$300 per night during the low season to \$600 during peak season. Nightly rates at the Jack Frost example range from \$250 (low season) to \$300 (peak season), while rates for the Camelback property examples range from \$275 (low season) to \$475 (peak season). On the other hand, weekly rates appear to be slightly higher at Camelback than Big Boulder. These rates can approach \$3,000 per week at Camelback during high season compared to \$2,000 at Big Boulder. Jack Frost remains the bargain compared to the two, with weekly rates typically around \$1,000. Some homes also rent by the month.

The vacation rentals at Big Boulder and Jack Frost appear to be abundantly available as of August 2019, with only limited bookings through fall and ski season. The rentals at Camelback Mountain appear to be in much higher demand. Of the 45 homes available for rent through Camelback Real Estate, 18 are booked for a weekend in mid-September 2019 and 16 are booked for a weekend in late October. Eighteen are booked for the typically popular Martin Luther King holiday weekend in January 2020, while 20 are booked for a weekend in early February. Winter weekends will likely fill up as the dates draw nearer.

To gain a further understanding of the potential demand for a vacation rental at Eckley Miners' Village, as well as to identify any potential interest in operating such lodging, we contacted several realtors and property managers associated with the ski resorts, including one that is a developer. We asked each entity if they think there's demand for additional vacation rental housing in the area of this type; if they are familiar with Eckley Miners' Village and what they think of the site as a location for vacation rental housing; and if they would have any interest in expanding their business, and if so, if

they'd consider developing or operating such housing at Eckley. As of the writing of this report, we did not receive any responses.

Other Vacation Rentals

Aside from ski resorts, the Greater Eckley Region contains many developed communities of mostly freestanding homes that are shared among permanent residents, second homeowners, and vacationers that rent the homes. These communities feature amenities for guests, such as lake access, but are not tied in with any particular resorts. While individually-owned, they are marketed, booked, managed, and maintained by a real estate or management company. These communities can be found throughout the Poconos (see Table 25).

Table 25: Other Communities in the Greater Eckley Region with Vacation Rentals

Community	City
White Haven Poconos	White Haven
Hickory Hills	White Haven
Towamensing Trails	Albrightsville
Brier Crest Woods	Blakeslee
Lake Harmony Estates	Lake Harmony
Emerald Lakes	Long Pond
Penn Estates	East Stroudsburg

Source: Poconomountains.com, Individual Websites

Figure 14 describes a sample of these other communities with vacation rentals in greater detail, including number of bedrooms, nightly/weekly/monthly rates, and amenities. As with the ski resort rentals, low season is considered March through May; mid-season June through November, and peak season December through February.

Figure 14: Details for Other Communities in the Greater Eckley Region with Vacation Rentals

	Hickory Hills White Haven, PA <u>Size:</u> 3 BR <u>Rates:</u> • All Seasons - o Nightly: \$180, Weekly: \$850 <u>Amenities:</u> Cathedral ceilings, hot tub, fireplace, screened porch
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Towamensing Trails

Albrightsville, PA

Size: 3 BR

Rates:

- Low Season
 - o Nightly: \$150, Weekly: \$800
- Mid-Season
 - o Nightly: \$200, Weekly: \$1,000
- Peak Season
 - o Nightly: \$275, Weekly: \$1,100
- Monthly: \$1,300 - \$1,800

Amenities:

Fireplace, screened porch, sunroom, washer/dryer



Brier Crest Woods

Blakeslee, PA

Size: 3 BR/1,100 SF

Rates:

- Low Season
 - o Nightly: \$150, Weekly: \$600
- Mid-Season
 - o Nightly: \$150, Weekly: \$800
- Peak Season
 - o Nightly: \$150, Weekly: \$900

Amenities:

Cathedral ceilings, loft, fireplace, decks

As indicated in Figure 14, the identified vacation rentals three bedrooms, typical of free-standing homes in the area. These rentals all have full kitchens and typically two or more bathrooms. They each have a variety of amenities as noted above.

Rates for these vacation rentals are priced significantly less than those located near the ski resorts for a similar-sized home with similar amenities. Nightly rates range from \$150 to \$180, depending on the season. For some rentals, rates remain the same all year, demonstrating the limited influence the ski resorts have on them. Weekly rates range from \$600 during the low season in Brier Crest Woods to \$1,100 during the high season at Towamensing Trails. The vacation rentals in these communities appear to be abundantly available as of August 2019, with only limited bookings through fall and into 2020.

Seasonal Rental Use Potential

Our research of the area vacation rental market identified a multitude of vacation rentals in the Greater Eckley Region of varying styles and price-points. Unlike the B&Bs and cabins, the vacation rentals appear to be much more available—even at the ski resorts—possibly as a result of the large supply in the region. However, it is likely that these bookings will increase as the 2019/2020 ski season approaches.

We did not receive a response from realtors or property managers to understand their assessment of the vacation rental market and Eckley as a location for seasonal vacation rentals. Combined with the low vacancy rates, we are uncertain if the market conditions in the Greater Eckley Region could support seasonal vacation rentals as a new use opportunity at Eckley. However, should this use be pursued, based on the market conditions we have observed, it appears that seasonal rentals could command the following rates:

Multi-Bedroom Cottages with Kitchen & 1-2 Baths:

- Peak Seasons (Winter/Summer):
 - Nightly (two night minimum): 1 BR--\$195; 2 BR--\$260; 3 BR--\$375 per night
 - Weekly: Winter: 1 BR--\$825; 2 BR--\$1,125; 3 BR--\$1,700
Summer: 1 BR--\$1,050; 2 BR--\$1,275; 3 BR--\$1,800
- Off-season:
 - Nightly (two night minimum): 1 BR--\$170; 2 BR--\$250; 3 BR--\$335 per night
 - Weekly: 1 BR--\$825; 2 BR--\$1,050; 3 BR--\$1,550
- Monthly: 1 BR--\$1,900; 2 BR--\$2,200; 3 BR--\$3,000

Housing

The use of buildings as housing is another potential use for Eckley Miners' Village. "Curated" housing would involve long-term (perhaps 25-year) rental to individual occupants that would take responsibility for rehabilitation and maintenance. Another form of housing would be long-term lease of a group of homes to a landlord-investor that would rehabilitate, lease, and manage these units as a development for permanent rental housing. Identifying appropriate financing is likely essential to achieving feasibility with this use. Alternatively, a developer/management entity could purchase a group of homes from the Commonwealth, rehabilitate them, and manage/rent them, or establish a condominium association and sell them as individual units. Any long-term lease (beyond five years) or sales arrangements would need to be approved by the Commonwealth as they are currently not permitted. Changes in state policy or creative arrangements would be required.

To understand this housing market and its potential at Eckley, we examined resident curatorship programs in nearby states that offer such programs. For permanent rental housing for local residents, we examined the local rental housing market to identify supply, demand, and pricing for available units within a 10-mile radius of Eckley.

Curated Housing

Curated housing is a concept that allows an individual or family to live in a publicly-owned historic property free of rent in exchange for restoring it, maintaining it, and periodically sharing it with the public to ensure its preservation. Curators typically pay for the restoration and maintenance costs, which vary depending on the size and restoration needs of the house. Curators must apply for the program and be financially and physically capable of making the improvements while maintaining strict building codes and historic design standards defined by the jurisdiction offering the program. Curated housing is often owned by a state or local government and administrated through a parks or natural resources department. Long-term leases of at least 25 years are typically signed with the government entity.

Curators, the host governments, and the public all benefit from these partnerships. As long as curators meet the obligations of their agreement, they are able to reside in a historic house for, in some cases, their lifetimes. Homes are often located on parkland or natural resource areas, and, are protected from future development. Curators typically find that the benefits of living in a historic house in a park or other natural resource property outweigh the costs associated with restoration and maintenance. The public benefits from the program as well. The historic structures are restored and maintained at no cost to the government, and elements of historical and architectural heritage are preserved for the benefit of residents and visitors alike, enriching the historic and cultural landscape.

The existing curator programs closest to Eckley Miners' Village are at the state-level in Delaware and Maryland. Massachusetts and Connecticut also have programs, while a program in Fairfax County, Virginia is administered at the county-level.

Maryland

The Maryland Resident Curator Program, operated by the state's Department of Natural Resources, began in 1982 and has almost 50 curatorships operating today. As the largest landowner in Maryland (with over 500,000 acres held in the public trust), the department is the steward of a great number of historically significant sites and structures. To maximize the number of these historic properties that are preserved and shared with the public, the department seeks public-private partnerships for the funding, maintenance, and interpretation of select structures. There are currently four historic properties available for curatorship in Maryland.

The department expects a curator to generally spend between \$150,000 - \$300,000 over a five- to seven-year restoration period. Some of the cost can be in the form of "sweat equity". On-going maintenance expenses after the restoration would be a separate expense. Some properties will require a significantly greater investment.

