

Partnership. It's a model the United Nations depends on for international diplomacy. It's a marriage based on cooperation and shared goals. And, it's a unique business relationship that thrives on diversity in skills, experience and talents. How does Merriam-Webster's define it?

part ner ship (pärt'n r-ship) noun

- 1: the state of being a partner
- 2 a : a legal relation existing between two or more persons contractually associated as joint principals in a business b : the persons joined together in a partnership
- 3: a relationship resembling a legal partnership and usually involving close cooperation between parties that is characterized by mutual cooperation and responsibility, as for the achievement of a specified goal

At the Delaware and Lehigh National Heritage Corridor (referred to as the "D&L"), we depend on partnership—it's our mode of operation. Our role is capacity building—to support and strengthen our partners with the knowledge and skills they need to hit the ground running. But we could never accomplish initiatives of any significance without those who see them to completion.

Two (or more) heads are better than one, they say. With a team of conservationists and experts dedicated to the same cause, we share skills, funding and knowledge to provide a better product or service. As one partner recently said, we have a long-standing tradition of uniting passionate people around a common goal.

"If we are together nothing is impossible. If we are divided all will fail."

—Winston Churchill

partnership

Letter from the Chairmen

It's rare to have the chance to sit back and reflect on the past, but recently we were given that opportunity. In the study completed by the National Park Service's Conservation Study Institute (CSI), we learned a lot about ourselves as a National Heritage Corridor—our milestones and accomplishments, our style of partnership, our strengths and our challenges since the federal designation in 1988. By evaluating our progress and comparing ourselves to others, now the somewhat blurry vision of the D&L's future is starting to become crystal clear.

The study team gave us a report card worthy of even the most critical parent's praise. They observed the D&L has become a model within and outside the region—contributing to the evolution of heritage area programs at state and federal levels. The involvement of local leaders and the long-standing commitments by the Commonwealth of PA and Federal government have enabled our diverse network of partnerships to mature and prosper, and we've made progress in addressing the mandate articulated in our management plan. Plus, forming D&L, Inc. as a non-profit operating partner with the Commission has provided the Corridor with the strengths and benefits of both entities.

Yet, as the CSI team noted, considerable work remains.

In the interviews, one partner praised the D&L "tradition" of uniting passionate people around a common goal. We need to consider how to reinforce this tradition and employ it most effectively. The most immediate actions we plan to take in response to the study include: asking the National Park Service to do a special resource study to determine if one of the Corridor sites is a candidate to become a Partnership Park; strengthening our partnerships with Pennsylvania's Department of Conservation and Natural Resources (DCNR); and formulating a contract for stewardship of the trail with local counties and municipalities. Our congressmen introduced legislation this fall to reauthorize funding for the Corridor and shift operations to the non-profit entity D&L, Inc. We don't anticipate approval this year, but it was important to start the process, and it will likely be reintroduced next year. Reauthorization is so critical because it preserves our federal funding as we finalize our transition to a non-profit operation so that we can continue strengthening the capacity of the partners we work with.

The dynamic nature of a partnership system underscores the need for continued learning, flexibility and nimble management. In the end, developing a deeper understanding of our tradition—to unite passionate people around a common goal—is not only important to the future of this heritage area, but to landscapes far beyond the Corridor's boundaries.

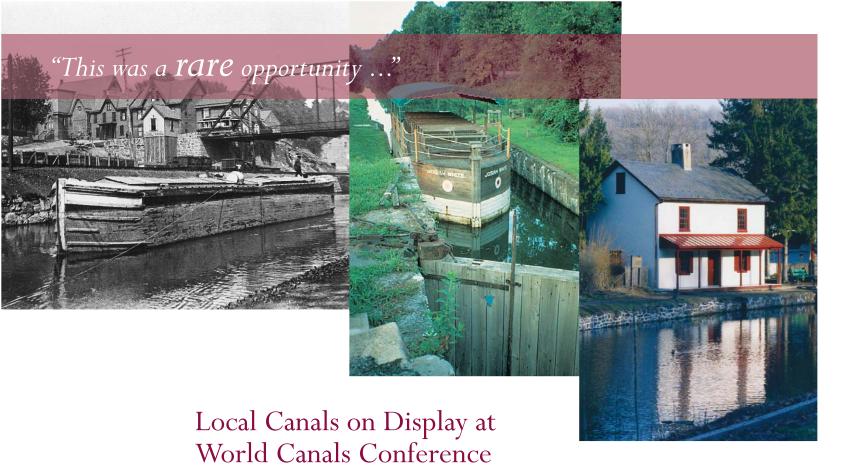
Donald M. Bernhard

Chair, Delaware and Lehigh National Heritage Corridor Commission

William Mitchell

Chair, Delaware and Lehigh National Heritage Corridor, Inc.