Figure 15: Sample Houses Under Curatorship in Maryland



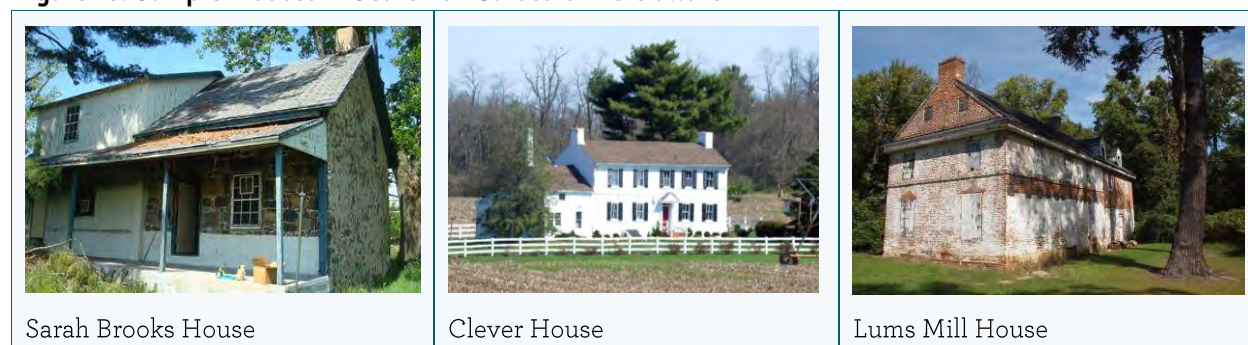
Source: dnr.maryland.gov

Delaware

Delaware's Division of Parks and Recreation owns over 200 historic structures on 25,000 acres of park land, more than can be restored and maintained within current budgetary constraints. Private residents, institutions and some businesses can apply to its Resident Curatorship Program which offers an extended lease, often for the lifetime of the curator, in exchange for restoration and maintenance. Because these historic structures are on park land they are protected from future development in the surrounding area. The Delaware curatorship program requires a minimum \$150,000 investment in the house.

Currently in Delaware, there are seven houses on the curatorship list – four historic Delaware State Park properties are currently open for curatorships and three are complete. Open curatorships include: the Cleaver House, at Port Penn; the Lums Mill House, at Lums Pond State Park; the Sarah Brooks House, at Bellevue State Park in Wilmington; and the Warrington House, at Trap Pond State Park in Laurel.

Figure 16: Sample Houses in Search of Curators in Delaware



Source: destateparks.com, Google.com

The three completed curatorships include: Buck Tavern at Lums Pond State Park in Bear; The Wolfe House, run by the Sussex County Land Trust and the Delaware Division of Parks at Cape Henlopen State Park in Lewes; and the Quartermasters Building at Fort DuPont.

Massachusetts

Within the over 450,000 acres of state parks in the Commonwealth of Massachusetts are a number of unused, historically significant buildings. Over time, these properties have fallen prey to the elements and vandalism. The Historic Curatorship Program, administered through the Department of Conservation and Recreation, was established in 1994 to preserve these properties through this unique public/private partnership. Since the program's inception, 24 unused historic properties have been preserved, leveraging over \$22 million in outside investment.

As in the other states, DCR partners with a curator who agrees to rehabilitate, manage, and maintain a historic property in return for a long-term lease. Average lease terms range from 20 to 30 years. As a result, DCR secures the long-term preservation of threatened historic sites and curators exchange their hard work and unique skills for the opportunity to live or work in a one-of-a-kind location.

Currently, the Massachusetts curator program has 21 historic properties still in curatorship (see **Appendix 2** for a recent description of Historic Curatorship Program properties currently under agreement). Investments to date on these properties range from just over \$200,000 to more than \$6,000,000.

Curated Housing Use Potential

We have identified and described several curated housing programs in Pennsylvania-adjacent states as well as Massachusetts. While the scale of the programs is quite different based on the length of time the program has been in existence, the number of properties under curatorship, and the amount invested in the properties, each program has proven successful by preserving multiple historic houses that would otherwise continue to deteriorate.

Assuming the Commonwealth of Pennsylvania can extend its lease term beyond five years to perhaps 25, it appears that a curated housing program could also succeed in Pennsylvania and be a tool for some degree of building stock rehabilitation and preservation at Eckley. The key would be finding people with the adequate skills and financing to do the work. The Commonwealth could gauge potential interest in the program at Eckley as well as the qualifications of would-be curators by issuing a request for proposals to start screening applicants.

It is generally reasonable to anticipate a level of investment by the curator that relates to the value of similar rental housing in the nearby marketplace. The high levels of investment in Massachusetts, for instance, generally occur in communities with higher pricing of monthly residential rentals. As noted below, in the near-Eckley market we would expect the market rate rent of a typical improved Eckley structure (1,100 to 1,200 gross square feet) to be about \$900 per month at 2019 pricing. This would justify a curator's investment of about \$140,000 per structure. To broaden the pool of potential curators it would seem reasonable to approach the Pennsylvania Housing Finance Agency (PHFA) to consider a small special financing program for such curators.

Permanent Rental Housing

For permanent rental housing for local residents, we examined the local rental housing market to identify supply, demand, and pricing for available units within a 10-mile radius of Eckley. Within this area, we have identified 16 existing rental units of varying ages and amenity offerings that represent the area's current supply (see Table 26).

As Table 26 shows, there are a variety of rental housing options available in the Eckley area, including free-standing houses, rowhouses, townhouses, twins, and apartments. Locations include Hazleton, Drums, Nesquehoning, and Jim Thorpe. These homes generally have two to four bedrooms and range in size from 1,000 SF—about the size of an Eckley house—to over 1,800 SF. Rents vary as well, but rents per SF range from approximately \$7.00 per SF (per year) to over \$14.00.

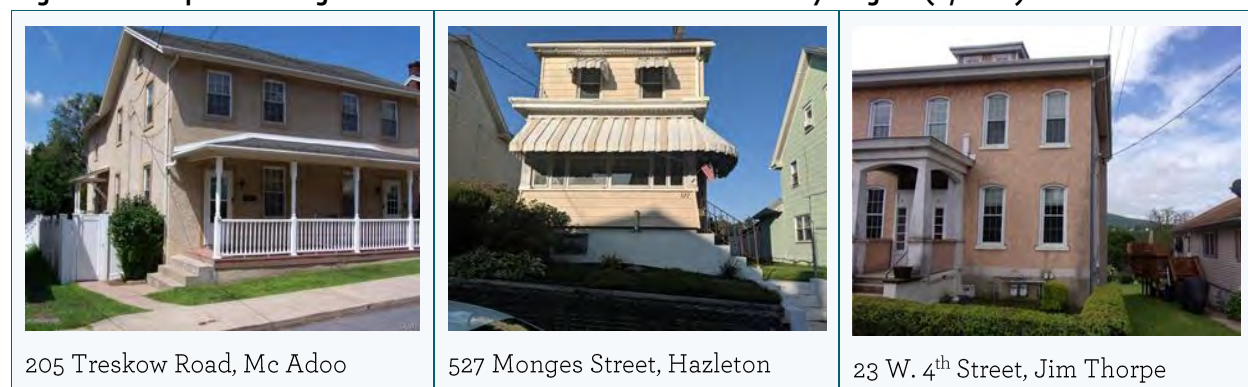
Table 26: Sample Housing for Rent in the Immediate Greater Eckley Region (8/2019)

Address	Street	City	Type	BR	BA	Rent	SF	Rent/SF/ Year	Days Listed
518	Center Avenue	Jim Thorpe	House	3	1	\$1,350	1100	\$14.73	1
205	Treskow Road	Mc Adoo	Rowhouse	3	1.5	\$850	1274	\$8.01	2
11	Sand Hollow Drive	Drums	Townhouse	3	2.5	\$1,400	1850	\$9.08	5
38	Spring Street	Weatherly	Apartment	3	1	\$1,000	1500	\$8.00	9
23	Leisure Lane	White Haven	House	3	2.5	\$1,100	1659	\$7.96	9
421	Pin Oak Drive	White Haven	Townhouse	3	2.0	\$1,450	1775	\$9.80	9
400	E. Broad Street	Hazleton	House	4	1	\$975	1050	\$11.14	11
1404	Route 903	Jim Thorpe	Apartment	3	2	\$2,125	1800	\$14.17	12
317	N. Old Turnpike Road	Drums	House	2	1	\$950	1120	\$10.18	15
527	Monges Street	Hazleton	House	4	1	\$900	1674	\$6.45	18
127	Catawissa Street	Nesquehoning	Rowhouse	2	1	\$825	1100	\$9.00	24
15	W. Center Street	Nesquehoning	Twin	3	1.5	\$875	1488	\$7.06	26
89	E. 3rd Street	Jim Thorpe	Twin	3	1.5	\$950	1200	\$9.50	28
165	Debbie Drive	Drums	House	3	2.5	\$1,500	1654	\$10.88	42
230	W. Catawissa Street	Nesquehoning	Townhouse	3	1	\$700	1125	\$7.47	50
23	W. 4th Street	Jim Thorpe	Twin	2	1	\$975	1296	\$9.03	55
581	Alter Street	Hazleton	Apartment	3	1	\$975	950	\$12.32	59

Source: Zillow.com

The U.S. Department of Housing and Urban Development (HUD) estimates the median household income for 2018 in Luzerne County for a household of four at \$66,300. The technical standard for households to qualify for low- to moderate-income housing financing assistance is typically 80% or 60% of area median income (AMI). For a household of four in Luzerne County, HUD has established the 80% level at \$53,050 for 2018; the 60% level is \$39,800. Income levels for smaller households are set at 90% of these levels for a three-person household, 80% for a two-person and 70% for a one-person household.