"... uniting passionate people around a common goal."





In cooperation with the National Canal Museum, the D&L and its partners created an event of international proportions this year. Nearly 200 delegates from seven different countries attended the 2006 World Canals Conference, where they experienced the heritage of the Lehigh and Delaware canals in Pennsylvania and the Morris and Delaware & Raritan canals in New Jersey.

Based in the historic Hotel Bethlehem, sessions included presentations by D&L Commissioner Steve Humphrey, D&L Vice President of Heritage Programs Elissa Marsden, and D&L Stewardship and Trail Manager Bill Mineo. Mobile workshops included an "inside the gates" look at Bethlehem Steel, where delegates learned how local canals played a significant role in our nation's industrial development. On a visit to Easton, delegates experienced the Emrick Technology Center, the Josiah White Canal Boat Ride and the National Canal Museum.

"As we visited the sites, it was easy to hear and see the pride each organization held for its 'masterpiece'," says D&L Operations Manager Rayne Schnabel. "We were just as proud to include the sites as the people were to show them off."

Another mobile workshop took delegates along the Delaware Canal in Pennsylvania and the Raritan Canal in New Jersey for a look at the Groundhog Lock in Raubsville, Lock #11 in New Hope and the Prallsville Mill Complex before finishing the evening with dinner and jazz music at the James A. Michener Art Museum in Doylestown.

"I think the committee did a remarkable job with limited resources," says Tom Smith, director of public programs for the National Canal Museum in Easton. "Mother Nature dealt us a cruel hand with three years of consecutive flooding that damaged the Delaware Canal, but it turned out okay because everyone else was dealing with the same kind of problems."

Delegates traveled from countries as far as Finland to experience the conference and ranged in age from elementary school age to senior citizens. Local organizations found the World Canals Conference an excellent opportunity to showcase the area's heritage and to learn more about restoration of our cultural resources.

"This was a rare opportunity for almost 200 national and international guests to see the Corridor and its communities," says Schnabel.

Conservation Study Institute Study Complete

This year marks the completion of the D&L Sustainability Study conducted by the National Park Service's Conservation Study Institute (CSI)*. The CSI Team was commissioned by our managing partners in preparation for the sunset of the D&L Federal Commission in 2007, when Congress will need to reconsider whether the Corridor will continue to receive NPS funding and technical assistance.

The study, partially funded by the Pennsylvania Department of Conservation and Natural Resources, helped to:

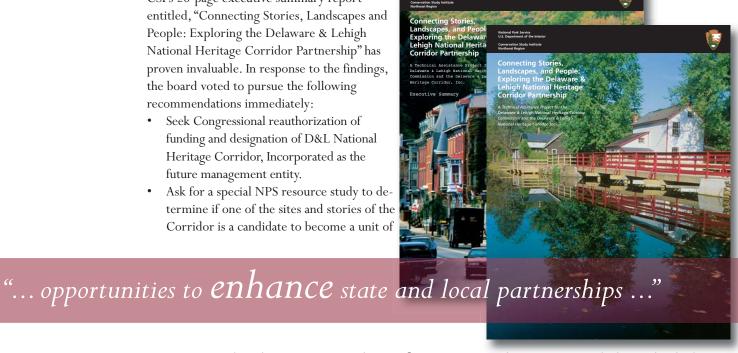
- Evaluate our progress toward accomplishing the goals and strategies set forth in the Management Action Plan of 1993;
- · Identify additional actions and work needed to protect, enhance and interpret the Corridor;
- Analyze National Park Service and Pennsylvania Heritage Park Program investments in the D&L;
- · Examine models, options and opportunities to enhance state and local partnerships and continue the NPS relationship.

CSI's 20-page executive summary report entitled, "Connecting Stories, Landscapes and People: Exploring the Delaware & Lehigh National Heritage Corridor Partnership" has proven invaluable. In response to the findings, the board voted to pursue the following recommendations immediately:

- Seek Congressional reauthorization of funding and designation of D&L National Heritage Corridor, Incorporated as the future management entity.
- Ask for a special NPS resource study to de termine if one of the sites and stories of th Corridor is a candidate to become a unit of

- NPS or a new "Partnership Park," in which NPS works in partnership with local agencies to manage and interpret significant resources.
- Look at strengthening the partnership with Pennsylvania's Department of Conservation and Natural Resources (DCNR).
- Formulate a compact for stewardship of the trail with local counties and municipalities.

The Conservation Study Institute, established by the National Park Service in 1998 to enhance leadership in the field of conservation, worked closely with Corridor staff, board members and commissioners to develop a study that utilized varied evaluation methodologies. In one phase, milestones and accomplishments were assessed, and five projects were highlighted to illustrate the Corridor's avenues of working with partners. Another section investigated partners' perspectives on the Corridor's strengths and weaknesses. A third section evaluated the Corri dor's management structure and provided options for future management that would build on its demonstrated strengths and mitigate its challenges.



* CSI partners with academic, government, and non-profit organizations to advance conservation thinking and to develop more sophisticated partnerships, tools for community engagement and conservation strategies for the 21st century.

Lehigh Valley Industrial Heritage Coalition

A major advantage of partnership is the ability to mobilize a variety of experts towards a common cause. The Lehigh Valley Industrial Heritage Coalition is one example in which more than 25 historic, cultural and educational organizations, both local and regional, joined together to advocate broad-based interpretation of the former Bethlehem Steel site—a monument where regional and national stories of America's industrial heritage converge.

"If developed correctly, in a historically sensitive way, this site will be a huge draw for heritage tourism," says Amey Senape, who manages the coalition for the D&L, the leading partner with the Historic Bethlehem Partnership. "It's a microcosm of American history."

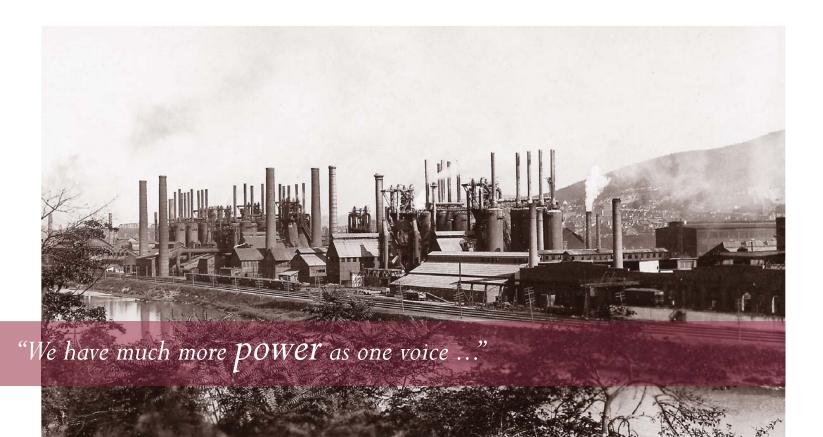
Fortunately, the current owners of the site also understand its historic value. In addition to \$450 million worth of stores, shops, restaurants, movie theaters and slot parlors, BethWorks Now LLC, is looking to preserve the iconic blast furnaces and many of the original structures through adaptive reuse. Local BethWorks Now LLC partner Michael Perrucci has asked the Lehigh Valley Industrial

Heritage Coalition to come up with a broad interpretation plan for the site.

"We have much more power as one voice," says Senape. "When we got together we all essentially had the same concerns in mind."

The interpretation plan will coordinate the resources of coalition partners to tell the story of a shared industrial legacy—from local stories of the Moravians, Bethlehem Steel, Mack Trucks and the Lehigh and Delaware canals, to more national stories of transportation, technology and industry. The coalition will also develop programming to support interpretive themes through art, music and theater.