Figure 17: Sample Housing for Rent in the Immediate Greater Eckley Region (8/2019)



Source: Zillow.com

Assuming 30% of household incomes would go to housing, the maximum affordability ceiling for moderate income households that earn 80% of the AMI would be \$1,194 per month for a three-person household and \$1,061 per month for a two-person household. These housing affordability expenditures include utilities. Maximum affordability for lower income households that earn 60% of the AMI would be \$895 per month for a three-person household and \$795 per month for a two-person household. Again, these housing affordability expenditures include utilities. Many of the available homes in **Table 26** have rents similar to this amount. Therefore, it could be assumed that the majority of the available rental housing in the area is considered ‘affordable’. With anticipated rents of approximately \$900 for rehabilitated housing at Eckley, these units could be considered affordable as well. At these price-points, there may be forms of financial assistance dedicated to low-to-moderate income housing that could help finance the rehabilitation work.

Rehabilitating a group of homes at Eckley would require a landlord-investor or a developer to rehab, lease, and manage the development. As low- to moderate-income housing, this project could potentially be developed by a non-profit entity specializing in this housing niche. To assess this potential, we contacted major affordable non-profit housing developers in Luzerne County, including Habitat for Humanity, the Diocese of Scranton’s Catholic Social Services (CSS), and the Housing Development Corporation of Northeast Pennsylvania (HDCNEPA) to inquire if they would consider being a development partner to rehabilitate homes at Eckley as permanent housing. The executive director of Habitat’s Luzerne chapter responded that their service area does not cover Eckley. A representative of CSS responded that they are not in the position to assume this responsibility at this time. We did not receive a response from HDCNEPA regarding their interest or capacity.

Permanent Rental Housing Use Potential

Our research has indicated that typical rents for housing of approximately 1,100 to 1,200 SF in the Eckley Miners’ Village area are in the range of \$825 to \$975 for a modest two- to three-bedroom house. Rehabilitated homes of this size at Eckley would likely command **market-rate** rents of about \$900 per month. As noted above, a rental level of \$900 per month would be considered affordable for many three- and two-person households.

These market conditions would not support sufficient rent levels to offset the necessary rehabilitation costs without subsidies and the involvement of a for-profit or non-profit housing developer specializing in low- and moderate-income housing. Since there was no interest or no response among the non-profit candidates we contacted, it appears that permanent rental housing for local residents should be viewed as a possible use of some structures, but as a lower priority market to be pursued after others have been exhausted.

Permanent Sales Housing

The local for-sale housing market was analyzed to identify trends in residential real estate sales and to determine the potential for for-sale housing at Eckley and its associated pricing. For this market, we examined the sales of single-family detached owner-occupied homes ranging from 1,000 to 2,000 square feet during the last three years in the Eckley Market Study within a radius of approximately 10 to 15 miles from Eckley. This area includes the communities of Hazleton, Freeland, and White Haven in Luzerne County as well as Lake Harmony, Weatherly, Nesquehoning, and Jim Thorpe in Carbon County.

According to Realquest, which is a comprehensive real estate database service that was used by Urban Partners for this analysis, there were a total of 70 single-family detached homes sold on an arm's-length basis to apparent homeowners during the three-year period from October 2016 to September 2019 within the Luzerne County portion of the area identified above. Assuming sales housing at Eckley would consist of renovated homes with above-average quality, we identified the price per SF of the upper half of the homes sold, excluding the very highest sales as outliers. For these homes sold in Luzerne County during the three-year period, the average price per SF was just under \$115.

In the Carbon County portion of the sales housing analysis area, there were a total of 307 single-family detached homes sold on an arm's-length basis to apparent homeowners during the three-year period from October 2016 to September 2019. For these homes we also identified the price per SF of the upper half of the homes sold, excluding the very highest sales as outliers. The average price for these homes in Carbon County was just under \$123 per SF.

Figure 18: Sample Recent Home Sales in the Immediate Greater Eckley Region (10/16-9/19)



Source: Zillow.com

Permanent Sales Housing Use Potential

Our research has indicated that a typical price per SF for sales housing of approximately 1,000 to 2,000 SF in the Eckley Miners' Village area is about \$115 per SF for a higher quality renovated house in the nearby portion of Luzerne County, and about \$123 per SF for the same in the nearby portion of Carbon County. We would therefore conclude that sales housing of a similar quality at Eckley could likely command approximately \$120 per SF.

Market Conclusions

Based on market conditions in the Greater Eckley Region, a variety of reuse concepts appear to be promising for Eckley Miners' Village, all of which could be approached collectively to rehabilitate most of the properties on the site. Any long-term lease (beyond five years) or sales arrangements would need to be approved by the Commonwealth as they are currently not permitted. Changes in state policy or creative arrangements would be required. Potentially feasible uses include:

Training/Research Facility

A shared research/training facility at Eckley could be used by education programs focusing on Eckley-related educational themes: archeology; new energy industries; and historic property rehabilitation and maintenance. It could also be a meeting facility. The University of Maryland, with its existing archeology presence at Eckley, could be an initial participant in the concept. Students from the Greater Hazleton Career Center might also use the facility as an educational base and, as part of the Center's curriculum, perform some rehab work on other Eckley structures requiring long-term maintenance and renovation.

Wedding/Events Venue

Eckley Miners' Village can provide a unique environment for weddings; the two historic churches can provide the wedding sites, while the Sharpe House could be the centerpiece for receptions, with an adjacent tent or pavilion to accommodate larger groups. Once a venue is established, the overall use can be expanded to include other events, retreats, and conferences during time periods less prime for wedding use. For this use to occur, a wedding venue operator or caterer would need to be secured by the Commonwealth. The operator could invest its own resources into the site, or the Commonwealth could seek grants, private donations, or other arrangements to get the site operational. Income generated by this use would include facility rentals and some small portion of the caterers' gross from the weddings.

Lodging

A collection of buildings could be operated as lodging at Eckley Miners' Village—either as independent accommodations or in conjunction with the wedding venue. This lodging could be rented generally on a nightly basis. For this use, the Commonwealth would need to secure an operator to run the lodging, likely a local hotel or B&B operator willing to expand its business or room inventory to include a number of lodgings at Eckley. This operator might also be the wedding facility operator. If an operator determines the economics would merit its investment, the operator could sign a long-term

lease with the Commonwealth and negotiate a development agreement for the improvements to the buildings to be used for lodging. Otherwise, the Commonwealth could seek grants, private donations, or other arrangements rehab and update the housing for lodging. After the investment is made, the interested operator would be retained to operate the facility.

Housing

A collection of buildings could also potentially be operated as housing at Eckley Miners' Village in several different formats, including short-term rentals, seasonal rentals, curated housing, permanent rental housing, and permanent sales housing.

- **Short-Term Rentals:** Various buildings could be operated as short-term rentals, either as independent accommodations or in conjunction with a nearby ski resort. These rentals would be rented on a nightly or weekly basis. Similar to lodging, the Commonwealth would need to secure an operator to manage the homes through a long-term lease, likely a local property management company willing to expand its business to include rehabilitating and managing a number of rental homes at Eckley. Or the Commonwealth could sell the collection of buildings to a developer/management entity to rehab, rent, and manage. The developer would have to maintain and preserve the exteriors of the buildings and grounds according to standards required by covenant.
- **Seasonal Vacation Rentals:** Various buildings could also be operated as seasonal vacation rentals. These rentals would be more commonly rented on a monthly or seasonal basis. This market is less certain than lodging and short-term rentals, however, as evidenced by limited bookings in the region. As with short-term rentals, the Commonwealth would need to secure an operator to manage the homes through a long-term lease, likely a local property management company to rehab and manage a number of rental homes at Eckley. Or the Commonwealth could sell the collection of buildings to a developer/management entity to rehab, rent, and manage the units. The developer would have to maintain and preserve the exteriors of the buildings and grounds according to standards required by covenant.
- **Curated Housing:** Various houses could be leased as “curated” housing to individual occupants that would take responsibility for the rehabilitation and maintenance of the buildings and its associated costs. Assuming the Commonwealth can extend its lease term beyond five years to perhaps 25, it appears that a curated housing program could also succeed in Pennsylvania and be a tool for some degree of building stock rehabilitation and preservation at Eckley. The key would be finding people with the adequate skills and financing to do the work. Interest in this type of use would likely be expanded if some loan products were available to the curators. Based on current economics in the region, we expect the level of potential curator investment may not be sufficient to meet all rehabilitation costs; some initial Commonwealth investment may be necessary to induce positive response from possible curators. A developer/management entity may be sought to act as an intermediary to the curators undertaking the improvements, particularly in conjunction with any long-term rental housing as a master property maintenance/operations system.