"Thanks to this coalition, the BethWorks Now project will have a positive impact on the region," says Elissa Marsden, D&L vice president of heritage programs. "By using the history of the Steel site to encourage exploration of Bethlehem's pre-industrial northside and the abundant historical and cultural resources of the Lehigh Valley, visitors will enjoy their experience and want to return."





Through the "Landmark Towns" regional revitalization initiative, the downtown business districts of New Hope, Yardley, Morrisville and Bristol are in for an economic facelift that will help boost tourism and capitalize on the assets of the Bucks County region.

"It will be a big plus for our business community in terms of stimulating tourism and boosting the economy," says John Burke, New Hope borough manager.

Like the D&L's Market Towns initiative in the northern part of the Corridor, funding from the D&L and the PA Department of Community and Economic Development (DCED) will help these small boroughs along the Delaware Canal preserve and enhance the cultural heritage they share. By pooling community resources to address their needs, they hope to advance their economic and tourism potential by 2010.

"The fact that four communities are cooperating and contributing to this intergovernmental project will open up more grant and funding opportunities that would not otherwise be available to each borough individually," says Burke.

The Landmark Towns project combines the tools of the four-point "Main Street" revitalization approach:

- Promotion
- Organization
- Economic development
- Design

It will help define the region, assess its economy and identify unifying regional themes.

During the first year, participating towns have worked with the D&L and Keystone Heritage Group to develop a plan that identifies goals for infrastructure changes, marketing and promotion. Representatives from each town's business groups, civic organizations and municipal government have identified needs they will address cooperatively—such as the need for street lights, curbing and signage in Morrisville, the need for additional parking in New Hope, the need to integrate the park system in Yardley, and the need for an improved shopping experience in Bristol.

Early in 2007, the towns will apply for a grant to fund a professional who will develop and maintain the regional revitalization program and set up a marketing plan in cooperation with the Bucks County Conference and Visitors Bureau. Officials from the DCED are pleased that the program has been so well received by community members.

"This is going to benefit all of the canal communities," says Burke, "including points in between such as Washington Crossing State Historical Park. I envision tourism packages being put together for the entire river community."

Recognition Goes a Long Way

Without partners dedicated to maintaining their piece of the Corridor, the D&L wouldn't be able to get it all done, let alone win awards. So we knew just who to thank when we received not one, not two, but three awards in 2006.

"Partnerships allow us to accomplish programs and initiatives that are much larger than what we can do on our own," says Allen Sachse, D&L president and executive director. "We're sharing skills, funding and knowledge we have with another agency to provide a better product."

Cooperative Conservation Award from the U.S. Department of Interior

In May, the D&L and the Wildlife Information Center (WIC) earned a Cooperative Conservation Award—one of 13 awarded by the U.S. Department of Interior—for efforts of land reclamation and ecological restoration in the 700-acre Lehigh Gap Wildlife Refuge along the Kittatinny Ridge near Palmerton. Joseph DiBello of the National Park Service, who presented the award, said the project is being held up as a national example of restoring former industrial sites.

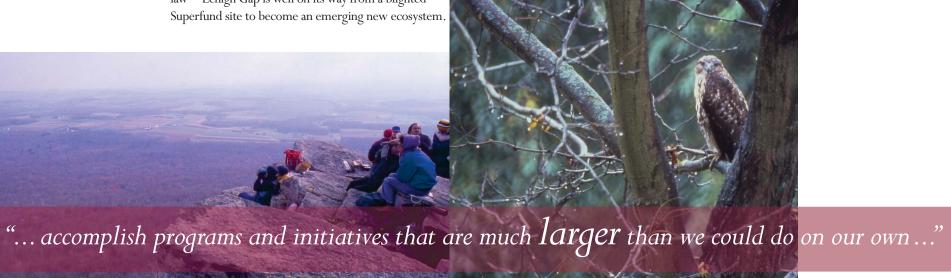
Thanks to a warm season grass approach developed by the D&L, the work of WIC's diverse group of volunteers, and the financial support and cooperation of CBS Operations, the responsible party under the Superfund law—Lehigh Gap is well on its way from a blighted Superfund site to become an emerging new ecosystem.