- **Permanent Rental Housing:** Another potential housing use would be permanent rental housing completed by a for-profit or non-profit housing developer. This use could be pursued later for remaining vacant structures, once the potential of other uses has been explored. Since “market” rate rentals in the Eckley area currently meet the standards necessary to qualify for affordable housing finance, some use of these housing resources may be possible for long-term rental housing. Similar to seasonal rentals, the developer could establish a long-term lease with the Commonwealth to rehabilitate a collection of the homes and rent and manage them, or the Commonwealth could sell the collection of buildings to the developer to rehab, rent, and manage the units. The developer would have to maintain and preserve the exteriors of the buildings and grounds according to standards required by covenant.
- **Permanent Sales Housing:** Another potential model for permanent housing is market-rate sales housing as condominiums. It is assumed that any homes marketed for this purpose would be first transferred from the Commonwealth to a developer/manager which would complete rehabilitation of the properties and then sell them to individual homeowners. The homes sold would be only the structures; the land and immediate surroundings would be leased to a horizontal condominium association with maintenance and operations covenants consistent with the operations of the Village. The developer initially and eventually the homeowner’s association would have responsibility for building exterior and grounds maintenance.

APPENDICES

APPENDIX 1: Wedding Venues in the Greater Eckley Region

Name	Address	Street	City	State	Type	Distance	County
Carmen's Country Inn and Gardens	364	Freedom Road	Drums	PA	Event Space	4	Luzerne
Edgewood in the Pines	22	Edgewood Road	Drums	PA	Golf Course	6	Luzerne
Genetti Ballroom	1345	N. Church Street	Wilkes Barre	PA	Event Space	6	Luzerne
Sand Springs Country Club	10	Clubhouse Road	Drums	PA	Country Club	8	Luzerne
Valley Country Club	79	Country Club Lane	Sugar Loaf	PA	Country Club	9	Luzerne
Mauch Chunk Ballroom	41	W. Broadway	Jim Thorpe	PA	Museum	11	Carbon
Whitewoods	312	Moyers Grove Road	Wapwallopen	PA	Inn	11	Luzerne
Split Rock Resort	428	Moseywood Road	Lake Harmony	PA	Resort	13	Carbon
Bischwind	1	Coach Road	Bear Creek	PA	Mansion	14	Luzerne
Eagle Rock Resort	1	Country Club Drive	Hazleton	PA	Resort	14	Luzerne
The Barn at Graver's Tree Farm	841	Dairy Road	Tamaqua	PA	Barn	14	Schuylkill
Wyoming Valley Country Club	1695	S. Main Street	Wilkes Barre	PA	Country Club	16	Luzerne
Catalpa Grove at Lakewood Park	26	Park Avenue	Barnesville	PA	Event Space	16	Schuylkill
Blue Shamrock Golf Club	2230	Fireline Road	Palmerton	PA	Country Club	17	Carbon
Westmoreland Club	59	Franklin Street	Wilkes Barre	PA	Mansion	17	Luzerne
Stegmaeir Mansion	304	S. Franklin Street	Wilkes Barre	PA	Mansion	17	Luzerne
The Woodlands	1073	Route 315	Wilkes Barre	PA	Resort	18	Luzerne
Mountain Valley Weddings and Events	1021	Brockton Mountain Drive	Barnesville	PA	Golf Course	19	Schuylkill
Hideaway Hills	159	Golf Course Road	Kunkletown	PA	Resort	21	Monroe
Blue Mountain Resort	1660	Blue Mountain Drive	Palmerton	PA	Resort	22	Carbon
Huntsville Golf Club	30	Hayfield Road	Shavertown	PA	Country Club	22	Luzerne
Olde Homestead Golf Club	6598	Route 309	New Tripoli	PA	Country Club	23	Lehigh
Woodstone Country Club and Lodge	3777	Dogwood Road	Danielsville	PA	Country Club	23	Northampton
Pump House Weddings and B&B	623	State Road	Bloomsburg	PA	Barn	24	Columbia
Rolling Pines Golf Course	335	Golf Course Road	Berwick	PA	Golf Course	24	Columbia
The Apple Tree Terrace at Newbury Estate	4	Newberry Estate	Dallas	PA	Resort	24	Luzerne

Evergreen Hideaway Barn Venue	6715	Evergreen Drive	New Tripoli	PA	Barn	25	Lehigh
Friedman Farms	138	Wyoming Road	Dallas	PA	Barn	25	Luzerne
Mountain View Barn Rentals	979	Ridge Road	Orangeville	PA	Barn	25	Columbia
Shadyrill Farm	315	Loyalville Road	Dallas	PA	Barn	25	Luzerne
Irem Pavilion	70	Ridgway Drive	Dallas	PA	Pavilion	25	Luzerne
Mountain Springs Lake Resort		Mountain Springs Drive	Reeders	PA	Resort	26	Monroe
Pine View Acres	145	Chamberlaine Avenue	Pottsville	PA	Event Space	26	Schuylkill
Trout Lake	1100	Twin Lake Road	Stroudsburg	PA	Event Space	27	Monroe
Schuylkill Country Club	877	Market Street	Orwigsburg	PA	Country Club	27	Schuylkill
Pioneer Evergreen Farms	159	E. Adamsdale Road	Orwigsburg	PA	Barn	27	Schuylkill
Montage Mountain	1000	Montage Mountain Road	Scranton	PA	Resort	27	Lackawanna
Monterre Vineyards	6341	Kernsville Road	Orefield	PA	Vineyard	28	Lehigh
Willow Tree Grove	2844	Township Line Road	Orefield	PA	Event Space	28	Lehigh
The Beaumont Inn	4437	Route 309	Dallas	PA	Hotel	28	Luzerne
Kemfort's Cottage	810	Bunting Street	Pottsville	PA	Barn	28	Schuylkill
The Lodge at Sharp Mountain	201	S. 26th Street	Pottsville	PA	Resort	28	Schuylkill
Folino Estate	340	Old Route 22	Kutztown	PA	Mansion	29	Berks
Iron Lakes Country Club	3625	Shankweiler Road	Allentown	PA	Country Club	29	Lehigh
The Garden at Desaki	2054	Route 611	Stillwater	PA	Event Space	29	Monroe
The Barn Kenenitz Farm	166	Valley Hill Road	Ashland	PA	Barn	29	Schuylkill
The Lodge at Raven Creek	314	St. Gabriels Road	Benton	PA	Lodge	30	Columbia
Zacharelli's Gardens	702	St. Mary's Villa Road	Elmhurst	PA	Event Space	30	Lackawanna
Glasbern Inn	2141	Packhouse Road	Foglesville	PA	Hotel	30	Lehigh
Memorytown Country Inn & Event Grounds	432	Grange Road	Mt. Pocono	PA	Resort	30	Monroe
Barn House Village	7401	Airport Road	Bath	PA	Event Space	30	Northampton
Barn Swallow Farm	382	E. Bullshead Road	Northampton	PA	Barn	30	Northampton
The Barn at Boone's Dam	737	W. Fort McClure Blvd.	Bloomsburg	PA	Barn	31	Columbia
The Barn at Roaring Creek			Catawissa	PA	Barn	31	Columbia
Ponduce Farms	270	White Church Road	Elysburg	PA	Event Space	31	Columbia
Promise Ridge	5353	Hickory Circle	Stroudsburg	PA	Event Space	32	Monroe

The Links at Hemlock Creek	55	Williamsburg Boulevard	Bloomsburg	PA	Country Club	34	Columbia
Stone Meadow Gardens	1273	Country Club Road	Clarks Summit	PA	Event Space	34	Lackawanna
The Barristers Club	1114	W. Walnut Street	Allentown	PA	Mansion	34	Lehigh
Tall Timber Barn	5160	Route 447	Canadensis	PA	Barn	34	Monroe
Terraview at Stroudsmoor Country Inn	257	Stroudsmoor Road	Stroudsburg	PA	Resort	34	Monroe
Brookview Manor Inn	4534	Route 447	Canadensis	PA	Inn	34	Monroe
Kirkridge	2495	Fox Gap Road	Bangor	PA	Event Space	34	Monroe
Hanover Grande Ballroom	300	Gateway Drive	Bethlehem	PA	Hotel	34	Northampton
Wallenpaupack Creek Farm	674	S. Sterling Road	South Sterling	PA	Barn	34	Wayne
The Barn at Glistening Pond	421	Pine Hill Road	Falls	PA	Barn	34	Wyoming
Genetti Manor	1505	N. Main Avenue	Dickson City	PA	Event Space	35	Lackawanna
The Barn at Greenwood	3010	Route 42	Millville	PA	Barn	36	Columbia
Sayre Mansion	250	Wyandotte Street	Bethlehem	PA	Mansion	36	Northampton
The Barn at Mayberry Hill Farms	296	Sharp Ridge Road	Danville	PA	Barn	37	Columbia
Frosty Valley	1301	Bloom Road	Danville	PA	Barn	37	Columbia
Bear Creek Mountain Resort	101	Doe Mountain Lane	Macungie	PA	Resort	37	Lehigh
Water Gap Country Club and Resort	288	Mountain Road	Delaware Water Gap	PA	Resort	37	Monroe
Green Pond Country Club	3604	Farmersville Road	Easton	PA	Country Club	37	Northampton
The Pine Barn Inn	43	Pine Barn Place	Danville	PA	Resort	39	Columbia
Historic Watres Lodge at Lacawac Sanctuary	94	Sanctuary Road	Lake Ariel	PA	Lodge	39	Wayne
The Bally Spring Inn	90	Airport Road	Barto	PA	Barn	40	Berks
Inne of the Abingtons	239	Kennedy Creek Road	Clarks Summit	PA	Event Space	40	Lackawanna
The Meadow of Saucon Valley	1770	Meadows Road	Hellertown	PA	Resort	40	Northampton

APPENDIX 2: Historic Curatorship Examples in MA



HISTORIC CURATORSHIP PROPERTIES UNDER AGREEMENT

Department of Conservation and Recreation
Historic Curatorship Program
April 2019



Wachusett Superintendent's House, Wachusett Mountain State Reservation (Princeton)



Built as an office and residence for the Reservation's first Superintendent, Guy Chase, this important house is one of the first buildings built by the fledgling park agency in 1903. Although vacant for the past 30+ years, DCR continued to invest in the stabilization of the house, but an active reuse was needed to reconnect the property with the public. The Curators signed a 40-year lease in 2018 to fully rehabilitate, maintain and manage the house and garage as a specialty market, café and community gathering place. Visit mountainsidemarket.com to learn more about the project and for updates as they transition into the new space.

Anticipated investment: \$914,880.



Officers' Quarters, Ft. Revere State Park (Hull)

The 1903 Officer's Quarters' at Fort Revere is an intact example of standardized housing built for military personnel at the turn of the century. Fort Revere was built as part of an aggressive coastal defense program referred to as the Endicott Period which lasted from 1885 to 1905. The site's military importance dates back to the Revolutionary War, when American and French forces built the fort to protect Boston Harbor from British ships. The selected Curator will reuse the house as a residence and reestablish the building's interpretive rooms under a 25-year lease executed in 2017.

Anticipated investment: \$1,116,600



Gatekeeper's House, Maudslay State Park (Newburyport)

The turn-of-the-century Gatekeeper's House was built in 1903 and is located at what was the southeast entrance to the former Moseley family estate named "Maudsleigh" (now Maudslay State Park). Architect Jacques & Rantoul's distinctive Shingle style connects the remaining estate buildings and holds together the historic integrity of this Gilded-Era period in the park's history. Theater in the Open, a youth arts education and performance non-profit, will rehabilitate and maintain the house that has been their headquarters for two decades under a 20 year lease (**lease anticipated Spring 2017**). Learn more about Theater in the Open-theaterintheopen.org.



Anticipated investment: \$515,520



Bell House and Barn, Maudslay State Park, (Newburyport)

The Bell House is an excellent intact example of a mid-nineteenth century Italianate-influenced farmhouse and is significant as an example of the rural agricultural landscape that predated the area's transformation into a private estate, as well as for its place in the history of the estate. The house, formerly used as staff housing, was vacant until the current Curators signed a 20-year lease in 2016 and are rehabilitating the property as a single family residence.

Anticipated investment \$469,230.



Coachman's House & Outbuildings, Maudslay State Park, (Newburyport)

The Coachman's House & its outbuildings make up the greatest concentration of original structures from the turn-of the-century Moseley family Estate. Designed around 1900 by Boston architect William G. Rantoul, the Shingle style buildings are situated on a wooded, hilly parcel along the banks of the Merrimack River. The Curator signed a 50 year lease in 2016 and has proposed to preserve the remaining four buildings and designed landscape as a single family residence and a rotating program and event space for local non-profits. <http://coachmanhouse.org>.

Anticipated investment: \$1,451,580



Gatekeeper's House and Barn at Lowell Heritage State Park (Lowell)

This 1847 house, once the residence of the Gatekeeper of the Pawtucket Dam's lock and canal systems, sits in a prominent spot overlooking the Merrimack River. The current Curator (the property's second) signed a fifteen-year lease in 2014 and currently uses it as a single family residence. Expected investment: **\$201,960. Follow the Gatekeeper's House Curatorship at facebook.com/gatekeepershouse.**



Horseneck Lifesaving Station, Horseneck Beach State Reservation (Westport)

The Westport Lifesaving Station was erected in 1888 by the Mass. Humane Society, the nation's first lifesaving organization. The original Curators, the Westport Fishermen's Association, rehabilitated the property under a 25 year lease signed in 2013. The group merged with Buzzard's Bay Coalition in 2018, who manage and maintain the property as a visitor education center. **Learn more at**

<https://www.savebuzzardsbay.org/places-to-go/horseneck-point-life-saving-station/>

Investment to date: \$217,523.





Smith Farmhouse, Borderland State Park (Easton)

Built around 1870, this rural farmhouse was built by clairvoyant healer Ezibeal Smith, and was later utilized for farming experimentation by the Ames family as part of Borderland, their country estate. The selected Curators plan to restore the unique property as an alternative healing and events center under a 40 year lease.



<http://smithfarmatborderland.com/>

Anticipated Investment: \$430,759.00

Wilbur Farmhouse, Borderland State Park (Easton)

The farmhouse was built by George Wilbur in 1786 and is the oldest structure within Borderland State Park. Wilbur raised cattle on the property, which was later sold and occupied by generations of farmers until the land was purchased by the Ames family in 1949, and incorporated into their sprawling estate, *Borderland*. The selected Curator plans to restore the house as a single family residence under a 35 year lease. Projects include replacement of the deteriorated kitchen ell with a compatible new addition and reconstruction of the timber frame Wilbur Barn, which collapsed in 2008. Follow the progress at thewilburfarmhouse.com

Anticipated investment: \$482,614



E.F.Dodge (Kerighan) House, Bradley Palmer State Park (Hamilton)

DCR executed a lease with the Curators of this early-19th century Federal-influenced farmhouse in Bradley Palmer State Park. Bradley Palmer integrated the house, which predated his acquisition of the property, into his estate as staff housing. The Curators are rehabilitating the property as a residence in return for a 25 year lease. Follow their progress at residentcurator.com

Anticipated investment: \$714,208



Bascom Lodge, Mt. Greylock State Reservation (Adams) In May 2009, DCR selected a Curator to operate, rehabilitate and maintain Bascom Lodge, one of the state's iconic historic properties. The Curators will continue the decades-long tradition of providing quality food, lodging and programs for visitors to Mt.

Greylock State Reservation.

The native stone and timber

lodge was built by the Civilian Conservation Corps in 1934-7.

Find information on lodging and dining options as well as

public events at this mountaintop lodge at: bascomlodge.net

Investment to date: \$661,100





Crosby Mansion, Sully House and Graham House at Nickerson State Park (Brewster)

Following the passage of legislation (Section 224 of Chapter 127 of the Acts of 1999), a 25-year lease was signed between DCR and the Town of Brewster for the 1888 mansion and two 20th century cottages. The town rents out the restored cottages and invests the resulting income into the restoration of the mansion. <http://www.crosbymansion.com>

Investment to date: \$ 851,661



Lamson House, Bradley Palmer State Park (Topsfield)

The Lamson House represents five centuries of North Shore history, first as a rural colonial farmhouse, then as part of Bradley Palmer's elegant estate, and will now continue to be an active part of the historic landscape as the selected Curators rehabilitate the property as a residence under a 35 year lease. **Anticipated investment: \$1,273,469**



Harlow House, Ellisville Harbor State Park (Plymouth)

This 1930s reproduction of a colonial house and tavern that once sat on the site is an excellent example of the Colonial Revival Style and is the last remnant of what was once a thriving farm community tracing its roots to the 17th century. The Curators were selected in 2009 and are rehabilitating the house as a residence for a 25-year lease. Keep up with the rehab at www.harlowfarmhouse.com. **Anticipated investment: \$968,037**



Walter Baker Administration Building (Boston - Lower Mills)

The stately Administration Building was the heart of the Baker Chocolate Factory, Keen Development Corporation, in conjunction with PreservationMASS, was chosen as Curator in November 2000 and signed a 50 year lease. The restoration of this 1919 Classical Revival office building as artist lofts was completed in 2002. Find out about available artist work-live units in this building at: <http://www.paradigmpartner.com/association-login/walter-baker-lofts/>. Some of the current artists in residence include: artdep.com and aprilclayart.com. The building also hosts [Dot Art](http://DotArt.org), a non-profit offering art education for neighborhood youth. **Investment to date:\$3,951,636**