"We were the biggest blight that the D&L had on the landscape in terms of erosion and degradation of the land," says Dan Kunkle, executive director of the non-profit Wildlife Information Center. "Thanks to the D&L's innovative plan, we've created a viable ecosystem in just three years, which will improve the health of our citizens and our economy."

Kunkle is first to admit that restoration has been a challenge, with many plans that did not fully mitigate the effects of zinc, cadmium, lead and sulfur dioxide from decades of industry. "They've tried to revegetate the mountain several times since the New Jersey Zinc plant closed," says Sachse. "We were fortunate to have the expertise on staff that made a big difference."

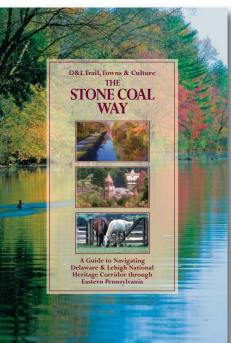
Once Kunkle obtained EPA approval for the warm season grass method, test plantings in 2003 were more successful than expected. The engineers even tried innovative approaches, using a manure spreader on the ground and an airplane on the steep slopes. Not only did the deep roots of the native grasses stop erosion, they did not take up metals from the soil to a harmful extent.

"My entire life I've seen this mountain dead," says Kunkle. "It's a privilege to now be involved in restoring it."



Preservation Pennsylvania Award for The Stone Coal Way

In an award of another kind from Preservation Pennsylvania, the D&L was honored with a citation from Lieutenant Governor Catherine Baker Knoll for



publication of its first heritage tourism guide, *The Stone Coal Way*. A winner in the communications category of the Pennsylvania Historic Preservation Awards, the guide was praised for excellence in conveying the Corridor's message.

"Being recognized not only on the preservation side, but also on the communications side, was very rewarding," says Elissa Marsden, D&L vice president of heritage programs and editor of the guide.

The 152-page full-color heritage tourism guide has sold nearly 2,000 copies since publication in 2005. Thanks to the talents of Workhorse Design in Lehighton,

Pa., the spiral-bound guide is convenient, with beautiful color photographs and four useful foldout maps. It highlights hundreds of little-known destinations along the Corridor and offers interesting options for day trips or weekend getaways.

Preservation Pennsylvania assists Pennsylvania communities to protect and utilize the historic resources they want to preserve for the future, through creative partnerships, targeted educational and advocacy programs, advisory assistance and special projects.

Award from the National Park Service -Northeast Regional Office

The D&L Market Towns Initiative was voted one of the top-tier projects of the NPS Northeast Regional Office's Legacy Initiative, honoring the economic development efforts of the D&L and a host of small towns, including White Haven, Lansford, Jim Thorpe, Lehighton, Palmerton, Slatington and Coaldale. Director of the National Park Service Mary Bomar presented the award to the D&L in Washington, D.C. this April.

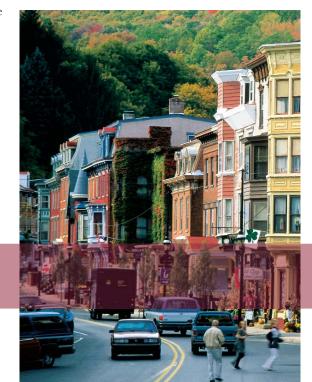
Initiated in 2002 with a \$160,000 grant from the Pennsylvania Downtown Center, the Market Towns

Initiative blends conservation and place-based economic development strategies to help breathe new economic life into the Corridor's small towns. The program has led to a net gain of 33 businesses, 279 individual improvement projects and 137 façade renovation projects in total.

Bomar called Market Towns "an outstanding success story" that models regional efforts to protect natural and historic treasures. A similar program called Landmark Towns, now in the planning stage in Bucks County, will provide technical assistance in the form of some mini-grants, community visioning, planning, training, façade improvements and marketing activities to preserve the character of the region.

This pilot project with the Pennsylvania Downtown Center marked the state's first regional revitalization effort supported by the Commonwealth, receiving partial funding from the PA Department of Community & Economic Development's (DCED) New Communities Program, PA Department of Conservation & Natural Resources (DCNR), Carbon County Commissioners and the Market Town boroughs. In addition, private sector support was provided by PPL Utilities, the Heritage Conservancy, Lehigh University, chambers of commerce, economic development corporations, visitor bureaus and dozens of small businesses.