Bradley Palmer Mansion, Coach House and Carriage Garage at Bradley Palmer State Park (Topsfield)

This unique Tudor-Revival style early twentieth century mansion features a rubblestone exterior and elaborate medieval-inspired interiors. The house was built by famed lawyer and diplomat Bradley Palmer, and hosted President Taft and General George Patton among others. The Curators signed a fifty year lease in 1997, have restored the mansion and are currently operating the mansion as Willowdale Estate, a premier events facility. Learn more about this unique site and public event listings at: www.willowdaleestate.com.
Investment to date: \$ 6,370,856



Farmhouse at Maudslay State Park (Newburyport)

This 1800 farmhouse sits at the entrance of Maudslay State Park. The Curators have completely restored the property and are using it as a single family residence.
Investment to date: \$384,025



Glenledge Cottage (Viereck House) at Halibut Point State Park (Rockport)

This late 19th century Queen Anne cottage is located in a wooded setting in seaside Halibut Point State Park. The Curators signed a twenty year lease in 1999 and are currently in the final stages of rehabilitation of the house as a single family residence. Investment to date: \$439,799





Swann Lodge and Barn at Beartown State Forest (Monterey)
 This turn of the century house and barn are currently under restoration. The tenants, Youth Enrichment Services (YES), signed a twenty-five year lease in 2001. YES is using the property to provide outdoor recreation programming to urban youth and the elderly. Find out more about the organization and their programs in the Berkshires and beyond at: www.yeskids.org.
Investment to date: \$325,578



Barton House at F. Gilbert Hills State Park (Foxborough)
 This 1901 Colonial Revival building overlooks placid Sunset Lake in Gilbert Hills State Park. The Curator has entered into a twenty-five year lease in 1996 and has fully restored the house and maintains the historic garden landscape in partnership with a local Girl Scout troop.
Investment to date: \$306,249



Litchfield House at Great Brook Farm State Park (Carlisle)
 This Mid-nineteenth Century Greek Revival farmhouse and barn sit in a wooded glen in Great Brook Farm State Park. The Curators signed a twenty-five year lease in 2000, have rehabilitated the house and ground and are in the final stages of restoring the historic barn. [Read an article on the Curators here](#). **Investment to date: \$778,342**

APPENDIX C:

Potential Funding Sources for Implementation

Training/Research Facility

Wedding/Events Facility

Overnight Lodging

- U.S. Department of Agriculture (USDA)
- U.S. Economic Development Administration (EDA)
- PA Department of Community and Economic Development (DCED)
- Redevelopment Assistance Capital Program (RACP)
- Historic Tax Credits

Residential Community

- FHL Bank of Pittsburgh
- PA Housing and Finance Authority (PHFA)
- Federal Housing Authority (FHA)
- Veterans Administration (VA)

U.S. Department of Agriculture Rural Development

Rural Business-Cooperative Service

The U.S. Department of Agriculture (USDA) Rural Business-Cooperative Service offers programs to help businesses grow as well as job training for people living in rural areas.

Our programs help provide the capital, training, education and entrepreneurial skills that can help those living in rural areas start and grow businesses or find jobs in agricultural markets and in the bio-based economy. USDA and our public and private partners are connecting rural residents to the global economy by:

1. Supporting business growth and development.
2. Assisting with creating wealth and supporting rural America.
3. Improving the effectiveness of programs serving cooperatives
4. Creating and keeping jobs through recreation as well as restoring, conserving and managing rural America's natural resources.
5. Bringing fast internet to more homes and businesses.

These investments support America's long-term prosperity by ensuring that our rural communities are able to take care of themselves, grow and prosper.

Please browse through this site for information about programs and services to help you and your community create and grow local businesses. Thank you for visiting.

Business Programs

Through its Business Programs, Rural Development helps provide much needed money in rural areas, often in partnership with private-sector lenders and community-based organizations. The money may be in the form of a loan guarantee, a direct loan or grants to individuals, businesses, cooperatives, farmers and ranchers, public bodies, nonprofit corporations, Native American tribes and private companies. The funding is given to help improve the quality of life in rural communities by creating economic growth.

Community Economic Development

USDA's Community Development Programs include programs, technical help and that help rural cities and areas to realize their strategic, long-term economic development goals.

Energy Programs

Our energy program grants and loans help finance the cost of renewable energy systems and energy efficiency improvements for rural small businesses and agricultural producers through funding projects that:

- Install energy efficient lighting.
- Upgrade refrigeration systems.
- Improve insulation, duct work, windows and other building upgrades.
- Lower heating and cooling costs with heating, ventilation, and air conditioning upgrades.
- Install solar panels or wind turbines.
- Purchase anaerobic digesters.
- Establish other renewable energy systems including geothermal or hydropower.
- Convert biomass to energy.

The grants may cover up to 25 percent of a project's eligible costs and we may guarantee up to 85 percent of a commercial loan.

Rural Housing Service

USDA's Rural Housing Service offers a variety of programs to build or improve housing and essential community facilities in rural areas. We offer loans, grants and loan guarantees for single- and multi-family housing, child care centers, fire and police stations, hospitals, libraries, nursing homes, schools, first responder vehicles and equipment, housing for farm laborers and much more.

Single-Family Housing Programs

USDA's Single-Family Housing Programs help rural communities build robust and sustainable economies by investing direct loans or loan guarantees to help low- and moderate-income rural residents build or buy safe, affordable housing in rural areas. USDA is able to serve more customers, and use tax dollars efficiently, by working with partners to leverage funding with other sources such as private lenders, nonprofit organizations, and State and local agencies. USDA also has innovative partnerships for self-help housing, and packagers to promote homeownership in underserved areas, and work with potential homeowners to navigate the homebuying process.

Multi-Family Housing Programs

USDA's Multi-Family Housing Programs offer loans to provide affordable rental housing for very-low-, low- and moderate-income residents, the elderly, and persons with disabilities. Funds also may be used to buy and improve land and to provide necessary facilities such as water and waste disposal systems. In addition, USDA offers rental assistance to help eligible rural residents with their monthly rental costs.

EDA Grants Through NEPA Alliance

The Economic Development Administration (EDA) works in partnership with state and local governments, regional economic development districts, public and private nonprofit organizations, and Indian tribes. EDA helps distressed communities address problems associated with long-term economic distress, as well as sudden and severe economic dislocations. EDA was established to generate jobs, help retain existing jobs, stimulate economic growth in economically distressed areas. EDA programs promote comprehensive innovation based economic development efforts to enhance the competitiveness of regions; support technology led development, accelerate new business development and enhance the ability of regions to capitalize on opportunities presented by free trade, resulting in increased private investment and higher skill, higher-wage jobs.

EDA will provide public works investments to support the construction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain private sector jobs and investments. EDA can also fund technical assistance projects and other related projects.

Northeast PA Alliance (NEPA) is the designated Regional Economic Development District for EDA. In this capacity, NEPA prepares the Comprehensive Economic Development Strategy for Northeastern Pennsylvania, identifies and ranks projects seeking EDA investment assistance; and provides technical assistance in the grant application process.

Eligible applicants include private or public non-profit organizations, higher education; local units of government; municipal authorities, for profit, private sector entities do not qualify for EDA investment assistance. Projects funded by EDA in this region include infrastructure, industrial/business park site development, incubators, accelerators, downtown revitalization, specialized studies, rail line rehabilitation and others.

EDA investments must support new private investment and jobs. Grants are generally limited to 50% of projects costs but can increase, dependent on the level of economic distress. Grant awards generally do not exceed \$1,000,000 but can be higher.

Distress criteria focuses on income levels and unemployment rates that meet certain thresholds. There are exemptions based on special economic needs due to a major plant closing, industry sector restructuring or a major economic opportunity and others.

COMMUNITY & LOCAL GOVERNMENT ASSISTANCE

PROGRAMS FOR HEALTHIER COMMUNITIES.



*Hughesville, PA
Photo by: Nicholas A. Tonelli*

COMMUNITY & LOCAL GOVERNMENT ASSISTANCE

WORK SMART. LIVE HAPPY.

Pennsylvanians are innovators, from Ben Franklin through the talent behind today's robotics and health sciences startups. The global economy demands fast-paced innovation at all levels, and PA is getting the job done—from pioneering the latest technological and scientific advances to developing collaborative support networks for early-stage entrepreneurs, to pursuing smart, creative approaches to community development and workforce training.

Pennsylvania is dedicated to assisting communities that provide both a vibrant lifestyle and fulfilling, well-paying jobs through targeted investments that support long-term sustainability. Our available programs, which offer various types of funding, are listed below. Please visit dced.pa.gov/programs for the most recent list of active funding opportunities.

APPLY

You can apply for most department program funding online through our easy-to-use Single Application for Assistance. Please review the guidelines for each program to verify if any addenda or supplements are required with the application. Apply today at dced.pa.gov/single.