Market Towns was also recently highlighted in *Heritage Development Partnership Magazine* as one of the ten best practices in the nation for forging strong partnerships.



Partners in Greening the Valley

Is there a local trail or stream that you like to visit, just to get away from it all? Preserving those kinds of greenways—corridors of open space for conservation and recreation—is the shared passion of Lehigh Valley Greenways Initiative (LVGI) partners. Building upon years of local efforts, the D&L joined forces with the Pennsylvania Department of Conservation and Natural Resources (DCNR) in 2004 to help this pilot project take off.

"We always look to the D&L to build capacity at the local level," says Diane Kripas of the DCNR Bureau of Recreation and Conservation. "We count on their support to ensure local projects are implemented, land is protected, trails are built, and a vision of a connected system is realized."

Fortunately, this area is designated as a DCNR Conservation Landscape Initiative and funding for LVGI projects is provided by an implementation block grant from their Bureau of Recreation and Conservation. As part of the grant, DCNR Secretary Michael DiBerardinis presented a \$241,500 check to the D&L on behalf of LVGI partners in 2006 to fund projects such as stream and riparian restoration within Bushkill Watershed, an urban forestry program in Easton and improvements to Jacobsburg Historical Society's John Joseph Henry House.

The Initiative's ranks include a 22-member steering committee and a 10-member ecology/conservation team led by Sherry Acevedo, D&L resource conservation specialist. The Partnership* directs key projects dealing with:

- Land conservation
- Land use
- Environmental enhancements
- Historic preservation

The ecology/conservation team is focused on green-way connectivity specifically within the Two Rivers Area, a 109 square-mile region of Northampton County that reaches from Williams Township north to the Blue Mountain ridge. Technical and mapping expertise from the Lehigh Valley Planning Commission in 2006 was pivotal in helping the team map out five areas of conservation concern.

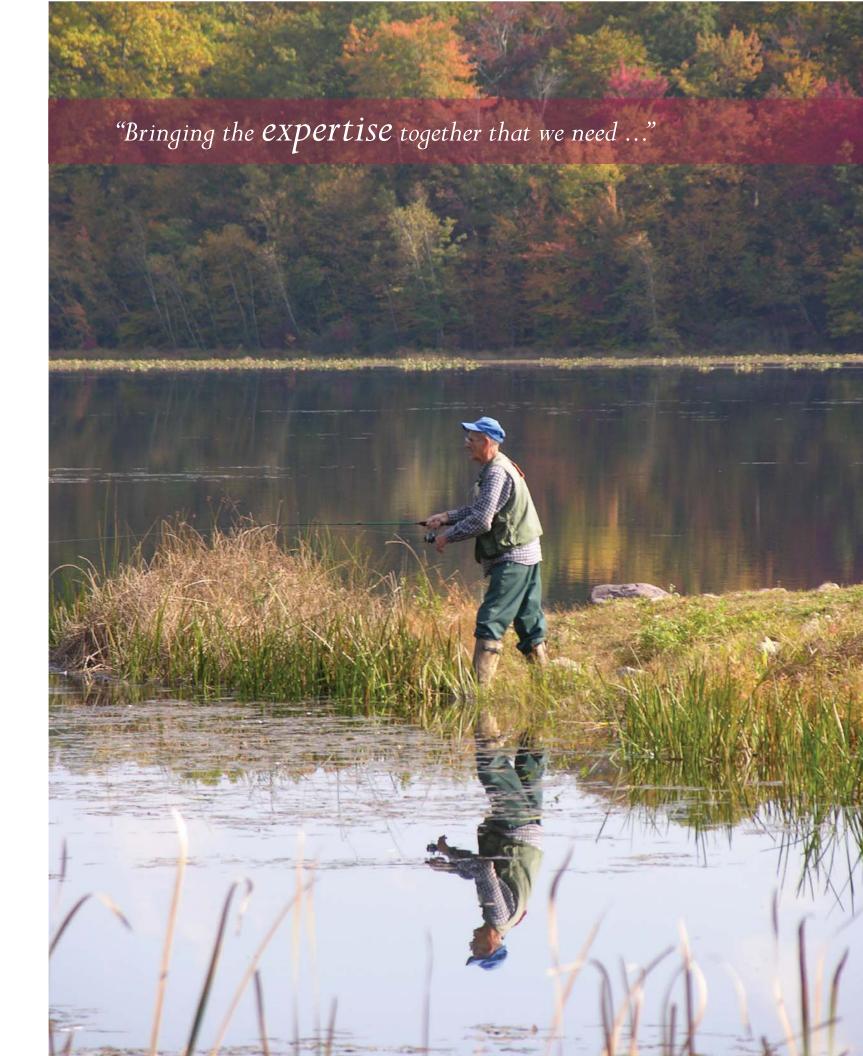
"What I'm really excited about is the innovation," says Acevedo. "Bringing the expertise together that we need to implement these projects will make a real impact on the watershed."

Additionally, LVGI created the LVGI Conservation workshop series this year in partnership with Jacobsburg Environmental Education Center, which proved successful in educating the community about greenways.

"The guidance of the Delaware and Lehigh National Heritage Corridor has provided the funding opportunities and expertise to make the Jacobsburg Historical Society an integral and active part of this growing partnership," says Bob Sadler, former president of the Jacobsburg Historical Society.

In 2007, the LVGI scope will continue to expand, to include implementation projects in the Martins Jacoby Watershed in Northampton County and the Jordan Creek Watershed in Lehigh County.

*Lehigh Valley Greenways Partnership includes: Delaware & Lehigh National Heritage Corridor (D&L NHC), PA Department of Conservation and Natural Resources (DCNR), Jacobsburg Environmental Education Center (DCNR), Bushkill Stream Conservancy, Jacobsburg Historical Society, Heritage Conservancy, Wildlands Conservancy, Natural Lands Trust, Northampton County Parks & Recreation, Northampton County Conservation District, Lehigh Valley Planning Commission, Williams Township, Plainfield Township, City of Easton, Bushkill Township, PA Department of Environmental Protection (DEP), PA Fish & Boat Commission, Martins-Jacoby Watershed Association, tourism promotion agencies, local colleges and universities, local businesses, and other state and local agencies.



Financials

D&L NHC 2006 Projects

Project Name	Funding Source	Amount
Lehigh Gap Refuge, Phase I	DCNR - PA Heritage Parks Private	\$40,000 80,000
Visually & Graphically Speaking, Phase V	DCNR - PA Heritage Parks Local Private	40,000 67,500 7,500
Lehigh Canal Town Gateways	DCNR - PA Heritage Parks Local	25,000 10,000
Morrisville Canal Walkways	DCNR - PA Heritage Parks Private Local	15,000 1,500 13,500
D&L Trail - Lehigh Canal Towpath	DCNR - PA Heritage Parks	25,000
Lock #25 Special Purpose Study - Lehigh Township	DCNR - PA Heritage Parks Private	13,500 4,500
Corridor Market Towns Façade	DCED Private	30,000 30,000
Corridor Market Towns Initiative	DCED Private Local	30,000 5,000 27,214
Susquehanna Greenway Partnership	Endless Mountain Heritage Region	10,000
Audubon Birding Trail Guide	DCNR - Growing Greener NPS - Heritage Partnership Local	60,000 20,000 40,000
Landmark Towns Initiative	NPS - Heritage Partnership DCED Local	20,000 5,000 5,000
Pennsylvania Greenways Sojourn	NPS - Heritage Partnership	2,500
World Canals Conference Scholarships	NPS - Heritage Partnership	5,000