Visit dced.pa.gov/programs

The programs listed are regularly evolving. For the most up-to-date information, visit dced.pa.gov/programs.

NEED HELP?

Call **866.466.3972** or visit dced.pa.gov/contact-us. We're happy to answer any questions regarding our programs or website. If you're not sure whether you need to complete the Single Application, please give us a call! We'll help you make sure you're on the right track.

	FUNDING TYPE					FUNDING APPLICANTS & BENEFICIARIES			
Program Title	Grant	Loan	Loan Guarantee	Tax Credit	Bonds	Business	Community/ Nonprofit	Local Governments	Program Website dced.pa.gov
Abandoned Mine Drainage Abatement and Treatment Program (AMDATP) – Act 13	X					X	X	X	/amdatp
Act 47	X	X						X	/act47
Alternative and Clean Energy Program (ACE)	X	X	X			X	X	X	/ace
Appalachian Regional Commission (ARC)	X						X		/arc
Baseline Water Quality Data Program – Act 13	X					X	X	X	/bwqdp
Community Development Block Grant (CDBG)	X						X*	X	/cdbg
Community Services Block Grant (CSBG)	X						X	X	/csbg
Educational Improvement Tax Credit Program (EITC)				X		X	X		/eitc
Emergency Solutions Grant (formerly Emergency Shelter Grant) (ESG)	X						X*	X	/esg

	FUNDING TYPE					FUNDING APPLICANTS & BENEFICIARIES			
Program Title	Grant	Loan	Loan Guarantee	Tax Credit	Bonds	Business	Community/ Nonprofit	Local Governments	Program Website dced.pa.gov
Flood Mitigation Program (FMP) – Act 13									/fmp
Greenways, Trails and Recreation Program (GTRP) – Act 13									/gtrp
High Performance Building Program (HPB)									/hpb
HOME							*		/home
Industrial Sites Reuse Program (ISRP)									/isr
Keystone Communities Program (KCP)									/kcp
Local Government Capital Project Loan Program (LGCPL)									/lgcpl
Local Share Account Fund (LSA – Gaming Funds) Fayette County									/lsafayette
Local Share Account Fund (LSA – Gaming Funds) Northampton & Lehigh Counties									/lsalehigh
Local Share Account Fund (LSA – Gaming Funds) Luzerne County									/lsaluzerne
Local Share Account Fund (LSA – Gaming Funds) Monroe County									/lsamonroe
Local Share Account Fund (LSA – Gaming Funds) Montgomery County									/lsamontgomery
Local Share Account Fund (LSA – Gaming Funds) Philadelphia									/lsaphilly
Local Share Account Fund (LSA – Gaming Funds) Washington County									/lsawashington
Marketing to Attract Tourists									/marketing-tourists
Municipal Assistance Program (MAP)									/map
Neighborhood Assistance Program (NAP)									/nap
Opportunity Scholarship Tax Credit Program (OSTC)									/ostc
Orphan or Abandoned Well Plugging Program (OAWP) – Act 13									/oawp
PA Military Community Enhancement Commission (PMCEC)									/pmcpc-ldg
Partnerships for Regional Economic Performance (PREP)									/prep
PEDFA Tax Exempt Bond Program									/pedfa-tax-exempt-bond
PEDFA Taxable Bond Program									/pedfa-taxable-bond
Pennsylvania Community Development Bank Loan Program (PCD Bank)									/pcdbank
Pennsylvania Infrastructure Bank (PIB) (PA Dept of Transp Program)									/pib

* Must apply through Local Government

	FUNDING TYPE					FUNDING APPLICANTS & BENEFICIARIES			
Program Title	Grant	Loan	Loan Guarantee	Tax Credit	Bonds	Business	Community/ Nonprofit	Local Governments	Program Website dced.pa.gov
Pipeline Investment Program (PIPE)	X					X	X	X	/pip
Section 108 Program			X			X		X	/section-108
Strategic Management Planning Program (STMP)	X							X	/stmp
Tax Increment Financing (TIF) Guarantee Program			X		X			X	/tif
Tourism Accredited Zoos Program	X						X		/zoos
Watershed Restoration and Protection Program (WRPP) – Act 13	X					X	X	X	/wrpp
Weatherization Assistance Program (WX)	X						X		/wx

STAY IN TOUCH

At the PA Department of Community & Economic Development (DCED), we encourage the shared prosperity of all Pennsylvanians by supporting good stewardship and sustainable development initiatives across our state. Driven by the needs of our citizens, we act as advisors and advocates to provide strategic technical assistance, training, and financial resources to help our communities and industries flourish.

For the latest department news and resources, remember to sign-up for our newsletter, join the Keystone Allies at dced.pa.gov/allies and follow us on social media on Twitter, LinkedIn, and YouTube.

Redevelopment Assistance Capital Program

The Redevelopment Assistance Capital Program (RACP) is a Commonwealth grant program administered by the Office of the Budget for the acquisition and construction of regional economic, cultural, civic, recreational, and historical improvement projects. RACP projects are authorized in the Redevelopment Assistance section of a Capital Budget Itemization Act, have a regional or multi-jurisdictional impact, and generate substantial increases or maintain current levels of employment, tax revenues, or other measures of economic activity. RACP projects are state-funded projects that cannot obtain primary funding under other state programs.

Project Eligibility

Legislative Authorization

All grants awarded through the Redevelopment Assistance Capital Program (RACP) MUST be for projects included in one (1) or more of the PA Capital Budget Project Itemization Acts. Only itemizations/projects from these Acts that have remaining “Project Allocation” amounts and that have not been statutorily “sunset” pursuant to Act 77 of 2013 are eligible (list of itemizations). Potential projects are typically added to Capital Budget Project Itemization Bills by members of the House of Representatives, Senate and Administration.

Definition

Redevelopment Assistance Capital Program projects are primarily economic development projects, authorized in the Redevelopment Assistance section of a Capital Budget Itemization Act, have a regional or multi-jurisdictional impact, and generate substantial increases or maintain current levels of employment, tax revenues or other measures of economic activity. Included are projects with cultural, historic, recreational or civic significance.

Redevelopment Assistance Capital Program projects are state-funded projects that cannot obtain primary funding under other state programs. Projects that can normally obtain funding from PENNDOT, PENNVEST, the Department of Community and Economic Development, or other state agencies are generally restricted from participating in the Redevelopment Assistance Capital Program. Please see Section 6 for more detail on ineligible projects.

Federal Tax-Exempt Bond Eligibility

Redevelopment Assistance Capital Program grants must be eligible for tax-exempt bond funding under existing federal law requirements. The Applicant must demonstrate and document that the project qualifies for financing with federally tax-exempt bonds. Applicants will be required to comply with procedures to maintain the tax-exempt status of bonds issued to finance the project.

Project Cost Requirements

A RACP project must have a total cost of at least \$1,000,000.

Matching Funds – Non-State Participation

a. General Requirements

A RACP project must have matching funds that comply with the following:

- At least 50% of the project cost must be match (non-state) participation.
- At least 50% of the match (non-state participation) must be secured funding at the time of formal Application and Business Plan submittal with identifiable and firm commitments from all sources.
- Sources of matching funds must be documented at the time of application with identifiable and firm commitments from all sources.
- Sources of match funds can be local, private, land or building as-is appraised value, and/or federal funds.
- The only non-cash, non-state match permitted are land or fixed assets, which have a substantial useful life and are directly related to the project.
- Funds from other state sources, including legislative sources may not be used as match.
- If financing/loans are used as match funding they typically must consist of permanent financing (i.e., a minimum term of 20 years). This policy does not apply to bridge or interim financing used in the project.
- Funds (grants and/or loans) from other state sources, including legislative sources, may not be used as match. However, care must be taken not to mistake certain non-state funds as state funds just because they are distributed through a state agency. The disqualifying part is if the source of the funds is from the state. Some non-state (usually federal) funds are passed through a state agency. This pass-through does not make them ineligible to be used as MATCH in a RACP project. For example, Community Development Block Grants (CDBGs) administered by the DCED is a federal source pass-thru so it is acceptable for use in a RACP project.
- An exception to the prohibition of other state funds being used as match in a RACP project is certain gaming/casino source funds. As of July 1, 2011, the use of the Gaming Local Share Assessment (LSA) can be used as matching funds for RACP in the following counties:
 - Allegheny
 - Monroe
 - Washington
 - Carbon
 - Northampton
 - Wayne
 - Lackawanna
 - Pike

b. Reimbursable Cost Categories

The following costs are typically eligible for reimbursement and/or can be matching cost for RACP funds.

- Construction - the primary use and intent of RACP funds should be the reimbursement of construction costs.
- Interest during construction - interest costs paid as a result of the use of interim or bridge financing for the project during construction can be reimbursed from RACP funds.