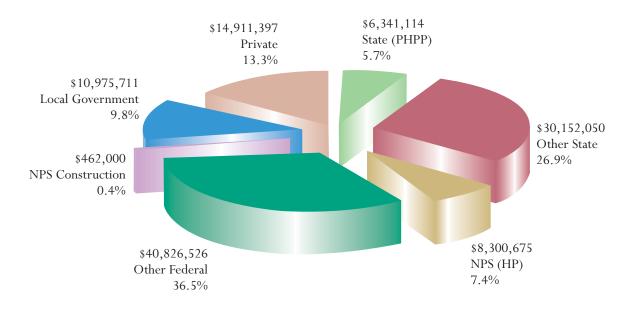
Project Name	Funding Source	Amount
Lehigh Valley Greenways Initiative	DCNR - Growing Greener Local	\$241,500 216,500
D<rail - Black Diamond	TEA	2,558,750
D&L Trail - White Haven	TEA	402,500
D<rail - Rt. 13 Pedestrian Bridge	TEA	690,000
D&L Trail Development - Jim Thorpe Pedestrian Bridge	DCNR - Growing Greener TEA	250,000 862,500
D&L Trails & Canals	NPS - Heritage Partnership	40,210
Delaware Canal - Yardley Aqueduct South	TEA	2,400,000

Legend:

DCNR – Department of Conservation and Natural Resources DCED – Department of Community Economic Development NPS – National Park Service

TEA - Transportation Enhancement Act

Commission & Partnership Funding (\$111,969,473 Since Inception)



Delaware & Lehigh National Heritage Corridor, Inc.

Statement of Activities and Changes in Net Assets For the Year Ended December 31, 2005

-0°F/	Temporarily			
	Operating	Restricted Fund	Total	
	Fund			
REVENUE AND SUPPORT				
Contributions	\$ 9,620	\$ -	\$ 9,620	
Grants	182,892	432,000	614,892	
Program Income (net of costs)	19,125	_	19,125	
Interest and dividends	4,585	3,673	8,258	
Miscellaneous	0	_	0	
Net assets released from restrictions:				
Satisfaction of purpose		(57,893)	(57,893)	
Total Revenues and Support Received	216,222	377,780	594,002	
EXPENSES				
Administrative	28,340	_	28,340	
Designated programs	191,394	_	191,394	
Amortization expenses	118	_	118	
Total Expenditures	219,852	_	219,852	
EXCESS (DEFICIT) OF REVENUE AND				
SUPPORT OVER EXPENSES	(3,630)	377,780	374,150	
NET ASSETS - BEGINNING	234,617	178,500	413,117	
NET ASSETS - ENDING	\$230,987	\$556,280	\$787,267	

Statement of Financial Position December 31, 2005

	Operating Fund	Restricted Fund	Total
ASSETS			
Current Assets			
Cash	\$215,989	\$556,280	\$772,269
Accounts Receivable	4,449	_	4,449
Inventory	47,849	_	47,849
Other Assets			
Organization Costs	237	_	237
Total Assets	\$268,524	\$556,280	\$824,804
LIABILITIES Current Liabilities			
Accounts Payable & Accrued Expenses	\$ 37,537	\$ —	\$ 37,537
Total Current Liabilities	37,537	_	37,537
NET ASSETS			
Unrestricted	230,987	_	230,987
Temporarily Restricted	_	556,280	556,280
Total Net Assets	230,987	556,280	787,267
Total Liabilities and Net Assets	\$268,524	\$556,280	\$824,804

Delaware & Lehigh National Heritage Corridor Commission

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Susan H. Taylor
Donna Williams, PHMC

The Delaware & Lehigh National Heritage Corridor is a joint effort of private groups and interested citizens, county and municipal governments, the Commonwealth of Pennsylvania and the federal government to conserve cultural and natural resources in a five-county region of Pennsylvania that traverses the Delaware and Lehigh Canals. Since the Delaware & Lehigh National Heritage Corridor designation by Congress in 1988, it has been our mission to restore historic places, conserve green space for public use and preserve and interpret our heritage for generations to come. The mission of the Delaware & Lehigh National Heritage Corridor, Inc. simply reinforces that mission through a nonprofit entity.



A partnership with





Delaware & Lehigh National Heritage Corridor, Inc.

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Cindy Young — Administrative/Project Assistant
Dennis Scholl — Outreach Coordinator
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Sandra Duda — Market Towns Office Assistant
Amey Senape — Historic Research Specialist
Mike Korb — Anthracite Region/Consultant
Rolland "Rollie" Rhodomoyer — Canal & Trail

Design by: Workhorse Design Edited by: Kelly Prentice

Construction/Consultant