- Permits - costs for acquiring permits needed for construction of the project can be reimbursed from RACP funds.
- Land - if land is purchased for the project, a certified as-is appraisal must be provided. Redevelopment Assistance Capital Program funds may be used to reimburse the costs for the land acquisition. The appraised value may include permanent improvements exclusive of the RACP project. The appraisal should be "as is" value.
- Other – other costs that can be reimbursed with RACP funds can include work related to the abatement of hazardous materials, acquisition costs.

c. Non-Reimbursable Cost Categories

The following costs are eligible match costs only and not allocated for reimbursement with Redevelopment Assistance Capital Program funds. These costs must be paid from non-state matching funds and may include federal funds. All costs below must be directly related to the RACP project.

- Future physical maintenance & operation - a portion of any funds reserved for future physical maintenance and operation of facilities may be included as a part of the 50% match (non-state) participation, provided such funds do not exceed 15% of the total project cost. These reserved funds must have legally binding documentation explaining the intent, design, and operation of the dedicated fund. Salaries cannot be paid from reserve funds.
- Administrative costs - any fees for the administration of the project, whether by the Applicant's staff or by contract.
- Legal fees - any fees for the services of lawyers or solicitors.
- Financing/Accounting costs - any fees for financing and accounting services.
- Architectural/Engineering fees - any fees for application preparation, project administration, or other professional services incurred for the planning, design, and construction of the project.

Grantee Eligibility

Grantees for Redevelopment Assistance Capital Program funding must be one (1) of the following:

- a. A redevelopment authority.
- b. An industrial development authority.
- c. A general-purpose unit of local government.
- d. A local development district that has an agreement with a general-purpose unit of local government under which the unit assumes ultimate responsibility for debt incurred to obtain the non-State financial participation.
- e. A public authority established pursuant to the laws of this Commonwealth.
- f. An industrial development agency:
 - i. which has been certified as an industrial development agency by the Pennsylvania Industrial Development Authority Board under the act of May 17, 1956 (1955 P.L.1609, No.537), known as the Pennsylvania Industrial Development Authority Act; and
 - ii. which is itself or which is acting through a wholly owned subsidiary that is exempt from Federal taxation under section 501 (c) (3) of the Internal Revenue Code of 1986.

Tax Incentives for Preserving Historic Properties

The Federal Historic Preservation Tax Incentives program encourages private sector investment in the rehabilitation and re-use of historic buildings. It creates jobs and is one of the nation's most successful and cost-effective community revitalization programs. It has leveraged over \$96.87 billion in private investment to preserve 44,341 historic properties since 1976. The National Park Service and the Internal Revenue Service administer the program in partnership with State Historic Preservation Offices.

20% Tax Credit

A 20% income tax credit is available for the rehabilitation of historic, income-producing buildings that are determined by the Secretary of the Interior, through the National Park Service, to be “certified historic structures.” The State Historic Preservation Offices and the National Park Service review the rehabilitation work to ensure that it complies with the Secretary’s Standards for Rehabilitation. The Internal Revenue Service defines qualified rehabilitation expenses on which the credit may be taken. Owner-occupied residential properties do not qualify for the federal rehabilitation tax credit. Learn more about this credit before you apply.

Each year, Technical Preservation Services approves approximately 1200 projects, leveraging nearly \$6 billion annually in private investment in the rehabilitation of historic buildings across the country. Learn more about this credit in Historic Preservation Tax Incentives.

FHLBank Pittsburgh Affordable Housing Program

What is the Affordable Housing Program?

The Affordable Housing Program (AHP) provides grants and subsidized loans for the acquisition, construction or rehabilitation of affordable housing for households with incomes at or below 80 percent of the area median income. Housing developers partner with FHLBank Pittsburgh members to apply for AHP funding, which is offered through one competitive funding round each year. Grants are awarded to the highest scoring projects, up to \$750,000 per project, until the round funds are exhausted.

View a list of our [2018 AHP recipients](#). Key dates for the 2019 round are included below.

2019 AHP Timeline	
April 1	Technical assistance requests opened
June 17	AHP Online system opens
June 28	Technical assistance requests closed
August 8	Applications due by 5 p.m. EST
December 19	Awards announced

How Does AHP Benefit Members?

FHLBank Pittsburgh members benefit from AHP in a variety of ways:

- Helps establish and expand community relationships
- Capitalizes on spin-off investment and related business opportunities
- Qualifies for Community Reinvestment Act credit
- Generates community goodwill
- Provides public recognition for community investments

What Qualifies for AHP Funding?

AHP grants and loans can be used for:

- Single- and multi-family housing
- New construction and rehabilitation
- Rental and owner-occupied homes
- Scattered-site housing development
- Transitional and single-room-occupancy housing

AHP grants and loans can support the development of housing intended for underserved populations. These housing projects may be targeted to very low-income households, individuals with special needs, the homeless or veterans, among others. Typically these projects are service enriched, and the project sponsors are able to offer a menu of supportive services, such as counseling, vocational and educational services; medical support; and other forms of assistance funded through complementary sources.

How to Apply

Applications for AHP funding are accepted when the funding round is open. Once the funding round closes, we review the applications received for scoring and feasibility. Based on the results, our Board of Directors approves award recipients. Once notified of funding approval, awardees must draw down funds within 12 months of the approval date.

PA Housing Finance Agency

Home Purchase Loans

The Pennsylvania Housing Finance Agency (PHFA or the Agency) offers home purchase loans with competitive interest rates and lower fees. In addition to the PHFA first mortgage, some applicants may qualify for down payment and/or closing cost assistance through the [Keystone Advantage Assistance Loan](#) or the [HOMestead Program](#).

- HFA Preferred™ (Lo MI)
- Keystone Home Loan Program
- Keystone Government Loan

Assistance Loans available with Home Purchase Loans

The program that is best for each applicant will depend on specific circumstances, such as credit history and amount of cash savings, as well as individual preferences. A PHFA approved [homebuyer education provider](#) or [participating lender](#) can help decide.

- Keystone Advantage Assistance Loan Program
- Mortgage Tax Credit Certificate
- Programs for Persons with Disabilities
- HOMestead Downpayment and Closing Cost Assistance Loan
- Employer Housing (EAH) Initiative

FHA Loans

FHA loans have been helping people become homeowners since 1934. How do we do it? The Federal Housing Administration (FHA) - which is part of HUD - insures the loan, so your lender can offer you a better deal.

- Low down payments
- Low closing costs
- Easy credit qualifying

What does FHA have for you?

[Buying your first home?](#)

FHA might be just what you need. Your down payment can be as low as 3.5% of the purchase price. Available on 1-4 unit properties.

[Financial help for seniors](#)

Are you 62 or older? Do you live in your home? Do you own it outright or have a low loan balance? If you can answer "yes" to all of these questions, then the FHA Reverse Mortgage might be right for you. It lets you convert a portion of your equity into cash.

[Want to make your home more energy efficient?](#)

You can include the costs of energy improvements into an FHA Energy-Efficient Mortgage.

[How about manufactured housing and mobile homes?](#)

Yes, FHA has financing for mobile homes and factory-built housing. We have two loan products - one for those who own the land that the home is on and another for mobile homes that are - or will be - located in mobile home parks.

Ask an FHA lender to tell you more about FHA loan products.

Find an [FHA lender](#)

Need advice? Contact a [HUD-approved housing counselor](#) or call (800) 569-4287

Need help with your downpayment? State and local governments offer programs that can help. [Find a program near you.](#)

VA Home Loans

VA home loan programs are available to help buy, build, or improve a home or refinance current home loans—including a VA direct loan and 3 VA-backed loans.

How does a VA direct home loan work?

With a VA direct home loan, we serve as your mortgage lender. This means you'll work directly with us to apply for and manage your loan. The Native American Direct Loan (NADL) program often has better terms than a home loan from a private lender (a private bank, mortgage company, or credit union).

[Find out if you qualify for a NADL.](#)

How does a VA-backed home loan work?

With a VA-backed home loan, we guarantee (or stand behind) a portion of the loan you get from a private lender. If your VA-backed home loan goes into foreclosure, the guaranty allows the lender to recover some or all of their losses. Since there's less risk for the lender, they're more likely to give you the loan under better terms. In fact, nearly 90% of all VA-backed home loans are made without a down payment.

Lenders follow our VA standards when making VA-backed home loans. They may also require you to meet additional standards before giving you a loan. These standards may include having a high enough credit score or getting an updated home appraisal (an expert's estimate of the value of your home).

Purchase Loan

Looking to buy a home? Find out if you're eligible for a VA-backed purchase loan to get better terms than with a private-lender loan.

Native American Direct Loan (NADL) Program

Are you a Native American Veteran or a Veteran married to a Native American? Find out if you're eligible for a NADL to buy, build, or improve a home on Federal Trust Land.

Interest Rate Reduction Refinance Loan (IRRRL)

Have an existing VA-backed home loan? Find out if you're eligible for a VA-backed IRRRL to help reduce your monthly payments or make them more stable.

Cash-Out Refinance Loan

Want to take cash out of your home equity to pay off debt, pay for school, or take care of other needs? Find out if you're eligible for a VA-backed cash-out refinance loan.